Labour Program Federal Contractors Program

Ressources humaines et Skills Development Canada Développement des compétences Canada

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s.24(1)

Agreement to Implement Employment Equity

New Agreement				
✓ Revised Agreement				
	ORGANIZATION			
Legal Name of Organization	UKGANIZATION	Therest company	* outo	
MHPM Project Managers Inc.		Parent company i	S located outsi	ide Canada
			Yes	No
Operating Name (if different from Legal Name of Organization)		Procurement Bu	siness Numbe	PG001
		Total number of e (Full-Time/Part-Ti	mployees in Ca	anada 297
Organization's North American Industry Classification System (NAI 51	ICS) Code Nº	To find your organ	nization's NAIC talcan.gc.ca/si	S Code Number please ubjects-sujets/standard-
Official use only (if information above is incorrect)		14 - 4 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -		
	number of employees in Canad		Cmanization	's NAICS Code No
			Ulyaikeanon,	SINAIGS COUR NO
	HEAD OFFICE			
Address (building number, street, suite, etc.)	City		Therefore	Locate Code
2720 Iris Street	Ottawa		Province ON	Postal Code
	Telephone Number		ON Fax Number	K2C 1E6
	613 820-6610		613 820	
EMPLO	YMENT EQUITY CONTA	NOT		
Name (print)	Title	101		
Jennifer Lee	Human Resour	ces Manager		
Telephone Number	E-mail Address		****	
587 952 6240	jennifer.lee	@mhpm.com		
	CERTIFICATION			
The above-named organization: having a combined workforce of 100 or more permanent		and temporar		* * * - *
12 weeks of more in Canada, AND				
 intending to bid on, or being in receipt of, a federal gover Supply Arrangement, valued at \$1,000,000 or more (included) 	uding applicable taxes).			
Hereby certifies its commitment to implement or maintain em nstrument, in keeping with the Federal Contractors Program please refer to: http://www.hrsdc.gc.ca/eng/labour/equality/fc	pployment equity on an on-g n requirements. For more in p/index.shtml	formation on how	to implemen	t employment equity
mportant note: If an audit of the Agreement to Implement E he procurement instrument(s) with the Government of Canac	imployment Equity uncover da may be terminated,	s misrepresentation	on on the par	t of the organization,
	SIGNATORY	·		
NOTE: The signatory must be the Chief Executive Officer Of contract on behalf of the organization.	R an authorized person in a	an executive positi	ion with legal	authority to sign a
lame (print) Gordon Kack	Title U, O	Preside	nt,0	Derotions
eleghone Number 29 7/17 5 1 4 39 5	E-mail Address	.Kack@	MARA	nocan
griden.	Daté 2013	3 - July	1-3	0
RETL	JRN INSTRUCTIONS			
PORTANT				
 The original copy of the signed Agreement to impleme at: (819) 953-8768 or by e-mail at: ee-eme@hrsdc-rhdc 	ent Employment Equity fo	rm must be sent	to the Labo	eur Program fax,



Colliers Project Leaders Inc. (certificate # 061304)

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2014-07-01 to 2017-08-01

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	ı	Province		
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	233	2	0	235
Québec	17	0	0	17
Nova Scotia	10	0	0	10
New Brunswick	5	0	0	5
Manitoba	16	0	0	16
British Columbia	42	0	0	42
Saskatchewan	13	0	0	13
Alberta	48	0	0	48
Newfoundland and Labrador	6	0	0	6
Total Employees in Can	ada			392

	Ce	nsus Metropolita	n Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Calgary	28	0	0	28
Edmonton	20	0	0	20
Halifax	8	0	0	8
Montréal	16	0	0	16
Regina	8	0	0	8
Toronto	75	1	0	76
Vancouver	37	0	0	37
Winnipeg	16	0	0	16
St. John's	6	0	0	6
Moncton	4	0	0	4
Kingston	9	0	0	9
Ottawa - Gatineau	103	1	0	104
Hamilton	1	0	0	1
London	7	0	0	7
Greater Sudbu	ıry 1	0	0	1
Thunder Bay	4	0	0	4
Saskatoon	5	0	0	5

Canada

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2014-07-01 to 2017-08-01

Census Metropolitan Areas

392		•	s in Canada	Total Employees in Canada
31	0	0	31	Ont less CMAs
2	0	0	2	N.S. less CMA
_	0	0	1	N.B. less CMA
3	0	0	3	Victoria
2	0	0	2	Kelowna
3	0	0	3	Barrie
Total Number of Employees	Temporary	Permanent Part-time	Permanent Full-time	

