Labour Program Federal Contractors Program

OFFICI	AL USI	ONL	Y	Strille.	
Agree	ment	N°:			

## **Agreement to Implement Employment Equity**

New Agreement	(All sections n	nust be complet	ed)		
Revised Agreement					
	ORGA	NIZATION			
Legal Name of Organization			Parent company	is located outside (	Canada
ARCADIS Canada Inc.			Г	√ Yes [	<b>No</b>
			_		_
Operating Name (if different from Legal Name of	f Organization)		Business Numb	er	
				employees in Cana	
Organization's North American Industry Classifi	ention System (NAICS) Code	Mumber	(Permanent Full-	Time and/or Part-T	ime)
To find your organization's four-digit NAICS cod	le please visit:		Federally F	Regulated	
http://www.statcan.gc.ca/subjects-sujets/standa 54162	rd-norme/naics-scian/2007/li	st-liste-eng.htm	Provincially	/ Regulated	
34162					
	HEA	D OFFICE			
Address (building number, street, suite, etc.)		City		Province	Postal Code
4005 Hickory Drive		Mississauga		Ontario	L4W 1L1
		Telephone Number			
		905-614-1978	3		
	EMPLOYMENT	EQUITY CONT.	ACT		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
Name (print)		Title			
Natasha Cerra		HR Generalis	st		
Telephone Number	E-mail Address			Preferred Languag	e of Correspondence
905-614-1978	natasha.cerra@arc	adis.com		✓ English	French
	CERT	TEICATION			
The above-named organization:	• CERT	IFICATION			
<u> </u>				and to County	AND
having a combined workforce of 100 o	i more permanent run-um	e and permanent p	art-time employ	ees in Callada, i	AND
intending to bid on, or being in receipt			contract, standin	g offer or contrac	ct issued under a
Supply Arrangement, valued at \$1,000	•		aalaa baala ba	oud the notice o	f the propurement
hereby certifies its commitment to impleme instrument, in keeping with the Federal Co					
please refer to: http://www.esdc.gc.ca/eng				·	
Important note: If an audit of the Agreem	ent to Implement Employr	ment Equity uncove	ers misrepresent	tation on the part	of the organization,
the procurement instrument(s) with the Go				•	•
	910	NATORY			
NOTE: The signature must be the Chief F			an avecutive o	acition with Israel	authority to aign a
NOTE: The signatory must be the Chief E contract on behalf of the organiza		umonzea person ir	an executive po	osition with legal	authority to sign a
Name (print)		Title			
Thomas Franz		President			
Telephone Number	E-mail Address			Preferred Langua	age of Correspondence
905-614-1978	thomas.franz@arc	adis.com		✓ Englis	h French
Signature	<u> </u>	Date (YYYY-MM-D	D)		
( )	1	2015-10-29			
1 Cron	<u> </u>	2015 10 25			
Privacy Notice:					
The information you provide on this form is colle Contractors Program (FCP).	ected under the authority of s	section 42 of the Emp	oloyment Equity Ac	t to determine your	eligibility for the Federal
Completion of this form is mandatory. Refusal to Bid List, loss of the right to bid on federal government.					
The information you provide may be used and/disclosures of your personal information will ne	or disclosed for policy analys	is, research and/or e	valuation purposes		
Your personal information, which is described in		-	•	the right to the prot	ection of, and access to,
government publication entitled Info Source, what accessed online at any Service Canada Centre	nich is available at the followi	ng website address:	http://www.infosou	rce.gc.ca. Info Sou	rce may also be
	RETURN	INSTRUCTIONS			
IMPORTANT					
The signed Agreement to implement     Agreement to implement     Agreement to implement		orm must be sent	to the Labour F	rogram by	

## Arcadis Canada Inc. (certificate # 10000034)

## 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)

	1	Province				Cens	sus Metropolitan	Areas	
ı	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 Cana	ıda 🕨			272	Kitchener - Cambridge - Waterloo	20	1	0	21
					Saskatoon	4	0	0	4
					Victoria	4	1	0	5
					Ont. less CMA	as 35	8	0	43

Total Employees in Canada



272

## Arcadis Canada Inc. (certificate # 10000034) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

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

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

Page 1 of 15 Canada

## Arcadis Canada Inc. (certificate # 10000034) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

## Full-Time / National

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

Occupational Group		,	All Employee		Ab	original Peo	oles	Perso	ns with Disa	bilities	Membe	s of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2		2				1		1	1		1
	Total	2		2				1		1	1		1
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
•	1	1		1				1		1	1		1
	Total	1		1				1		1	1		•
Total Number of Employees		250	151	99	6	5	1	48	24	24	57	31	26

Form 2 B

## Arcadis Canada Inc. (certificate # 10000034) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

## Part-Time / National Reporting Period 2015-09-04 to 2018-07-16

Occupational Group		A	All Employee	s	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	7	5	2									
	Total	7	5	2									
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3	1	2									
	Total	3	1	2									
Total Number of Employees		22	14	8	1	1		2	2		2	2	

## Arcadis Canada Inc. (certificate # 10000034) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

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

Occupational Group			All Employee:			original Peop			ns with Disal			s of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	6	5	1				2	1	1	2	1	1
	Total	6	5	1				2	1	1	2	1	1
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	19	13	6				2	1	1	2	1	1
	Total	19	13	6				2	1	1	2	1	1
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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

Page 4 of 15 Canada

## Arcadis Canada Inc. (certificate # 10000034) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

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

Occupational Group		,	All Employee:	S	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible M	linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2		2				1		1	1		1
Administrative and Operior Charles I Dec	Total	2		2				1		1	1		1
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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

## Form 2 B

## Arcadis Canada Inc. (certificate # 10000034) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

## Part-Time / Ontario

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

Occupational Group		A	All Employee:	S	Ab	original Peo	ples	Perso	ns with Disal	bilities	Member	s of Visible M	linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	9	6	3				2	2		2	2	
	Total	9	6	3				2	2		2	2	
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	7	5	2									
	Total	7	5	2									
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		17	11	6				2	2		2	2	

## Arcadis Canada Inc. (certificate # 10000034) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Québec

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

Occupational Group		,	All Employee	S	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	rs of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	2										
	Total	2	2										
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	9	5	4									
	Total	9	5	4									
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3	2	1									
	Total	3	2	1									
Total Number of Employees		14	9	5									

Arcadis Canada Inc. (certificate # 10000034)

## Form 2 B

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

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

Occupational Group		A	All Employee:	S	Ab	original Peop	oles	Perso	ns with Disa	bilities	Membei	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		2	1	1									

## Arcadis Canada Inc. (certificate # 10000034) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

## Full-Time / Nova Scotia Reporting Period 2015-09-04 to 2018-07-16

Occupational Group		,	All Employee:			original Peop	oles	Perso	ons with Disa	bilities		s of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	2		1	1							
	Total	2	2		1	1							
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	1	1									
	Total	2	1	1									
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		5	4	1	1	1							

## Arcadis Canada Inc. (certificate # 10000034) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / British Columbia

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

Occupational Group		F	All Employee	S		original Peop	oles		ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	1	1				1	1		1	1	
	Total	2	1	1				1	1		1	1	
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3	3					1	1		1	1	
	Total	3	3					1	1		1	1	
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										

Page 10 of 15 Canada

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		P	All Employees	S	Ab	original Peop	les	Perso	ons with Disa	bilities	Member	s of Visible M	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
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		,	All Employee	s	Ab	original Peop	les	Perso	ns with Disa	bilities	Membe	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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		ı	All Employee:	s	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	4	3	1									
	Total	4	3	1									
Total Number of Employees		4	3	1									

Canadä

**Total Number of Employees** 

## Arcadis Canada Inc. (certificate # 10000034) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

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

Occupational Group			All Employee:	:S	At	ooriginal Peor	oles	Perso	ons with Disa	bilities	Membe	rs of Visible N	√linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2	 											
	1	5	3	2				1		1	1		1
	Total	5	3	2				1		1	1		1

Arcadis Canada Inc. (certificate # 10000034) Form 2 B

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

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

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

Form 3 A

## Arcadis Canada Inc. (certificate # 10000034)

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

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

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

Canadä

## Arcadis Canada Inc. (certificate # 10000034)

## Form 3 B

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

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

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

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

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

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

Form 3 B

## Arcadis Canada Inc. (certificate # 10000034)

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

Total Number of Employees	Under \$5,000	Salary Range	
17	17	Total Col. 1	
11	11	Men Col. 2	All Employees
9	6	Women Col. 3	
		Total Col. 4	A
		Men Col. 5	Aboriginal Peoples
		Women Col. 6	les
2	2	Total Col. 7	Pers
2	2	Men Col. 8	Persons with Disabilities
		Women Col. 9	ilities
2	2	Total Col. 10	Membe
2	N	Men Col. 11	Members of Visible Minorities
-	2	Women Col. 12	<sup>l</sup> inorities

Form 3 A

Employment and Social Emploi et Développement
Development Canada social Canada

## Arcadis Canada Inc. (certificate # 10000034)

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

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

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

Total Number of Employees	Under \$5,000	Salary Range	
2	2	Total Col. 1	
_	1	Men Col. 2	All Employees
_	1	Women Col. 3	
		Total Col. 4	A
		Men Col. 5	Aboriginal Peoples
		Women Col. 6	les
		Total Col. 7	Pers
		Men Col. 8	Persons with Disabilities
		Women Col. 9	oilities
		Total Col. 10	Membe
		Men Col. 11	Members of Visible Minorities
		Women Col. 12	<sup>l</sup> inorities

Form 3 A

- 6

Employment and Social Emploi et Développement Development Canada social Canada

## Arcadis Canada Inc. (certificate # 10000034)

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

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

Form 3 A

Employment and Social Emploi et Développement
Development Canada social Canada

## Arcadis Canada Inc. (certificate # 10000034)

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

Total   Men   Women   Total   Men   Women	Total Number of Employees	Under \$15,000		Salary Range	
Women   Total   Wen   Women   Total   Wen   Col. 3   Col. 4   Col. 5   Col. 6   Col. 7   Col. 8   Col. 9   Col. 10   Col. 11	22	22	Col. 1	Total	
Aboriginal Peoples	13	13	Col. 2	Men	All Employees
Abonginal Peoples Persons with Disabilities Members of Visible Minol Men Col. 5 Col. 6 Col. 7 Col. 8 Col. 9 Col. 10 Col. 11  Col. 5 Col. 6 Col. 7 Col. 8 Col. 9 Col. 10 Col. 11  4 3 1 4 3	9	9	Col. 3	Women	
Women   Total   Men   Women   Total   Men   Col. 6   Col. 7   Col. 8   Col. 9   Col. 10   Col. 11			Col. 4	Total	AŁ
Women   Total   Men   Women   Total   Men   Col. 6   Col. 7   Col. 8   Col. 9   Col. 10   Col. 11			Col. 5	Men	original Peopl
## A			Col. 6	Women	es
members of visible minor forms Total Men Col. 10 Col. 11  1 4 3	4	4	Col. 7	Total	Pers
members of visible minor forms Total Men Col. 10 Col. 11  1 4 3	2	3	Col. 8	Men	ons with Disab
Men Col. 11	ı	1	Col. 9	Women	ilities
Wen Col. 11 Col. 12	4	4	Col. 10	Total	Member
Women Col. 12	3	3	Col. 11	Men	rs of Visible Mi
<u> </u>	1	1	Col. 12	Women	norities

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

Total Number of Employees	Under \$5,000	Salary Range	
6	2	Total Col. 1	
4	1	Men Col. 2	All Employees
١,	1	Women Col. 3	
4	1	Total Col. 4	
Ļ	1	Men Col. 5	Aboriginal Peoples
		Women Col. 6	es
		Total Col. 7	Pers
		Men Col. 8	Persons with Disabilities
		Women Col. 9	oilities
		Total Col. 10	Membe
		Men Col. 11	Members of Visible Minorities
		Women Col. 12	inorities

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

<sub>J</sub> Period 2015-09-04 to 2018-07-16	Reporting	
٠,	eriod 2015-09-04 to 2018-07-1	

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

Form 3 A

Employment and Social Emploi et Développement
Development Canada social Canada

## Arcadis Canada Inc. (certificate # 10000034)

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

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

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

- 6

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

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

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

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

				Topolaria Forca Forca of the Forca	10.000							
		All Employees		Ab	Aboriginal Peoples	es	Perso	Persons with Disabilities	lities	Membei	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
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
Administrative and Senior Clerical Personnel	9	1	8			1	2		2	2		2
Clerical Personnel	1		1				1		1	1		_
Total Number of Employees Hired	169	109	60	5	4	1	19	12	7	23	15	8

Form 4 B

## Arcadis Canada Inc. (certificate # 10000034)

# FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / National Reporting Period 2015-09-04 to 2018-07-16

		All Employees		Ak	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
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	

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

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

		All Employees		Ab	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
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	2		2	2		2
Clerical Personnel	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

		All Employees		A	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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	

Form 4 A

## Arcadis Canada Inc. (certificate # 10000034)

# FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Québec Reporting Period 2015-09-04 to 2018-07-16

		All Employees		А	Aboriginal Peoples	es	Pers	Persons with Disabilities	lities	Member	Members of Visible Minorities	າorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Professionals	6	5	1									
Semi-Professionals and Technicians	2	2										
Total Number of Employees Hired	8	2	1									

Form 4 B

Arcadis Canada Inc. (certificate # 10000034)

# FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / Québec Reporting Period 2015-09-04 to 2018-07-16

		All Employees		Al	Aboriginal Peoples	les	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Professionals	1	1										
Administrative and Senior Clerical Personnel	1		1									
<b>Total Number of Employees Hired</b>	2											

Form 4 A

## Arcadis Canada Inc. (certificate # 10000034)

# FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Nova Scotia Reporting Period 2015-09-04 to 2018-07-16

		All Employees		Al	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	2	2		1	1							
Professionals	2	1	1									
Total Number of Employees Hired	4	3	1	1	l.							

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / British Columbia Reporting Period 2015-09-04 to 2018-07-16

		All Employees		A	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women		Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
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											
Total Number of Employees Hired	19	14	5				3	2	1	3	2	-

Form 4 B

### Arcadis Canada Inc. (certificate # 10000034)

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / British Columbia Reporting Period 2015-09-04 to 2018-07-16

		All Employees		At	Aboriginal Peoples	es	Pers	Persons with Disabilities	lities	Member	Members of Visible Minorities	າorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Professionals	1	1		1	1							
Total Number of Employees Hired	1	4		-	1							

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

		All Employees		At	Aboriginal Peoples	es	Pers	Persons with Disabilities	lities	Member	Members of Visible Minorities	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	4	3	1									
Total Number of Employees Hired	4	3	-									

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / Saskatchewan Reporting Period 2015-09-04 to 2018-07-16

		All Employees		A	\boriginal Peoples	les	Pers	Persons with Disabilities	llities	Membe	Members of Visible Minorities	norities
Occupational Group		Men		Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Professionals	1	1										
Total Number of Employees Hired	1	1										

Form 4 A

### Arcadis Canada Inc. (certificate # 10000034)

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Alberta Reporting Period 2015-09-04 to 2018-07-16

		All Employees		IA	Aboriginal Peoples	es	Pers	Persons with Disabilities	lities	Membe	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
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

	Employe	ees promoted (	Employees pro	moted during	the year are to	be reported or	nly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Occupational Croup		All Employees		A	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible M	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Senior Managers	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

- 6

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

	Employ	ees promoted (	Employees pro	moted during	the year are to	be reported or	າly in the occup	ational groups	in which or to w	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.)	been last pror	moted.)
		All Employees		Al	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Member	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Senior Managers	1	1										
Middle and Other Managers	7	3	4				1		1			_
Professionals	5		5				2		2	2		2
Supervisors	2		2				1		1	1		1
<b>Total Number of Employees Promoted</b>	15	4	11				4		4	4		4
Total Number of Promotions	15	4	11				4		4	4		4

- 6

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

	Employe	es promoted (	Employees pro	moted during t	the year are to	be reported on	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.)	ational groups i	n which or to w	hich they have	been last proi	moted.)
		All Employees		Al	Aboriginal Peoples	es	Pers	Persons with Disabilities	lities	Member	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	•											
Middle and Other Managers	1											
Total Number of Employees Promoted	1		1									
<b>Total Number of Promotions</b>	1		1									

### Arcadis Canada Inc. (certificate # 10000034)

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

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

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

Form 6 B

### Arcadis Canada Inc. (certificate # 10000034)

# FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / National Reporting Period 2015-09-04 to 2018-07-16

		All Employees		AŁ	Aboriginal Peoples	es	Pers	Persons with Disabilities	lities	Member	Members of Visible Minorities	norities
Occupational Group		Men		Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Professionals	1	_										
Total Number of Employees Terminated	1	1										

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

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

	All Employees		At	original Peopl	es	Pers	ons with Disabi		Membei	rs of Visible Mii	norities
Total	Men	Women	Total	Men	Women	Total	Men		Total	Men	Women
Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8		Col. 10	Col. 11	Col. 12
2	1	1									
3	1	2									
68	36	32									
1	1										
9		9									
1											
84	39	45									
	8 2 6 W 2 W 2 W 2 W 2 W 2 W 2 W 2 W 2 W 2	All Employ Men Col. 2 2 3 3 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	All Employees  Men  Col. 2  Col. 3  Col. 3  1  3  1  1  1  9  9  1  1  1  1  1  1  1  1	All Employees  Men  Col. 2  Col. 3  Col. 3  1  3  1  1  1  9  9  1  1  1  1  1  1  1  1	All Employees  Men  Col. 2  Col. 3  Col. 3  1  3  1  1  1  9  9  1  1  1  1  1  1  1  1	All Employees Aboris  All Employees Women Total  Col. 2 Col. 3 Col. 4  2 1 1 2  68 36 32  1 1 9  9 9 9  1 1 1	All Employees       Aboriginal Peoples         Men Col. 2       Women Col. 3       Total Men Col. 5       Women Col. 6       Col. 6         2       1       1       2         68       36       32       32       32         1       1       1       1       1         9       45       39       45	All Employees       Aboriginal Peoples         Men Col. 2       Women Col. 3       Total Men Col. 5       Women Col. 6       Col. 6         2       1       1       2         68       36       32       32       32         1       1       9       9       9         4       39       45	All Employees         Aboriginal Peoples         Persons with Disabilities           Men         Women         Total         Men         Women         Total         Men         Women           Col. 2         Col. 3         Col. 4         Col. 5         Col. 6         Col. 7         Col. 8         Col. 9           3         1         2         Col. 9         Col. 9         Col. 9         Col. 9           68         36         32         Col. 9         Col. 9         Col. 9         Col. 9           1         1         1         1         Col. 9         Col. 9         Col. 9	All Employees         Aboriginal Peoples         Persons with Disabilities         Membe           Men Col. 2         Col. 3         Col. 4         Col. 5         Col. 6         Col. 7         Col. 8         Col. 9         Col. 10           2         1         1         2         Col. 5         Col. 6         Col. 7         Col. 8         Col. 9         Col. 10           68         36         32         Sol. 9         Sol. 9         Sol. 10         Sol. 10	All Employees         Aboriginal Peoples         Persons with Disability Disa

Form 6 A

### Arcadis Canada Inc. (certificate # 10000034)

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

		All Employees		At	Aboriginal Peoples	es	Pers	Persons with Disabilities	lities	Membe	Members of Visible Minorities	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	8	8										
Total Number of Employees Terminated	8	8										

Page 4 of 8

Form 6 A

### Arcadis Canada Inc. (certificate # 10000034)

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

		All Employees		A.	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women		Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9			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									

Form 6 A

### Arcadis Canada Inc. (certificate # 10000034)

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

		All Employees			Aboriginal Peoples	.	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	noritie
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	1	1										
Professionals	3	2	1									
Total Number of Employees Terminated	4	3	1									

Form 6 B

### Arcadis Canada Inc. (certificate # 10000034)

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

		All Employees		AI	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Member	Members of Visible Minorities	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
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

				Women		
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	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.



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Date: 2018-07-16

### **Aboriginal Peoples**

			Aborigi	Aboriginal Peoples		
Employment Equity Occupational Group	All Employees	Representation	ntation	Availability	ility	Gap
	#	#	%	%	#	#
01 : Senior Managers	6	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	26	_	3.8 %	2.2 %	<u> </u>	0
03 : Professionals	140	2	1.4 %	1.0 %	<u> </u>	<u> </u>
04 : Semi-Professionals and Technicians	79	ω	3.8 %	4.3 %	ω	0
05 : Supervisors	Ν	0	0.0 %	1.9 %	0	0
07 : Administrative and Senior Clerical Personnel	18	<u> </u>	5.6 %	1.2 %	0	<b>→</b>
10 : Clerical Personnel	_	0	0.0 %	0.7 %	0	0
Total	272	7	2.6 %	2.1 %	Ωı	2

Total may not equal sum of components due to rounding.

Date: 2018-07-16

### **Members of Visible Minorities**

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

Total may not equal sum of components due to rounding.

2018-07-17

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Date: 2018-07-16

### **Persons with Disabilities**

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

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Arcadis Canada Inc.