Colliers Project Leaders Inc. (certificate # 061304)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Ontario

Reporting Period 2014-07-01 to 2017-08-01

		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
Senior Managers	4	3	1									
Middle and Other Managers	107	63	44	1	1		3	2	1	27	14	13
Professionals	23	11	12							11	7	4
Semi-Professionals and Technicians	5	1	4							1		1
Supervisors	1	1										
Administrative and Senior Clerical Personnel	12		12	1		1				1		1
Clerical Personnel	8	2	6							3		3
Total Number of Employees Hired	160	81	79	2	1	1	3	2	1	43	21	22

Canada

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / Ontario Reporting Period 2014-07-01 to 2017-08-01

		All Employees		AŁ	Aboriginal Peoples	es	Pers	Persons with Disabilities	llities	Member	Members of Visible Minorities	norities
Occupational Group		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										
Clerical Personnel	1		1									
Total Number of Employees Hired	2	1	1									

Page 2 of 11

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Québec Reporting Period 2014-07-01 to 2017-08-01

		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		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	10	9	1	1	1					2	2	
Administrative and Senior Clerical Personnel	2		2							1		1
Total Number of Employees Hired	13	10	3	1	1					3	2	1

Form 4 A

Colliers Project Leaders Inc. (certificate # 061304)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Nova Scotia Reporting Period 2014-07-01 to 2017-08-01

		All Employees		AI	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Member	Members of Visible Minorities	norities
Occupational Group		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	6	1									
Administrative and Senior Clerical Personnel	1		1									
Total Number of Employees Hired	8	9	2									

Form 4 B

Colliers Project Leaders Inc. (certificate # 061304)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / Nova Scotia Reporting Period 2014-07-01 to 2017-08-01

		All Employees		Ak	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
Administrative and Senior Clerical Personnel	1		1									
Total Number of Employees Hired	1		ļ									

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / New Brunswick Reporting Period 2014-07-01 to 2017-08-01

		All Employees		Α	Aboriginal Peoples	les	Pers	Persons with Disabilities	ilities	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
Middle and Other Managers	6	5	1									
Total Number of Employees Hired	6	5	1									

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Manitoba Reporting Period 2014-07-01 to 2017-08-01

		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	13	10	3							1		1
Total Number of Employees Hired	13	10	3							1		1

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / British Columbia Reporting Period 2014-07-01 to 2017-08-01

	Administrative and Senior Clerical Personnel 2	Professionals 2	Middle and Other Managers 31	Occupational Group Total I	All Er
23		_	22	Men Col. 2	All Employees
12	2		9	Women Col. 3	
				Total Col. 4	AŁ
				Men Col. 5	Aboriginal Peoples
				Women Col. 6	es
_			1	Total Col. 7	Pers
				Men Col. 8	Persons with Disabilities
_			1	Women Col. 9	ilities
œ		_	7	Total Col. 10	Membe
o		_	5	Men Col. 11	Members of Visible Minorities
2			2	Women Col. 12	norities

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Saskatchewan Reporting Period 2014-07-01 to 2017-08-01

		All Employees		At	Aboriginal Peoples	es	Perso	Persons with Disabilities	lities	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
Middle and Other Managers	11	5	6							1		1
Administrative and Senior Clerical Personnel	1		1									
Total Number of Employees Hired	12	5	7							1		1

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Alberta Reporting Period 2014-07-01 to 2017-08-01

		All Employees		At	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
Middle and Other Managers	34	21	13	1	1		1	1		4	3	1
Professionals	2	2										
Administrative and Senior Clerical Personnel	3	1	2									
Total Number of Employees Hired	39	24	15	1	1		1	1		4	3	1

Colliers Project Leaders Inc. (certificate # 061304)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Newfoundland and Labrador

Reporting Period 2014-07-01 to 2017-08-01

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

Canada

Colliers Project Leaders Inc. (certificate # 061304)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / Ontario

Reporting Period 2014-07-01 to 2017-08-01

	Employe	ees promoted (Employees pro	omoted during	the year are to	be reported or	ly in the occup	ational groups	in which or to	which they have	e been last pro	moted.)
Occupational Croup		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	s of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Senior Managers	2	2								1	1	
Middle and Other Managers	30	21	9	1	1		1	1		8	4	4
Professionals	1	1								1	1	
Administrative and Senior Clerical Personnel	2		2	1		1						
Clerical Personnel	3		3							2		2
Total Number of Employees Promoted	38	24	14	2	1	1	1	1		12	6	6
Total Number of Promotions	38	24	14	2	1	1	1	1		12	6	6