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## **Workforce Analysis - Summary Report**

Date: 2018-07-16

# WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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

### Workplace Equity Information Management System - Arcadis Canada Inc.

### **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 Firs	st/Previous Wor	kforce Analysis
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Data from Si	ubsequent/Curre Analysis	nt Workforce
<b>\</b>	<b>\</b>	<b>\</b>

Data from F	rst/Previous Work	force Analysis
YYYY	MM	DD
2015	09	04

2018	07	16
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

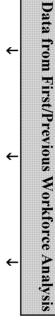
		-	Гable 1: Women	
		First/Pr	evious Workforce A	Analysis
Emal	overent Fauity Occupational Coope (FFOC)	All Employees	Won	nen
сшрк	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	12	2	27.40
02	Middle & Other Managers	17	4	38.90
03	Professionals	131	58	23.10
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

F	Table 5: Women	
Subsequent	/Current Workford	e Analysis
All Employees	Won	ien
	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
1	1	65.20
0	0	0.00
0	0	0.00
0	0	0.00
0	0	0.00
272	107	26.5

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### Federal Contractors Program Achievement Report Part 1: Workforce Analysis Arcadis Senes Canada Inc. 2018-07-16 Data from Subsequent/Current Workforce 000854



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**Employment Equity Occupat** 

	Table	Table 2: Aboriginal Peoples	eoples
	First/Pr	First/Previous Workforce Analysis	Vnalysis
The same of the sa	All Employees	Aboriginal Peoples	l Peoples
syment Edmiy Occupational Group (EEOG)		Representation	Availability*
	#	#	0%
Senior Managers	12	0	2.90
Middle & Other Managers	17	0	2.20
Professionals	131	0	1.20
Semi-Professionals & Technicians	25	2	2.80
Supervisors	0	0	0.00
Supervisors: Crafts & Trades	0	0	0.00
Administrative & Senior Clerical Personnel	16	0	1.30
Skilled Sales & Service Personnel	0	0	0.00
Skilled Crafts & Trades Workers	0	0	0.00
Clerical Personnel	2	0	0.70
Intermediate Sales & Service Personnel	0	0	0.00
Semi-Skilled Manual Workers	0	0	0.00
Other Sales & Service Personnel	0	0	0.00
Other Manual Workers	0	0	0.00

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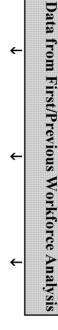
Table	2018
Table 6: Aboriginal Peoples	07
eoples	16

272	0	0	0	0		0	0	18	0	2	79	140	26	6	#		All Employees	Subsequen	Table
7	0	0	0	0	0	0	0	_	0	0	(J)	2	_	0	#	Representation	Aboriginal Peoples	Subsequent/Current Workforce Analysis	<b>Table 6: Aboriginal Peoples</b>
2.2	0.0	0.0	0.0	0.0	0.7	0.0	0.0	1.2	0.0	1.9	4.3	1.0	2.2	2.9	9/0	Availability*	d Peoples	ce Analysis	eoples

\* Source:

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



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Data from Subsequent/Current Workforce Analysis

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

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	Table 3: Me	Table 3: Members of Visible Minorities	Minorities
	First/Pr	First/Previous Workforce Analysis	vnalysis
and Fallt County of County (FFOC)	All Employees	Members of Visible Minorities	ible Minorities
oyment Equity Occupational Oroup (EEOO)		Representation	Availability*
	#	#	%
Senior Managers	12	2	10.10
Middle & Other Managers	17	3	15.00
Professionals	131	23	17.80
Semi-Professionals & Technicians	25	7	21.40
Supervisors	0	0	0.00
Supervisors: Crafts & Trades	0	0	0.00
Administrative & Senior Clerical Personnel	16	5	30.40
Skilled Sales & Service Personnel	0	0	0.00
Skilled Crafts & Trades Workers	0	0	0.00
Clerical Personnel	2		48.10
Intermediate Sales & Service Personnel	0	0	0.00
Semi-Skilled Manual Workers	0	0	0.00
Other Sales & Service Personnel	0	0	0.00
Other Manual Workers	0	9	0.00

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Employment Equ

272 59	0 0	0 0	0 0	0	1	0 0	0 0	18 7	0 0	2 1	79 8	140 37	26 3	6 2	# #	Representation Avai	All Employees	Subsequent/Current Workforce Analysis	Table 7: Members of Visible Minorities
19.2	0.0	0.0	0.0	0.0	48.1	0.0	0.0	31.1	0.0	30.2	16.4	20.0	15.0	10.1	%	Availability*	ible Minorities	e Analysis	Minorities

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### Federal Contractors Program Achievement Report Part 1: Workforce Analysis Arcadis Senes Canada Inc. 2018-07-16 Data from Subsequent/Current Workforce

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0.00	0	0	Semi-Skilled Manual Workers
0.00	0	0	Intermediate Sales & Service Personnel
7.00	0	2	Clerical Personnel
0.00	0	0	Skilled Crafts & Trades Workers
0.00	0	0	Skilled Sales & Service Personnel
3.40	1	16	Administrative & Senior Clerical Personnel
0.00	0	0	Supervisors: Crafts & Trades
0.00	0	0	Supervisors
4.60	2	25	Semi-Professionals & Technicians
3.80	3	131	Professionals
4.30	1	29	Managers Managers
%	#	#	
Availability*	Representation		o) mene Equity Occupanonal Oloup (EEOO)
Disabilities	Persons with Disabilities	All Employees	ovment Family Occupational Cropp (FFOC)
\nalysis	First/Previous Workforce Analysis	First/Pro	
sabilities	<b>Table 4: Persons with Disabilities</b>	Table 4: 1	

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Employment Equity

01/02 | Managers

Subsequent All Employees	Subsequent/Current Workforce Analysis mployees   Persons with Disabilities	ce Analysis Disabilities
	Representation	Availability*
#	#	0%
32	5	4.3
140	29	3.8
79	7	4.6
2	1	0.0
0	0	0.0
18	7	3.4
0	0	0.0
0	0	0.0
1		7.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0

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11 Intermediate Sales & Service Personnel	10 Clerical Personnel		07 Administrative & Senior Clerical Personnel	06 Supervisors: Crafts & Trades	05 Supervisors	04   Semi-Professionals & Technicians	03 Professionals	02 Middle & Other Managers	01 Senior Managers	#	Employment Equity Occupational Group  (EEOG)  All Employees	Full								
0 -	<u>- c</u>	0	9 8	0 0	1 1	52 14	99 34	7 2	0 0	# #	Women Hired	Full-time / National	Table 1:		Data from Fori Hi	Start YYYY 2015				Fed
	0 0		2	0	0	5	11	0	0	#	All Employees Hired	Part-time / National	Table 1: Women		Data from Form 4 - Employees Hired	Start Date of Flow Data  YY MM D  15 09 0		Arcad	Part 2	leral Contracto
	0 0		2 0	0 0	0 2	2 0	2 5	0 8	0	# #	Women Hired Promoted	ional Full-time /			S Data fr	ta End Da  DD YYYY  04 2018	43297	Arcadis Senes Canada Inc.	Part 2: Flow Data Analysis	Federal Contractors Program Achiev
	0 0		0	0	2	0	5	5.	0	#	Women Promoted	National	Table 5: Women	<b>←</b>	from Form 5 - Employees Promoted	MM Dat		Inc.	ysis	evement Report
	0 0		0 0	0 0	0 0	0 0	0 0	0	0 0	# #	All Employees Women Promoted Promoted	Part-time / National	nen	<b>+</b>	Employees	DD 16				
<b>D</b>		0 0	9	0	0	2	105	7	2	#	All Employees Terminated T	Full-time / National		<b>←</b>	Data fr					
0	_ 0	0 0	9	0	0	0	42	2	1	# #	Women All Employees Terminated Terminated		Table 9: Women	<b>←</b>	Data from Form 6 - Employees Terminated					
	0 0		0 0	0 0	0 0	0 0	1 0	0 0	0 0	#	loyees Women nated Terminated	Part-time / National	en	<b>-</b>	Imployees					0008

14 Other Manual Workers

Other Sales & Service Personnel Semi-Skilled Manual Workers

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Intermediate Sales & Service Personnel

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D	Date of Flow Da	End I	/ Data	Date of Flow	Start

Total	13 Other Sales & Service Personnel 14 Other Manual Workers	12 Semi-Skilled Manual Workers	10 Clerical Personnel	08 Skilled Sales & Service Personnel	07 Administrative & Senior Clerical Personnel	05 Supervisors  O6 Supervisors: Crafte & Trades	04 Semi-Professionals & Technicians	03 Professionals	02 Middle & Other Managers	01 Senior Managers		Employment Equity Occupational Group (EEOG)				
169	0	0 0	) <u>—</u> (	0 0	1 9	0 1	52	99	7	0	# #	All Employees Aboriginal Hired Peoples Hired	Full-time / National	Table 2: A	<b>+</b>	Data from F
5 18	0 0	0 0	000	00	1 2 2	0 0	2 5	11	0	0 0	# #	inal All Employees Aboriginal Hired Hired Peoples Hired	ial Part-time / National	Table 2: Aboriginal Peoples	<b>↓</b>	Data from Form 4 - Employees Hired
1 16	0 0	0 0	000	00	0	2	0 0	5	8	0 1	#	All Employees A Promoted P	al Full-time / National	Table 6:	<b>←</b>	Data fron
0 0	0 0	0 0	000	00	0 0	000	0 0	0 0	0 0	0 0	# #	Peoples Promoted Promoted Absolute Absolute Promoted Prom	ional Part-time / National	6: Aboriginal Peoples	<b>↓</b>	Data from Form 5 - Employees Promoted
0 126	0 0	0 0	0	0 0	0	0 0	0 2	0 105	0 7	0 2	# #	All Employees Peoples Terminated	tional Full-time / National		<b>+</b>	
0 1	0 0	0 0	0 0	0 0		0 0	0 0	0 1	0	0 0	# #	Aboriginal All Employees Peoples Terminated	National Part-time / Nationa	<b>Cable 10: Aboriginal Peoples</b>	<b>+</b>	Data from Form 6 - Employees Terminated
											#	Aborigin People Terminat	'Nation:	ples	<b>←</b>	yees

	Tabl	e 10: Abo	Table 10: Aboriginal Peoples	ples
al	Full-time / National	'National	Part-time / National	/ National
s nal	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#
0	2	0	0	0
0	7	0	0	0
0	105	0		0
0	2	0	0	0
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43297	Arcadis Senes Canada Inc.	Part 2: Flow Data Analysis	Federal Contractors Program Achievement Report
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 Start Date of Flow Data

 YYYY
 MM
 DD

 2015
 09
 04

 End Date of Flow Data

 YYYY
 MM
 DD

 2018
 07
 16

43297	Arcadis Senes Canada Inc.	Part 2: Flow Data Analysis	Federal Contractors Program Achievement Report
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		Start D YYYY 2015	Start Date of Flow Data YY MM D 15 09 0	Data DD 04	End   YYYY 2018	End Date of Flow Data YY MM I 8 07	Data DD 16					
	Data f	Data from Form 4 - Employees	4 - Emplo	yees	Data fro		m Form 5 - Employees	oyees	Data	Data from Form 6 - Employees	ı 6 - Empl	)yees
		Hired	ed			Promoted	noted			Terminated	nated	
	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	←	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>
	Table 4: N	Table 4: Members of Visible Minorities	Visible M	inorities	Table 8: Me		mbers of Visible Minorities	linorities	Table 12:	Table 12: Members	of Visible Minorities	<b>Tinorities</b>
	Full-time / National	National	Part-time / National	National	Full-time / Na	/National	Part-time / National	/National	Full-time	Full-time / National	Part-time / National	'National
Employment Equity Occupational Group	All Employees	Members of	All Employees	Members of	All Employees	Members of	All Employees	Members of	All Employees	Members of	All Employees	Members of Visible
(EEOG)	Hired	55	Hired	Minorities	Promoted	Minorities	Promoted	Minorities	Terminated		Terminated	Minorities
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	1	0	0	0	2	0	0	0
02 Middle & Other Managers	7		0	0	8		0	0	7	0	0	0
03 Professionals	99	14	=	2	5	2	0	0	105	0		0
04 Semi-Professionals & Technicians	52	4	5	0	0	0	0	0	2	0	0	0
05 Supervisors	1		0	0	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	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		0	0	0	0	0	0		0	0	0
11   Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	169	23	18	2	16	4	0	0	126	0	_	0

ort	43297	Arcadis Senes Canada Inc.	Part 3: Goals	Federal Contractors Program Achievement Report
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Data for First/Previous Goals

АВ	С	D	E	Ŧ	G	Н	-	J	К	L	M	Z	0	P	Q	R	S	T	T U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	From Flow Data Workforce Data Entry CxEx3 Analysis* Analysis* CxHx3 Analysis*	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F + I	From Workforce Analysis	llent	KxLx3	<b>∓</b> 🗎	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis			(K - M + O) ÷ (C + F)
***************************************	<b>.</b>	Ţ	Ţ	↓	<b></b>	<b>.</b>	<b></b>	Ţ	Ţ	1	<b></b>	Ţ	Ţ	<b>.</b>	Ţ	<b>.</b>	Ţ	1	4
										Table 1: Wome	Vomen								
									First/	First/Previous Short-term Goals	ort-term Go	als							
				All Employees	loyees									Wo	Women				
Family Downstian	Number	Grow	Growth (New Positions)		Turnover (Replacement of Terminated Employees)	placement of T Employees)	erminated	Anticipated	Number	Turnover (Replacement of Terminated Employees)	placement of		3 Year Goals From - To	Goals - To	5			7	Projected
Group (EFOG)	YYYY-MM-DD	Actual	Projected	cted	Actual	Projected	ded	Hires Over 3	YYYY-MM-DD			Over 3	AAAA - 4AAA	AAAA	Availability	Present Gap	Gap	Representation	Representation in 3
	2015-09-04	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Todas	2015-09-04	Annually	Over 3 Years	Years	2015	2018					Teals
	#	%	%	#	%	%	#	#	##	%	#	#	#	%	%	#	#	%	9/6
	12	-20.6%		0 0	22.2%		00		2	0.0%	00	,	00		27.4%	, <u></u>	, <u>-</u>	16.7%	
03 Professionals	131	2.2%		0 (	78.2%		0 (	0	58	0.0%	0 (	-28	0 (		23.1%	28	28	44.3%	44.3%
04 Semi-Professionals & Tech	25	,		0	3.8%		0	0	6		0	_	0		26.1%	<u>.</u>	<u>_</u>	24.0%	
05 Supervisors	0			0	0.0%		0	0	0		0	0	0		0.0%	0	0	#DIV/0!	
06 Supervisors: Crafts & Trades	0			0	0.0%		0	0	0		0	0	0		0.0%	0	0	#DIV/0!	-
	16			0	52.9%		0		16		. 0		. 0		80.6%	, ω	. ω	100.0%	
	0	0.0%		0 0	0.0%		0 0		0 0		0 0	0 0	0		0.0%	0 0	0 0	#DIV/0!	
10   Clerical Personnel	2 0	-20.6%		0 0	66.7%		0 0	0.0	2	0.0%	0 0	<u>-</u> -	00		65.2%	<u> c</u>	<u></u>	#DIV/0!	#DI V/0!
	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	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	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0		0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	203	10.2%		0	53.5%		0	0	88	0.0%	0	-27	0		30.0%	27	27	43.3%	43.3%

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

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

Total	14	13	12	=	10	09	08	07	06	05	04	03	02	01	9		7	
	14 Other Manual Workers	13 Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	10 Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	Supervisors	Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers	or out (EEOO)	Employment Equity Occupational		
	ıal Workers	& Service	d Manual	e Sales & Se	rsonnel	fts & Trades	es & Service	tive & Sr Cle	:: Crafts & T		ssionals & T	ls	)ther Manag	lagers		шу Оссиран		
				rvice				rical	rades		ech		ers			Dian		
															#	Short-t		
3	0	0	0	0	0	0	0	0	0	0		0			%	Short-term Goals		
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6		Women	
2	0	0	0	0	0	0	0	0	0	0	0	0	2	0	#	Long-term Goals		
															%	rm Goal		
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		S		
																		able 2
																		Fable 2: Women
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																Comments		
																nents		

43297  Data for First/Previous Goals	Federal Contractors Program Achievement Report  Part 3: Goals  Arcadis Sense Conada Inc
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Total	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate Sales & Service	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers			Group (FFOG)	Employment Faulty Occupational					Data sources:	A B
				rvice				rical	ades		ch _		SE		#	2015-09-04	YYYY-MM-DD	Number				<b>←</b>	From Workforce Analysis	С
203 10	0	0	0	0	2 -20	0	0	16 ,		0	25 40	131	17 1:	12 -20	%	9-04 Annually	M-DD Actual	er				<b>+</b>		D
10.2%	0.0%	0.0%	0.0%	0.0%	-20.6%	0.0%	0.0%	4.0%	0.0%	0.0%	46.7%	2.2%	15.2%	-20.6%	%	ally Annually	zal .	Growth (New Positions)				<b>_</b>	m òrce Data E	E
															#:	ally Over 3 Years	Projected	Positions)	<u> </u>			<b>←</b>	intry CxE	F
0 53.	0 0.	0 0.	0 0.	0 0.	0 66.	0 0.	0 0.	0 52.	0 0.	0 0.	0 3.	0 78.	0 32.	0 22.	%	3 Annually	Actual	Turnove	All Employees			<b>←</b>	From Flow Data Workforce Data Entry C x E x 3 Analysis & Data Entry C x H x 3  Analysis  Analysis  Analysis Analysis	G
53.5%	0.0%	0.0%	0.0%	.0%	7%	.0%	0%	52.9%	.0%	0%	3.8%	78.2%	32.6%	22.2%	%	ly Annually		Turnover (Replacement of Terminated Employees)				<b>←</b>	low s & Data En rce	Н
															#	Over 3 Years	Projected	t of Terminate				<b>←</b>	try CxHx	I
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Years	Hires Over 3	Anticipated				<b>←</b>	3 F+1	J
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	2015-09-04	GG-WW-AAAA	Number		F	T;	<b>←</b>	From Workforce Analysis	×
2 0.	0 0.	0 0.	0 0.	0 0.	0 0.	0 0.	0 0.	0 0.	0 0.	0 0.	2 0.	0 0.	0 0.	0 0.	%	04 Annually				First/Previous Short-term Goals	Table 3: Aboriginal	<b>←</b>	Equivalent to H	T
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	#	lly Over 3 Years		Turnover (Replacement of Terminated Employees)		s Short-tern		<b>←</b>	KxL	M
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#		Over 3			n Goals	eoples	<b>–</b>	x 3 (F x Q) - R + M	Z
	0	0	0	0	0	0	0	0	0	0	<u>-</u>	2	0	0	#	2015						<b>–</b>	J x P	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	%	2018	****	3 Year Goals From - To	Aborig			<b>←</b>	Data Entry	P
1.6%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.0%	1.3%	0.0%	0.0%	2.8%	1.2%	2.2%	2.9%	%		Availability	<u> </u>	Aboriginal Peoples			<b>←</b>	From Workforce Analysis	Q
% -	%	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>		<u>%</u>	<u>%</u>	<u>~</u> -	<u>%</u>	<u>%</u>	#		Present Gap					<b>←</b>	From e Workforce Analysis	R
_	0	0	0	0	0	<u> </u>	<u> </u>	<u> </u>	0 (	<u> </u>		2 -	0	<u> </u>	##		Gap					<b>←</b>	(K - M + e O) - ((C + F) x Q)	S
_	) #1	) #1	) #1	) #I	<u> </u>	) #1	)        #1	<u> </u>	) #1	) #1	_	2	<u> </u>	<u> </u>	%		Representation	P				<b>←</b>		T
1.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0.0%	#DIV/0!	#DIV/0!	0.0%	#DIV/0!	#DIV/0!	8.0%	0.0%	0.0%	0.0%				-					(K -	
1.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0.0%	#DIV/0!	#DIV/0!	0.0%	#DIV/0!	#DIV/0!	8.0%	0.0%	0.0%	0.0%	9%	Years	Representation in 3	Projected				<b>←</b>	K+C (K-M+0)+(C +F)	U

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

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

			Table 4: Aboriginal Peo	Peoples	
-	Aboriginal Peoples				
Employment Equity Occupational	Short-term Goals Long-term Goals	ioals		Comments	
aroup (EECO)	# % #	9%			
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 00 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			

Federal Contractors Program Achievement Report  Part 3: Goals

Total	14 Other Mar	13 Other Sale	12 Semi-Skill	11 Intermedia	10 Clerical Personnel	09 Skilled Cr	08 Skilled Sa	07 Administra	06 Supervisor	05 Supervisors	04 Semi-Prof	03 Professionals	01/02 Managers		٠	Group (EEOG)						Data sources:	Α
	Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	ersonnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	rs	Semi-Professionals & Tech	nals				Group (EEOG)							В
203	0	0	0	0	2	0	0	16	0	0	25	131	29	#	2015-09-04	YYYY-MM-DD	Number				<b>←</b>	From Workforce Analysis	С
10.2%	0.0%	0.0%	0.0%	0.0%	-20.6%	0.0%	0.0%	4.0%		0.0%	46.7%	2.2%	-2.7%	%	Annually	Actual	Grow				<b>←</b>	From Workforce Analysis <sup>†</sup>	D
														%	Annually	Projected	Growth (New Positions)				<b>←</b>	From Workforce Data Entry CxEx3 Analysis <sup>†</sup>	E
0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years	cted		All Employees			<b>←</b>	CxEx3	F
53.5%	0.0%	0.0%	0.0%	0.0%	66.7%	0.0%	0.0%	52.9%	0.0%	0.0%	3.8%	78.2%	27.4%	%	Annually	Actual	Turnover (Replacement of Terminated Employees)	loyees			<b>←</b>	From Flow Data Analysis & Data Entry C x H x 3 Workforce Analysis *	G
														%	Annually	Projected	placement of To Employees)				<b>←</b>	Data Entry (	H
0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years		L				<b>←</b>	CxHx3	-
0	0	0	0	0	0	0	0	0	0	0	0	0	0	#:	Years	Hires Over 3	Anticipated				<b>←</b>	F + I	J
			_	_	_	_			_	_				#:	2015-09-04	YYYY-MM-DD	Number		First	Table 5	<b>←</b>	From Workforce Analysis	K
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%	%	Annually		Turnover (R		First/Previous Short-term Goals	able 5: Persons with I	<b>←</b>	Equivalent to H	L
0	0	0	0	0	0	0	0	0	0	0	0	0	0	#:	Over 3 Years		Furnover (Replacement of Terminated Employees)		nort-term G	with Disa	<b>←</b>	KxLx3	×
#REF!	0	0	0	0	0	0	0	_	0	0	-2	3	0	#:	Years	Over 3	Hires		oals	)isabilities	<b>←</b>	(F x Q) - R + M	Z
0	0	0	0	0	0	0	0	0	0	0	0	0	0	#:	2015	*****	3 Year Goals From - To				<b>←</b>	JxP	0
														%	2018	YYYY	Goals - To	Persons wit			<b>←</b>	Data Entry	P
#REF!	4.0%	0.0%	0.0%	0.0%	0.0%	7.0%	0.0%	0.0%	3.4%	0.0%	0.0%	4.6%	3.8%	%		Availability		Persons with Disabilities			<b>←</b>	From Workforce Analysis	Q
#REF!	0	0	0	0	0	0	0		0	0	2	<u>ئ</u>	0	#		Present Gap		•			<b>←</b>	From Workforce Analysis	R
#REF!	0	0	0	0	0	0	0	_	0	0	2	<b>.</b> 5	0	#		Gap	7				<b>←</b>	From (K - M + Workforce O) - ((C + Analysis F) x Q)	s
3.4%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0.0%	#DIV/0!	#DIV/0!	6.3%	#DIV/0!	#DIV/0!	8.0%	2.3%	3.4%	%		Representation	,				<b>←</b>	K÷C	T
3.4%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!			#DIV/0!		*		8.0%	2.3%	3.4%	%	Tears	Representation in 3	Projected				←	(K - M + O) ÷ (C + F)	U