Form 5 A

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	Employe	es promoted (Employees pro	moted during t	the year are to	be reported or	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	in which or to w	vhich they have	been last proi	noted.)
		All Employees		At	Aboriginal Peoples	es	Pers	Persons with Disabilities	llities	Member	Members of Visible Minorities	าorities
occupational group	Total	Men	Women	Total Col 4	Men Col. 5	Women	Total Col 7	Men Col 8	Women	Total Col 10	Men Col 11	Women
Middle and Other Managers	_	_										
Total Number of Employees Promoted	1	1										
Total Number of Promotions	1	1										

Form 5 A

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Colliers Project Leaders Inc. (certificate # 061304) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / Nova Scotia Reporting Period 2014-07-01 to 2017-08-01

	Employ	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.)	(Employees pro	moted during	the year are to	be reported or	nly in the occup	ational groups	in which or to v	which they have	e been last pro	moted.)
		All Employees		IA	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	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
Middle and Other Managers	_	_										
Total Number of Employees Promoted	-3	1										
Total Number of Promotions	1	1										

Colliers Project Leaders Inc. (certificate # 061304) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / New Brunswick Reporting Period 2014-07-01 to 2017-08-01

	⊨mploy	Employees promoted (Employees promoted during the year are to be repo	Employees pro	moted during	the year are to	be reported or	ily in the occup	ational groups	in which or to w	vnich they have	orted only in the occupational groups in which or to which they have been last promoted.)	moted.)
		All Employees		А	Aboriginal Peoples	es	Pers	Persons with Disabilities	lities	Member	Members of Visible Minorities	norities
Occupational Gloup	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1	1										
Total Number of Employees Promoted	1	1										
Total Number of Promotions	1	1										

Colliers Project Leaders Inc. (certificate # 061304) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / Manitoba Reporting Period 2014-07-01 to 2017-08-01

	Employ	ees promoted (Employees pro	omoted during	the year are to	be reported or	nly in the occup	ational groups	in which or to v	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.	e been last proi	moted.)
		All Employees		A	Aboriginal Peoples	les	Pers	Persons with Disabilities	ilities	Member	Members of Visible Minorities	norities
Occupational at out	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	3	2	1									
Total Number of Employees Promoted	3	2	1									
Total Number of Promotions	3	2	1									

Colliers Project Leaders Inc. (certificate # 061304) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / British Columbia Reporting Period 2014-07-01 to 2017-08-01

	Employ	es promoted (Employees pro	motea auring	the year are to	pe reported or	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	in which or to v	vnich they have	e been last pro	moted.)
		All Employees		IA	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	&	4	4							2	_	
Total Number of Employees Promoted	9	5	4							2	1	1
Total Number of Promotions	9	5	4							2		

Form 5 A

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Colliers Project Leaders Inc. (certificate # 061304) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / Saskatchewan Reporting Period 2014-07-01 to 2017-08-01

	Гіпріоу	All Employees		A Adming	Ahoriginal Peoples	es lebotted of	Pers	Persons with Disabilities	lities	Member	All Employees promoted during the year are to be reported only in the occupational gloups in which only make been ast promoted. All Employees All Employees Appricate only in the occupational gloups in which only in the persons with Disabilities All Employees	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	3	1	2									
Total Number of Employees Promoted	3	1	2									
Total Number of Promotions	3	1	2									

Colliers Project Leaders Inc. (certificate # 061304) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / Alberta Reporting Period 2014-07-01 to 2017-08-01

	Employe	es promoted (Employees pro	omoted during	the year are to	be reported or	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	in which or to v	which they have	e been last pro	moted.)
		All Employees		А	Aboriginal Peoples	les	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	norities
Occupational Gloup	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	9	6	3							3	2	_
Total Number of Employees Promoted	9	6	3							3	2	1
Total Number of Promotions	9	6	8							3	2	1

Colliers Project Leaders Inc. (certificate # 061304)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / Newfoundland and Labrador Reporting Period 2014-07-01 to 2017-08-01

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

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

Colliers Project Leaders Inc. (certificate # 061304)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Ontario