<sup>†</sup> 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) + Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + Oxforce Analysis) + Oxforce Analysis + Total number of employees from Flow Data Analysis) + Oxforce Analysis + Oxforce Analysis + Oxforce Analysis + Oxforce Analysis) + Oxforce Analysis + Oxfo

##  ##  ##  ##  ##  ##  ##  ##  ##  ##		Perso	Persons with Disabilities	sabilities				1 400	0. 1 01 30	Labic of Leisons with	Diomonium.	5								
# % # % als 0.0 0.0 0 als 0.0 0.0 0 ssionals & Tech 0.0 0.0 0 s: Crafts & Trades 0.0 0.0 0 s: Crafts & Trades 0.0 0.0 0 cs & Service 0.0 0.0 0 es & Service 0.0 0.0 0 ersonnel 0.0 0.0 0 te Sales & Service 0.0 0.0 0 te Sales & Service 0.0 0.0 0 et & Sales & Service 0.0 0.0 0.0 0 et & Sales & Service 0.0 0.0 0 et & Sales & Service 0.0 0.0 0.0	Employment Equity Oscilpational	Short-term (		Long-term G	oals							•	Commen	Comments						
als 0 0,0 0,0 0,0 0,0 0,0 0,0 0,0 0,0 0,0	Group (Essee)		%		%					recordi										
als     2     0.0     0       ssionals & Tech     0     0.0     0       s: Crafts & Trades     0     0.0     0       s: Crafts & Trades     0     0.0     0       es & Service     0     0.0     0       es & Service     0     0.0     0       orsonnel     0     0.0     0       re Sales & Service     0     0.0     0       ed Manual     0     0.0     0       s & Service     0     0.0     0       s & Service     0     0.0     0       ual Workers     0     0.0     0	01/02 Managers	0	0.0	0	0.0															
onals & Tech 0 0.0 0  Crafts & Trades 0 0.0 0  Crafts & Trades 0 0.0 0  E & Service 0 0.0 0  Manual 0 0.0 0  Service 0 0.0 0  Out of the service	03 Professionals	2	0.0	0	0.0															
Supervisors         0         0.0         0           Supervisors: Crafts & Trades         0         0.0         0           Administrative & Sr Clerical         0         0.0         0           Skilled Sales & Service         0         0.0         0           Skilled Crafts & Trades         0         0.0         0           Clerical Personnel         0         0.0         0           Intermediate Sales & Service         0         0.0         0           Semi-Skilled Manual         0         0.0         0           Other Sales & Service         0         0.0         0           Other Manual Workers         0         0.0         0	04 Semi-Professionals & Tech	0	0.0	0	0.0															
Supervisors: Crafts & Trades     0     0.0       Administrative & Sr Clerical     0     0.0       Skilled Sales & Service     0     0.0     0       Skilled Crafts & Trades     0     0.0     0       Clerical Personnel     0     0.0     0       Intermediate Sales & Service     0     0.0     0       Semi-Skilled Manual     0     0.0     0       Other Sales & Service     0     0.0     0       Other Manual Workers     0     0.0     0	05 Supervisors	0	0.0	0	0.0															
Administrative & Sr Clerical     0     0.0       Skilled Sales & Service     0     0.0     0       Skilled Crafts & Trades     0     0.0     0       Clerical Personnel     0     0.0     0       Intermediate Sales & Service     0     0.0     0       Semi-Skilled Manual     0     0.0     0       Other Sales & Service     0     0.0     0       Other Manual Workers     0     0.0     0	06 Supervisors: Crafts & Trades		0.0	0	0.0															
Skilled Sales & Service     0     0.0     0       Skilled Crafts & Trades     0     0.0     0       Clerical Personnel     0     0.0     0       Intermediate Sales & Service     0     0.0     0       Semi-Skilled Manual     0     0     0       Other Sales & Service     0     0.0     0       Other Manual Workers     0     0.0     0	07 Administrative & Sr Clerical		0.0	0	0.0															
ervice 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 ervice 0 0.0 0 0 0.0 0 0 0.0 0	09 Skilled Crafts & Trades	0	0.0	0	0.0															
ervice 0 0.0 0 0 0.0 0 0 0.0 0 0 0.0 0	10 Clerical Personnel	0	0.0	0	0.0															
0 0.0 0 0 0.0 0 0 0.0 0	11 Intermediate Sales & Service	0	0.0	0	0.0															
0 0.0 0	12 Semi-Skilled Manual	0	0.0	0	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															

43297	Arcadis Senes Canada Inc.	Part 3: Goals	Federal Contractors Program Achievement Report
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Data for First/Previous Goals

Total	14 Other Manual Workers	13 Other Sales & Service	12   Semi-Skilled Manual	11 Intermediate Sales & Service	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service		06 Supervisors: Crafts & Trades		04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers		Sirent (Labore)	Group (FFOG)	Find Sympathy Occupations					Data sources:	A B
203	0	0	0	Ce 0	2	0	0	al 16	es 0	0	25	131	17	12	#	2015-09-04	YYYY-MM-DD	Number				<b>←</b>	From Workforce Analysis	С
	0.0%	0.0%	0.0%	0.0%	-20.6%	0.0%	0.0%		0.0%		46.7%	2.2%	15.2%	-20.6%	%	Annually	Actual	Grow				<b>←</b>	From Workforce Analysis <sup>†</sup>	D
															%	Annually	Projected	Growth (New Positions)				<b>←</b>	From Flow Data Workforce Data Entry C x E x 3 Analysis & Data Entry C x H x 3 Analysis *	E
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years	aed		All Employees			<b>←</b>	CxEx3 A	F
53.5%	0.0%	0.0%	0.0%	0.0%	66.7%	0.0%	0.0%	52.9%	0.0%	0.0%	3.8%	78.2%	32.6%	22.2%	%	Annually /	Actual	Turnover (Replacement of Terminated Employees)	oyees			<b>←</b>	From Flow Data Analysis & D: Workforce Analysis‡	G
															%	Annually (	Projected	placement of Terr Employees)				<b>←</b>	ata Entry C >	Н
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years		I				<b>←</b>		I
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Years		Anticipated			Ta	<b>←</b>	F + I V	J
41	0	0	0	0	_	0	0	5	0	0	7	23	သ	2	#	2015-09-04	YYYY-MM-DD	Number 1		First/Pi	ble 7: Mei	<b>←</b>	From E Workforce Analysis	K
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	%	Annually		Turnover (Replacement of Terminated Employees)		First/Previous Short-term Goals	able 7: Members of Visib	<b>←</b>	Equivalent to H	L
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years				t-term Goal	isible Mi	<b>←</b>	KxLx3 (F	М
చ	0	0	0	0	0	0	0	0	0	0	-2	0	0	<u>-</u>	#		Over 3	Hires		s	de Minorities	<b>←</b>	(F x Q) - R + M	Z
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	2015	XXXX-XXXX	3 Year Goals From - To	Memb			<b>←</b>	J x P Dat	0
															%	2018			Members of Visible Minorities			<b>←</b>	Data Entry W	P
18.8%	0.0%	0.0%	0.0%	0.0%	48.1%	0.0%	0.0%	30.4%	0.0%	0.0%	21.4%	17.8%	15.0%	10.1%	%		Availability Pr		e Minorities			<b>←</b>	From Workforce W Analysis A	Q
ယ	0	0	0	0	0	0	0	0	0	0	2	0	0		#		Present Gap	=				<b>←</b>	From (K - M + Workforce O) - ((C + Analysis F) x Q)	R
ယ	0	0	0	0	0	0	0	0	0	0	2	0	0	_	#		Gap F					<b>←</b>		S
20.2%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	50.0%	#DIV/0!	#DIV/0!	31.3%	#DIV/0!	#DIV/0!	28.0%	17.6%	17.6%	16.7%	%		Representation					<b>←</b>	K + C	
	#DIV/0!			#1:		#DIV/0!	*#-		**	#DIV/0!	28.0%	6 17.6%	6 17.6%	6 16.7%	%	Years	Representation in 3	Projected				<b>←</b>	(K - M + O) ÷ (C + F)	U

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

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

Total	14	13	12	11	10	09	08	07	06	05	04	03	02	01				
	14 Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermediate	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrati	Supervisors:	Supervisors	Semi-Profes	03 Professionals	Middle & Or	01 Senior Managers	arealy (execut)	ymem equ	Table 1	
	al Workers	& Service	l Manual	Intermediate Sales & Service	sonnel	ls & Trades	& Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades		Semi-Professionals & Tech	s	02 Middle & Other Managers	lgers		Employment Equity Occupational	· Oamani	
				лісе				cal	des		h		s				-	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Short-term Goals	Membe	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	%		Members of Visible Minorities	
		_	_	_	_	-	-	-	-	-	-	-	-	-	#	Long-term Goals	ble Minor	
0	0 (		0	<u> </u>	<u> </u>	0 (	0 (	0 (	0 (	0 (	0 (	0 (	0 (	0 (	%	rm Goals	ities	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				
																		Table 8
																		Table 8: Members of Visib
																		ers of V
																		isible M
																Comments		de Minorities
																nents		

Federal Contractors Program Achievement Report  Part 3: Goals  Arcadis Senes Canada Inc.  43297
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Data for Subsequent/Current Goals