Reporting Period 2014-07-01 to 2017-08-01

		All Employees		Α	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Senior Managers	2	1	1							1		1
Middle and Other Managers	62	35	27				3	3		15	7	8
Professionals	18	10	8							3	2	1
Semi-Professionals and Technicians	7	1	6							2		2
Supervisors	1	1										
Administrative and Senior Clerical Personnel	12	1	11							3		3
Clerical Personnel	4	1	3							1		1
Total Number of Employees Terminated	106	50	56				3	3		25	9	16

Canada

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / Ontario Reporting Period 2014-07-01 to 2017-08-01

		All Employees		А	Aboriginal Peoples	les	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	norities
Occupational Group		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	1	1									
Clerical Personnel	3		3							1		_
Total Number of Employees Terminated	5	1	4							ļ		1

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Québec Reporting Period 2014-07-01 to 2017-08-01

		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	7	6	1							1	1	
Total Number of Employees Terminated	7	6	1							1	1	

Employment and Social Emploi et Développement
Development Canada social Canada

Colliers Project Leaders Inc. (certificate # 061304)

Form 6 A

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FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Nova Scotia Reporting Period 2014-07-01 to 2017-08-01

		All Employees		AI	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	6	6	3							1		1
Total Number of Employees Terminated	6	6	3							1		1

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / Nova Scotia Reporting Period 2014-07-01 to 2017-08-01

		All Employees		1	Aboriginal Peoples		Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	1 ≌. ∣
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total		Men
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	ဂ္ဂ	Col. 11
Administrative and Senior Clerical Personnel	1		1									
Total Number of Employees Terminated	ı		1									

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / New Brunswick Reporting Period 2014-07-01 to 2017-08-01

		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	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	3	2	1									
Total Number of Employees Terminated	ω	2	1									

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Manitoba Reporting Period 2014-07-01 to 2017-08-01

yees	_	boriginal Peop	es	Perso	ons with Disab	lities	Membel	'S OT VISIBLE IVIII	norities
	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
1									
1									
	Men Women Col. 2 Col. 3	Women Total Col. 3 Col. 4	Women Total Col. 3 Col. 4	Women Total Men W Col. 3 Col. 4 Col. 5 C	Women Total Men Women Total Col. 3 Col. 4 Col. 5 Col. 6 Col.	Women Total Men Women Total Col. 3 Col. 4 Col. 5 Col. 6 Col.	Women Total Men Women Total Men Col. 3 Col. 4 Col. 5 Col. 6 Col. 7 Col. 8	Women Total Men Women Total Me	Women Total Men Women Total Men Women Total Men Women Total Col. 3 Col. 4 Col. 5 Col. 6 Col. 7 Col. 8 Col. 9 Col. 10

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / British Columbia Reporting Period 2014-07-01 to 2017-08-01

	,	All Employees		AŁ	Aboriginal Peoples	es	Perso	Persons with Disabilities	llities	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	19	11	8				1		1	4	3	1
Administrative and Senior Clerical Personnel	3		3									
Total Number of Employees Terminated	22	11	11				1		1	4	3	1

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Saskatchewan

Reporting Period 2014-07-01 to 2017-08-01

ities Mei Women Total Col. 9 Col. 10
" "

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Alberta Reporting Period 2014-07-01 to 2017-08-01

		All Employees		AŁ	Aboriginal Peoples	es	Pers	ons with Disab	ilities	Member	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	al Men W	Women	Total	Men	moW
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9		Col. 11	Col. 12
Middle and Other Managers	17	10	7	1	1		1		1	6	4	
Professionals	2	2										
Administrative and Senior Clerical Personnel	1		1							1		
Total Number of Employees Terminated	20	12	8	1	_		-1			7	4	

Colliers Project Leaders Inc. (certificate # 061304)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Newfoundland and Labrador Reporting Period 2014-07-01 to 2017-08-01

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

Canada

Workplace Equity Information Management System - Colliers Project Leaders Inc.