A B	С	D	E	Ŧ	G	Н	I	J	×	L	Z	Z	0	P	Q	R	S	T	T U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	From Flow Data Entry C x E x 3 Analysis & Data Entry C x H x 3 Analysis & Analysis *	CxEx3	From Flow Data Analysis & I Workforce Analysis*	Data Entry (	□ X H X 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From (K - M + Workforce O) - ((C + Analysis F) x Q)		K÷C	(K - M + O) ÷ (C + F)
	<b>.</b>	Ţ	1	<b>↓</b>	↓	<b>↓</b>	Ţ	↓	1	J	<b>4</b>	Ţ	Ţ	↓	↓	↓	↓	<b>↓</b>	<b>←</b>
										Table 9: Women	<i>N</i> omen								
									Subseque	Subsequent/Current Short-term Goals	Short-term	Goals							
				All Employees	loyees									We	Women				
Fundament Faulty Occupational	Number	Grow	Growth (New Positions)	)ns)	Turnover (Replacement of Terminated Employees)	placement of T Employees)	erminated	Anticipated	Number	Turnover (Replacement of Terminated Employees)	placement of	Hires	3 Year Goals From - To	Goals - To	5			,	Projected
Group (FFOG)	YYYY-MM-DD	Actual	Projected	cted	Actual	Projected		Hires Over 3	AAAA-WW-DD			Over 3	7777-7777	YYYY	Availability	Present Gap	Gap	Representation	Representation in 3
	2018-07-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	TOIS	2018-07-16	Annually	Over 3 Years	Years	2018	2021					TOUR
	#	%	9/6	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	9/6
01 Senior Managers	6	-20.6%	0.0%	0	22.2%	5.0%		- 1	_	5.0%	0	_	0	28.0%	27.4%	-1	-1	16.7%	16.7%
02 Middle & Other Managers	26	15.2%	1.0%	_	32.6%	5.0%	4	. 01	8	5.0%	_	4	- 2	39.0%	38.9%	-2	-2	30.8%	
03   Professionals	79	2.2% 46.7%		0 0	78.2% 3.8%		00		56 24	0.0%	0 0	-28 -7	00		20.2%	28 7	28 7	40.0% 30.4%	40.0% 30.4%
	2	0.0%		0	0.0%		0	0	2	0.0%	0	<u>.</u>	0		51.9%	1	_	100.0%	100.0%
	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	18	4.0%		0	52.9%		0	0	15	0.0%	0	0	0		80.6%	0	0	83.3%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	1	-20.6%		0	66.7%		0	0		0.0%	0	0	0		65.2%	0	0	100.0%	100.0%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	272	10.2%		0	53.5%		0	0	107	0.0%	0	-35	0		26.5%	35	35	39.3%	39.3%

† 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.

Total	14 Other	13 Other	12 Semi-S	11 Interm	10 Cleric	09 Skilled	08 Skilled	07 Admir	06 Superv	05 Supervisors	04 Semi-J	03 Professionals	02 Middl	01 Senior Managers	Group (EEOG)	Employmen	
	14 Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	10 Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	visors	Semi-Professionals & Tech	sionals	02 Middle & Other Managers	r Managers	)G)	<b>Employment Equity Occupational</b>	
				ë				П	es							Т	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.4	0.3	%	Short-term Goals	
0	0	0	0	0	0	0	0	0	0	0	0	0	4	3	*******	Women I Jono-term Goals	
0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	40.0	30.0	%	m Goals	
																	-
																	I able to: women
																	Women
																Car	
																Comments	

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Data for Subsequent/Current Goals

A R	C	J	3	<b>T</b>	G	=	-	<b>-</b>	Z.	<b>T</b>	3	Z	0	P	0	₽.	χ	7	=
					From Flow														
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Workforce Data Entry C x E x 3 Analysis & Data Entry C x H x 3  Analysis  Analysis Analysis Analysis	Data Entry	CxHx3	Ŧ + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) ÷ (C + F)
	<b>+</b>	↓	Ţ	<b>4</b>	<b></b>	<b>↓</b>	Ţ	↓	<b>+</b>	J	4	Ψ.	↓	Ψ.	↓	<b>+</b>	↓	<b>4</b>	<b>+</b>
									Table	Table 11: Aboriginal		Peoples							
									Subseque	Subsequent/Current Short-term Goals	Short-term	Goals							
				All Employees	ployees									Aborigin	Aboriginal Peoples				
Fundament Faulty Occupational	Number	Grow	Growth (New Positions)	ons)	Turnover (Re	Turnover (Replacement of Terminated Employees)	erminated	Anticipated	Number	Turnover (Replacement of Terminated Employees)	placement of Employees)	High	3 Year Goals From - To	- To					Projected
Group (EEOG)	YYYY-MM-DD	Actual	Projected	cted	Actual	Projected	Hed	Hires Over 3	DD-MM-AAAA		ŀ	Over 3	4444-1444	YYYY	Availability	Present Gap	Gap	Representation	Representation in 3
	2018-07-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Tears	2018-07-16	Annually	Over 3 Years	Years	2018	2021					Teats
	#	%	9%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	9/4
	6	-20.6%		0	22.2%		0	0	0	0.0%	0	0	0		2.9%	0	0	0.0%	0.0%
02   Middle & Other Managers	26 140	15.2%		0 0	32.6% 78.7%		0 0		<b>)</b> 1	0.0%	0 0	<u>.</u> o	o c		2.2%	- 0	- 0	3.8% 1.4%	3.8% 1.4%
	79	46.7%		0	3.8%		0	0	သ	0.0%	0	0	0		4.3%	0	0	3.8%	3.8%
05 Supervisors	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		1.9%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	18	4.0%		0	52.9%		0	0	1	0.0%	0	<u>.</u>	0		1.2%	_		5.6%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	_	-20.6%		0	66.7%		0	0	0	0.0%	0	0	0		0.7%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	272	10.2%		0	53.5%		0	0	7	0.0%	0	<u>_</u>	0		2.2%	1	_	2.6%	2.6%

<sup>++</sup> 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	Table 12: Aboriginal Peoples	ples		
Full Committee of the C	Aboriginal Peoples						
Emboyment Educy Occupational	Short-term Goals   Long-term Goals	Goals			Comments		
Group (EEOG)	%	%					
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					

	43297	Arcadis Senes Canada Inc.	Part 3: Goals	Federal Contractors Program Achievement Report
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Data for Subsequent/Current Goals

Total	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate Sales & Service	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	01/02 Managers			Grain (FFOC)	Fundament Family Occupational					Data sources:	A B
272	0	0	0	0	_	0	0	18	0	2	79	140	32	#	2018-07-16	YYYY-MM-DD	Number				<b>←</b>	From Workforce Analysis	С
10.2%	0.0%	0.0%	0.0%	0.0%	-20.6%	0.0%	0.0%		0.0%	0.0%	46.7%		-2.7%	%	Annually	Actual	Grow				↓		D
														9%	Annually	Projected	Growth (New Positions)				↓	From Flow Data Workforce Data Entry C x E x 3 Analysis & Data Entry C x H x 3  Analysis Analysis & Analysis & Data Entry C x H x 3	E
0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years			All Employees			<b>↓</b>	x E x 3 Ana Wc	F
53.5%	0.0%	0.0%	0.0%	0.0%	66.7%	0.0%	0.0%	52.9%	0.0%	0.0%	3.8%	78.2%	27.4%	%	Annually	Actual	Turnover (Replacement of Terminated Employees)	vees			↓	From Flow Data Analysis & D Workforce Analysis <sup>‡</sup>	G
														%	Annually	Projected	placement of T Employees)				<b>←</b>	ata Entry	Н
0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years	ted	erminated				↓	C x H x 3	I
0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Years	Hires Over 3	Anticipated				<b>+</b>	F+1	J
50	0	0	0	0	1	0	0	7	0	_	7	29	5	#	2018-07-16	YYYY-MM-DD	Number		Subsequi	Table 13	↓	From Workforce Analysis	К
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	%	Annually		Turnover (Replacement of Terminated Employees)		Subsequent/Current Short-term Goals	Table 13: Persons with I	↓	Equivalent to H	Т
0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years		placement of Employees		Short-tern		<b>↓</b>	KxLx3	М
-39	0	0	0	0	느	0	0	-6	0	_	చ	-24	-4	#	Years	Over 3	Hires		n Goals	Disabilities	Ļ	(F x Q) - R + M	Z
0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	2018	YYYY	3 Year Goals From - To				↓	JхР	0
														%	2021	YYYY-YYYY	Year Goals From - To	Persons wit			<b>↓</b>	Data Entry	P
4.1%	0.0%	0.0%	0.0%	0.0%	7.0%	0.0%	0.0%	3.4%	0.0%	0.0%	4.6%	3.8%	4.3%	%		Availability		Persons with Disabilities			<b>←</b>	From Workforce Analysis	Q
39	0	0	0	0	_	0	0	6	0	_	ယ	24	4	#		Present Gap					<b>+</b>	From Workforce Analysis	R
39	0	0	0	0		0	0	6	0	_	3	24	4	#		Gan					<b>←</b>	(K - M + O) - ((C + F) x Q)	S
18.4%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	100.0%	#DIV/0!	#DIV/0!	38.9%	#DIV/0!	50.0%	8.9%	20.7%	15.6%	%		Representation	7				↓	K ÷ C	T
18.4%	/0! #DIV/0!	/0! #DIV/0!	/0! #DIV/0!	/0! #DIV/0!	)% 100.0%	/0! #DIV/0!	/0! #DIV/0!		/0! #DIV/0!	)% 50.0%	8.9%		3% 15.6%	9/9	Years	Repr	Projected				<b>←</b>	K ÷ C (K - M + O) ÷ (C + F)	TU

<sup>|</sup> 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

13 Other Sales & Service 14 Other Manual Workers	3 Other Sales & Service	2 Semi-Skilled Manual	S SI	11 Intermediate Sales & Service	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	01/02 Managers	Group (EEGO)	шу оссирацина		
														%	Short-term Goals	Persons w	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		Long-term Goals	Persons with Disabilities	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	%	Goals		
-	-	-	_	_					_								
																	T
																	able 14:
																	Persons :
																	Table 14: Persons with Disabilities
															Comments		oilities
															ents		

Federal Contractors Program Achievem Part 3: Goals Arcadis Senes Canada Inc. 43297	Federal Contractors Program Achievement Report  Part 3: Goals  Arcadis Senes Canada Inc.  43297				
	nent Report	43297	Arcadis Senes Canada Inc.	Part 3: Goals	Federal Contractors Program Achieven

Data for Subsequent/Current Goals

Total	14 Other Man	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediat	10 Clerical Personnel	09 Skilled Cra	08 Skilled Sale	07 Administra	06 Supervisors	05 Supervisors	04 Semi-Profe	03 Professionals	02 Middle & C	01 Senior Managers			Group (EEOG)						Data sources:	A
	Other Manual Workers	& Service	d Manual	Intermediate Sales & Service	rsonnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	<i>31</i>	Semi-Professionals & Tech	ls	Middle & Other Managers	agers			Emphoyment Equity Оссиранован Group (EEOG)							В
272	0	0	0	0	_	0	0	18	0	2	79	140	26	6	#	2018-07-16	YYYY-MM-DD	Number				<b>←</b>	From Workforce Analysis	С
10.2%	0.0%	0.0%	0.0%	0.0%	-20.6%	0.0%	0.0%	4.0%	0.0%	0.0%	46.7%	2.2%	15.2%	-20.6%	%	Annually	Actual	Grow				<b>←</b>	From Workforce Analysis <sup>†</sup>	D
											1.0%		2.5%		%	Annually	Projected	Growth (New Positions)				<b>←</b>	From Workforce Data Entry C x E x 3 Analysis †	E
0	0	0	0	0	0	0	0	0	0	0	2	0	2	0	#:	Over 3 Years	fed		All Employees			<b>←</b>		Ŧ
53.5%	0.0%	0.0%	0.0%	0.0%	66.7%	0.0%	0.0%	52.9%	0.0%	0.0%	3.8%	78.2%	32.6%	22.2%	%	Annually A	Actual	Turnover (Replacement of Terminated Employees)	iyees			<b>←</b>	From Flow Data Analysis & Data Entry C x H x 3 Workforce Analysis *	G
											5.0%		5.0%		%	Annually 0	Projected	placement of Term Employees)				<b>←</b>	ıta Entry C x	Н
0	0	0	0	0	0	0	0	0	0	0	12	0	4	0	#	Over 3 Years	Hire					<b>←</b>		I
0	0	0	0	0	0	0	0	0	0	0	14	0	6	0	#	Years 2		Anticipated			Tab	<b>←</b>	F+I W	J
59	0	0	0	0	_	0	0	7	0	_	∞	37	3	2	#:	2018-07-16	AAAAWW-DD	Number T		Subsequent	le 15: Me	<b>←</b>	From E Workforce Analysis	K
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	0.0%	5.0%	0.0%	%	Annually		Turnover (Replacement of		Subsequent/Current Short-term Goals	able 15: Members of Vis	<b>←</b>	Equivalent K x	L
0	0	0	0	0	0	0	0	0	0	0	_	0	0	0	#	Over 3 Years	1			ort-term Ge		<b>←</b>	Lx3	M
-7	0	0	0	0	<u>.</u>	0	0	<u>-</u>	0	0	6	-9		<u>.</u>	#		Over 3	Hires		als	ble Minorities	<b>←</b>	(F x Q) - R + M	Z
0	0	0	0	0	0	0	0	0	0	0	ω.	0	_	0	# %	2018 2021	1111-1111	3 Year Goals From - To	Member			<b>←</b>	J x P Data	0
											18.0%		15.0%						Members of Visible Minorities			<b>←</b>	From Data Entry Workfor Analysi	P Q
19.2%	0.0%	0.0%	0.0%	0.0%	48.1%	0.0%	0.0%	31.1%	0.0%	30.2%	16.4%	20.0%	15.0%	10.1%	%		Present Prese		Minorities			<b>←</b>	s ce	
7	0	0	0	0		0	0		0	0	-5-	9	<u>.</u>		#		Present Gap Pro	,				<b>←</b>	From (K - M + Workforce O) - ((C + Analysis F) x Q)	R
7	0	0	0	0	_	0	0	_	0	0	ယ	9	0	_	#		Gap Rep					<b>←</b>		
21.7%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	100.0%	#DIV/0!	#DIV/0!	38.9%	#DIV/0!	50.0%	10.1%	26.4%	11.5%	33.3%	%		Present Representation	•				<b>←</b>	K+C	
21.7%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	100.0%	#DIV/0!	#DIV/0!	38.9%	#DIV/0!	50.0%	12.3%	26.4%	14.3%	33.3%	9%	reals	Representation in 3	Projected				<b>←</b>	(K - M + O) + (C + F)	U

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

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

Total	14 Othe	13 Othe	12 Semi	11 Inter	10 Cleri	09 Skill	08 Skill	07 Adm	06 Supe	05 Supe	04 Semi	03 Profe	02 Mide	01 Seni	Group (EEGG)	Embioyine		
	14 Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	Supervisors	Semi-Professionals & Tech	Professionals	02 Middle & Other Managers	01 Senior Managers	200)	Employment Equity Occupational		
				.,				_	S									
																Short-term Goals	Members of Visible Minorities	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.2	0.0	0.2	0.0	%		of Visib	
																Long-term Goals	de Minor	
															%	erm Goz	ities	
00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.0	0.0	20.0	0.0	-	sls		
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06	5		04	_	03	02	_	0			(EEOG)	Occi	Emp			Data sources		06	5		04	03		02	9			FFOC				Data sources:	Α				
Supervisors: Crafts & Trades	Supervisors		Semi-Professionals & Technicians	10103101	Professionals	Managers	Middle & Other	Semor Managers			96)	Occupational Group	Employment Equity			жее:	Trades	Supervisors: Crafts &	Supervisors		Semi-Professionals & Technicians	Professionals		Middle & Other Managers	Senior Managers			(FFOC)	Employment Equity			эшгсея:					
rs: Crafts	rs		essionals 18		<u>a</u>		Other	magers				l Group	Equity					:s: Crafts	S		èssionals 18	nals	-	Other	magers			Group	Equity				В				
& 2018 2021	2021	2018	& 2018 2021	╀	2018	2021	2018	2021	2018	#			Year				2018	_	2018	2015	& 2015 2018	2018	2015	2015	2018	2015	Τ		Year				С				
- 8	-	8 F	- ∞	-	8	-	~	_	8	*			T	Π		Part 2: Flow Data Analysis	8	5	8	2	8 5	-	5	8 U		5	+	All Em	Ŧ	П	_	Part 1: Workforce Analysis	3,,,,,,,,				
0 0	ω	ယ	55	9	9	∞	∞	<u>-</u>	-1	7		All Employees	HIOW	New		Flow Fl	0	0	2	0	25 79	140	131	26	6	12		Employees			<u></u>		D				
0 0	ω	3 5	16 16	<u> </u> <u>-</u> _	<u>.</u>	5	5	<u>.</u>	-1	#	Actual	Women	Flow Data	New Entrants	<b>←</b>	Part 2: Flow Data Analysis	0	0	2	0	24	56	58	<u>*</u>		# 2	Representation	7		4	←	Part 1: Workforce Analysis	E				
0.0	100.0	100.0	29.1	-11.1	-11.1	62.5	62.5	100.0	100.0	%	_	5		isi		E+Dx 100	0.0	0.0	100.0	0.0	24.0 30.4	40.0	44.3	30.8	16.7	16.7	atout		W <sub>0</sub>	/orkfo	←	E+D ,	ম				
0		0	_		0		_		1	#	Goal				<b>←</b>	Part 3: Goals	0.0	0.0	51.9	0.0	26.1	20.2	23.1	38.9	27.4	27.4	Concountry	Women	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	G				
0.0		0.0	1600.0		0.0		500.0		-100.0	%	Goal Met	We	Short-te		←	E+Gx 100	0	0		0	17	28	30	10	2	# S	Come	nen		alysis	←	D x G + 100	Н				
0.0			0.0		0.0				0.0	%	Goal	Women	Short-term Goals		<b>←</b>	Part 3: Goals	0		1	0	-1 7			-3 -2		#	Gib	2			<b>←</b>	Е-Н	I				
0.0			0.0		0.0	1603		357	0.0	%	Goal Met	7	IS		←	F + I x 100	0.0		1		1 92.0 7 145.4			60.5 79.1		60.8	E.E. Kesmi				←	E+H x100	J				Fed
0 0	0	0	0 0	0	0	6	0	3	0	#	Goal	1		Goals	-	0 Part 3: Goals	0	0	7	0	4 0	0	7	1 5		8 #		All Employees			←	Part 2: Flow Data Analysis	×				Federal Contractors Program Achievement Report
0		0	0		0		2		0			7	Lon			ш	0		_		57	110	-	7	0		+	loyees				P. Flow Flor alysis An	ļ		Arca	Par	ontract
0.0		0.0	0.0		0.0		250.0		0.0	%	Goal Met	Women	Long-term Goals		<b>←</b>	+ K x I	0		_		16	36		2	0	#	Acmai		L		<b>←</b>	Part 2: Flow Data Analysis	L	4	Arcadis Senes Canada Inc.	Part 4: Results - Women	ors Pr
0.0	0.0	0.0	0.0	0.0	0.0	40.0	0.0	30.0	0.0	%	Goal		joals		<b>←</b>	Part 3: F Goals	0.0		100.0		28.1	32.7		28.6	0.0	\$		Wei	Hires		<b>←</b>	L+K x100 K	M	43297	es Car	sults -	ogram
0.0	0.0	0.0	0.0	0.0	0.0	156.3	0.0	333.3	0.0	9/6	Goal Met				<u></u>	F+M x 100	0		1		12	22		ω	0	44	expected	9			←	K x G + 100	Z		nada Ir	Wome	Achie
																										4	Difference				<b>←</b>	L-N	0		ē.	=	/ement
																	0		0		4	14		<u>-</u>	0	*		All Employees			←	Part 2: Flow Data Analysis	P				Repor
																	0		2	4	0	v	_	∞	-		+	layees		<u>-</u>							-
																	0		2		0	5		<u>,                                     </u>	0	#	Actual		Pro	Flow Data Analysis	<b>←</b>	Part 2: Flow Data Q - Analysis	Q				
																	0.0		100.0		0.0	100.0		62.5	0.0	36		1	Promotions	ta Ans	←	Q ÷ P x 100 P	R				
												_	1				0		0		0	2		2	0	71	160			ılysis	<b>←</b>	P x F ÷ 100	S				
												Comments														#	Difference	2			←	Q-S	T				
												nts					0		2		0	ω		ω	0	4		All Employees			←	Part 2: Flow Data Analysis	U				
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																	0.0		0.0		0.0	39.6		28.6	50.0	5		W <sub>0</sub>	<b>Ferminations</b>		←	V+Ux L	W				
																	0		0		0	47		2	0	#	expected	men	15		←	U x F ÷ 100	X				
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																	0		0		0	72		0			1*		1	<u> </u>			<u> </u>			$\mathbb{L}^{\sigma_{U}}$	

12	_	=	_	10	9			6		07		ĺ	(FFOC)		7			Data sources	_	12		1	10		09	_	08	07		ĺ			7) 		 	Data sources	Α				
Semi-Skilled Manual	Service Personnel	Intermediate Sales &		Clerical Personnel	Trades Workers	Skilled Crafts &	Personnel	Skilled Sales & Service	Senior Clerical	Administrative &			(FFOG)	Decumational Group	lovment Fauity			MLCCS:	Workers	Semi-Skilled Manual	Service Personnel	Intermediate Sales &	Clerical Personnel	2	Skilled Crafts & Trades Workers	Personnel	Skilled Sales & Service	Senior Clerical			(FFOG)	Compational Group	Townsont Familia			ources:	В				
2018	2021	2018	2021	2018	2021	2018	2021	e 2018	2021	2018	*			Year					2018	2015	2018	2015	2018	2015	2015	2018	e 2015	2018	31105	T		Year					С				
0	0	0	0	0	0	0	0	0	2		#		All Employees		¥.	New	<b>↓</b>	Part 2: Flow Data Analysis	0	0	0	0		2	0 0	0	0	18	#		All Employees					Part 1: Workforce Analysis					
											#	د		*	Flow Data	<b>New Entrants</b>	<b>←</b>	Part 2: Flow Data Analysis										15	#	Kepre	,				←	Part 1: Workforce Analysis	E				
0.0				0.0	0.0	0.0	0.0	0 0	1 50.0	50.0	%	Actual		Women	25	ints	<b>←</b>	_ =	0.0		0.0			_	0.0		0.0	83.3		Representation			17 01 0	Wark	<b>+</b>	E + D x 100	¥				
0.0	.0	0.0	.0	.0	.0	.0	.0	0.0	.0	.0	#	Goal	1				<b>←</b>	P.		0.0									Ι.		-	Workforce		force	↓ .	Part 1: Workforce Analysis	G				
0		0		0		0		0		0	%	Goal Met			Short		<b>↓</b>	_ =	0.0	0.0	0.0	0.0	65.2	65.2	0.0	0.0	0.0	80.6	*	antability	Women	rce	TO ALOI CO ALIAIYOIS	holvei	<b>+</b>	rce DxG	Н				
0.0		0.0		0.0		0.0		0.0		0.0	%	det Goal		Women	Short-term Goals		<b>↓</b>	Pa G	0	0	0	0	_	_	0 0	0	0	15	3 **	Gap	1		0	o .	<b>+</b>	G E-H	I				
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0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	%	Goal Met	Cat of	_	_	Goals	ľ	F+1x100 Pa	0.0	0.0	0.0	0.0	153.4	153.4	0.0	0.0	0.0	103.4	34 -	É	****				<b>—</b>	E+H Pa x 100 Da	J				ederal
0		0	,	0		0		0		0	#	Goal				ls	Ļ	Part 3: Goals	0		0		1		0	0		11	推		All Employees				←	Part 2: Flow Data Analysis	×		≥	-	Federal Contractors Program Achievement Report
0.0		0.0		0.0		0.0		0.0		0.0	9,6	Goal Met	Percent of	Women	Long-term Goals		←	E+Kx 100	0		0		1		0	0		10	#						↓ .	Part 2: Flow Data Analysis	L		Arcadis Senes Canada Inc.	Part 4: Results - Women	actors
0.0	0.0			0.0	0.0	0.0	0.0	0.0	0.0	0.0	9%	Goal		men	m Goal		←	Part 3: Goals	0.0		0.0		100.0		0.0	0.0		90.9	%	Actual		Hires			<b>←</b>	L+K x 100	Z	43297	Senes	Result	Progr:
											%	Goal Met	Percen		8		<b>←</b>	F + M x 100	.0		.0		.0	1	0	0		.9	*	Expected	Women				<b>.</b>	K x G + 100	Z	7	Canada	s - Wo	am Acl
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		<u> </u>	9,					100	0		0		1	+	0	0		9		-									a Inc.	men	nievem
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																			0		0		0		0	0		0	#	Difference	ì				↓	V-X	Υ			000	087

10(4)	Tatal		14 Other Manual Workers	Personnel	13 Other Sales & Service		(EEOG)	Occupational Group	<b>Employment Equity</b>			Data sources:	***************************************		Total	14 Other Manual Workers	11 21 31 1111	Personnel	Other Sales & Service		(EEOG)	Occupational Group	Employment Equity			Data sources:	A B				
2021	2018	2021	2018	2021		*			Vegr					2018	2015		_	2018	ice 2015	#4			Year				С				
21	18	21	18	21	18				1	Г		Part 2 Data /		18	15	18	15	18	15				Ĕ	П		Pa Wor Anı	3				
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	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
Other Sales & Service	2015	0	0	0.0	0.0	0	0	0.0															
Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
14 Other Manual Workers	2015 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
	2015	203	41	20.2	-	38	3	107.4			0.0	0		1		0.0	·				0.0		
Total	2018	272	59	21.7	19.2	52	7	113.0	187	25	13.4	36	-11	1 16	4	25.0	3	1	127	0	0.0	26	-26
£		· · · · · · · · · · · · · · · · · · ·						 !		T													
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	$E \div G x$ 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
		L L	Analysis J.	J	<u> </u>	J.	J	<u></u> 		<u> </u>		<u> </u>											
			Entrai	•	<u> </u>	•		, c	oals		•	•											
Employment Equity			ow Data		S	hort-te	rm Goals			Long-teri	n Goals												
Occupational Group	Year		Visible M	linorities		Visible M	linorities			Visible Mi	norities						(	Commen	ts				
(EEOG)		All Employees	Act	ual		Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	#	#	%	#	%	%	%	#	%	%	%											
Other Sales & Service	2018	0	0	0.0	0	0.0	0.0		0	0.0	0.0												
Personnel	2021	0	0	0.0		0.0	0.0			0.0	0.0												
14 Other Manual Workers	2018	0	0	0.0	٧ -	0.0	0.0		0	0.0	0.0												
Tatal	2018	76	29	38.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Total	2021	76	29	38.2			0.0	0.0			0.0	0.0											

Fe	deral 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.

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

	Put in place a strategy to ensure a barrier-free workplace.
	Undertook initiatives to increase representation where gaps in representation were found.
	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
38	Other (please describe):
Oper	rational Context
_	check the appropriate boxes and provide a brief overview of the events that have influenced your
	zation's activities during the period between the first/previous and subsequent/current compliance
assessi	
	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).

	employees).
<b>188</b>	Other.
Addit	tional Details
Please 1	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:

 $\boxtimes$  Yes  $\square$  No

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

	□ 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 net 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**

- $\boxtimes$ 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		Go	als			
			Short- term	Long- term	Representation	LMA	
Emp	loyment Equity Occupational Group	Present		(3	Representation	LIVIA	
	(EEOG)	Gap	(1 to 3	years			
			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		Go	als			
			Short- term	Long- term	Representation	LMA	
Emp	ployment Equity Occupational Group	Present		(3	Representation	LIVIA	
	(EEOG)	Gap	(1 to 3	years			
			years)	or			
				more)			
#	Description	#	# or %	# or %	%	%	
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	$\square$ 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 <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of 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.



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

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

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

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

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@hrsdc-rhdcc.gc.ca



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

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

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Government Services
Ontario

Ministère des Services gouvernementaux

CERTIFICATE
This is to certify that these articles are effective on

CERTIFICAT
Ceci certifie que les présents
statuts entrent en vigueur le

APRIL 01 AVRIL 201

Director / Directeur Business Corporations Act / Loi sur les sociétés par actions Ontario Corporation Number Numéro de la société en Ontario

Form 4
Business
Corporations
Act

Formule 4 Loi sur les sociétés par actions

### ARTICLES OF AMALGAMATION STATUTS DE FUSION

The name of the amalgamated corporation is: (Set out in BLOCK CAPITAL LETTERS)
 Dénomination sociale de la société issue de la fusion: (Écrire en LETTRES MAJUSCULES SEULEMENT):

A	R	С	A	D	Ι	S	С	Α	N	A	D	A	1	N	С			:	***************************************		

2. The address of the registered office is:

Adresse du siège social :

3.

#### 4005 Hickory Drive

Street & Number or R.R. Number & if Multi-Office Building give Room No. / Rue et numéro ou numéro de la R.R. et, s'il s'agit d'un édifice à bureaux, numéro du bureau

Name of Municipality or Post Office /			1 1
Nom de la municipalité ou du bureau de poste	Post	al Code/Co	de postal
Nombro d'administratours :	R minimum and maximum I minimum et maximum	1	10

The director(s) is/are: / Administrateur(s)

First name, middle names and surname Prénom, autres prénoms et nom de famille	Address for service, giving Street & No. or R.R. No., Municipality, Province, Country and Postal Code	Resident Canadian State 'Yes' or 'No'
	Domicile élu, y compris la rue et le numéro ou le numéro de la R.R., le nom de la municipalité, la province, le pays et le code postal	Résident canadien Oui/Non
 Joachim J. Ebert	4005 Hickory Drive, Mississauga, ON L4W 1L1	No
Thomas J. Franz	4005 Hickory Drive, Mississauga, ON L4W 1L1	Yes
Peter G. Dyke	4005 Hickory Drive, Mississauga, ON L4W 1L1	No

5.			nalgamation, check A or B visie pour la fusion – Cocher A ou B :
		Α-	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 <i>Business Corporations Act</i> on the date set out below.
	or ou		Les actionnaires de chaque société qui fusionnne ont dûment adopté la convention de fusion conformément au paragraphe 176(4) de la <i>Loi sur les sociétés par actions</i> à la date mentionnée ci-dessous.
		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 :
	$\boxtimes$		The amalgamation has been approved by the directors of each amalgamating corporation by a resolution as required by section 177 of the <i>Business Corporations Act</i> 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 <i>Loi sur les sociétés par actions</i> 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
		1	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 Date d'a	Adoption/A adoption ou Month	pproval I d'approbatior Day
		année	mois	jour
ARCADIS CANADA, INC.		20	15-03-25	5
ARCADIS SENES CANADA INC.		20	15-03-2.	5
ARCADIS FRANZ CANADA INC.		20	15-03-2	5

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.

<sup>11.</sup> 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.

<sup>12.</sup> 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. I 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	n sociale des sociétés	
The	-Peter G. Dyke	Treasurer
Signature / Signature	Print name of signatory / Nom du signataire en lettres moulées	Description of Office / Fonction
ARCADIS SENES CANAD.	A INC.	
Names of Comporations / Dénomination	n sociale des sociétés	
Signature / Signature	Peter G. Dyke Print name of signatory /	Treasurer  Description of Office / Fonction
olgingture / olginature	Nom du signataire en lettres moulées	Description of Office / Ponction
ARCADIS FRANZ CANAD	A INC.	
Names of Corporations / Dénomination By / Par	n sociale des sociétés	
7/20	Poton C Dulco	Т
Signature / Signature	Peter G. Dyke  Print name of signatory / Nom du signataire en lettres moulées	Treasurer  Description of Office / Fonction
	, and a sign and a sine and a sin	
Names of Corporations / Dénominatio	n sociale des sociétés	
By / Par		
Signature / Signature	Print name of signatory /	Description of Office I Francisco
olgilature / olgilature	Nom du signataire en lettres moulées	Description of Office / Fonction
Names of Corporations / Dénominatio By / Par	n sociale des sociétés	
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. Dvke

#### **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 Vógan

Peter 🗗 Dyke

Gary E. Coates

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 C. Dyke

Garv E. Coates

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 pursuant to the <i>Business Corporations Act</i> (Ontario) 2015.  Gary E. Coates	to by all the directors of the Corporation this 25th day of March  Peter & Dyke
	Thomas Franz

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 respursuant to the <i>Busines</i> 2015.	solution is hereby consented to by all the directors of the Corporations f the Corporation of the Cor
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Gary E. Coates	Pater d Duko

Thomas Franz

Peter Of Dyke

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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 <u>25</u><sup>th</sup> day of <u>March</u> 2015.

Gary Coates

Peter Q. Dyke

Donald M. Gorber

OF

# ARCADIS SENES CANADA INC. (the "Corporation")

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

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- 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 pursuant to the <i>Business Corpora</i> 2015.	s hereby consented to by all the directors of the Corporation ations Act (Ontario) this 25th day of March.
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	AL
Gary Coates	Peter Q. Dyke
	Donald M. Gorber