Workforce Analysis - Detailed Report

Date: 2017-08-09

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	16	2	12.5 %	27.4 %	4	-2	National
02 : Middle and Other Managers	National	310	106	34.2 %	38.9 %	121	-15	National
03 : Professionals		29	13	44.8 %	49.1 %	14	-1	
1111 : Financial auditors and accountants	National	3	2	66.7 %	55.1 %	2	0	National
1112 : Financial and investment analysts	National	6	2	33.3 %	50.1 %	3	-1	National
1122 : Professional occupations in business management consulting	National	2	0	0.0 %	42.0 %	1	-1	National
1123 : Professional occupations in advertising, marketing and public relations	National	5	3	60.0 %	66.4 %	3	0	National
2148 : Other professional engineers, n.e.c.	National	1	0	0.0 %	15.8 %	0	0	National
2171 : Information systems analysts and consultants	National	5	2	40.0 %	28.3 %	1	1	National
5121 : Authors and writers	National	7	4	57.1 %	54.9 %	4	0	National
04 : Semi-Professionals and Technicians		1	1	100.0 %	78.6 %	1	0	
5242 : Interior designers and interior decorators	Ontario	1	1	100.0 %	78.6 %	1	0	Ontario
05 : Supervisors		1	0	0.0 %	50.7 %	1	-1	
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	50.7 %	1	-1	Ottawa - Gatineau
07 : Administrative and Senior Clerical Personnel		18	17	94.4 %	81.5 %	15	2	
Employment Equity Occupational Group	Calgary	1	1	100.0 %	80.5 %	1	0	Calgary
Employment Equity Occupational Group	Edmonton	2	1	50.0 %	84.6 %	2	-1	Edmonton
Employment Equity Occupational Group	Halifax	1	1	100.0 %	81.4 %	1	0	Halifax
Employment Equity Occupational Group	Kingston	1	1	100.0 %	83.5 %	1	0	Kingston
Employment Equity Occupational Group	London	1	1	100.0 %	82.5 %	1	0	London
Employment Equity Occupational Group	Montréal	2	2	100.0 %	80.8 %	2	0	Montréal
Employment Equity Occupational Group	Ont. less CMAs	3	3	100.0 %	87.1 %	3	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	5	5	100.0 %	77.2 %	4	1	Ottawa - Gatineau
Employment Equity Occupational Group	Regina	1	1	100.0 %	80.7 %	1	0	Regina



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Workplace Equity Information Management System - Colliers Project Leaders Inc.

002649

Workforce Analysis - Detailed Report

Date: 2017-08-09

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	Representation	Avai	Availability	Gap #	Recruitment Area
		#	#	%	%	#	#	
Employment Equity Occupational Group	Toronto	1	<u> </u>	1 100.0 % 80.1 %	80.1%	<u> </u>	0	0 Toronto
10 : Clerical Personnel		16	12	75.0 %	65.8 %	11	<u> </u>	
Employment Equity Occupational Group	Ottawa - Gatineau	16	12	75.0 %	65.8 %	1	<u> </u>	Ottawa - Gatineau
Total		391	151	151 38.6% 42.4%	42.4 %	167	-16	

Total may not equal sum of components due to rounding.

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

2017-08-09

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Workplace Equity Information Management System - Colliers Project Leaders Inc.

002650

Workforce Analysis - Detailed Report

Date: 2017-08-09

Aboriginal Peoples

		•						
Employment Equity Occupational Group	Internal Location	All Employees #	Represe	Aborig Representation # %	Aboriginal Peoples ion Availability % % #		Gap #	Recruitment Area
01 : Senior Managers	National	16	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	310	ω	1.0 %	2.2 %	7	4	National
03 : Professionals		29	0	0.0 %	1.5 %	0	0	
1111 : Financial auditors and accountants	National	ω	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	0	0	0.0 %	0.9 %	0	0	National
1122 : Professional occupations in business management consulting	National	2	0	0.0 %	1.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	O J	0	0.0 %	2.1 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	_	0	0.0 %	1.0 %	0	0	National
2171 : Information systems analysts and consultants	National	Sī.	0	0.0 %	1.1 %	0	0	National
5121 : Authors and writers	National	7	0	0.0 %	1.9 %	0	0	National
04 : Semi-Professionals and Technicians		_	0	0.0 %	1.2 %	0	0	
5242 : Interior designers and interior decorators	Ontario	_	0	0.0 %	1.2 %	0	0	Ontario
05 : Supervisors		<u> </u>	0	0.0 %	2.7 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	<u> </u>	0	0.0 %	2.7 %	0	0	Ottawa - Gatineau
07 : Administrative and Senior Clerical Personnel		18	_	5.6 %	2.8 %	<u> </u>	0	
Employment Equity Occupational Group	Calgary	<u> </u>	0	0.0 %	2.6 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	2	0	0.0 %	3.6 %	0	0	Edmonton
Employment Equity Occupational Group	Halifax	_	0	0.0 %	2.2 %	0	0	Halifax
Employment Equity Occupational Group	Kingston	_	0	0.0 %	1.2 %	0	0	Kingston
Employment Equity Occupational Group	London	<u> </u>	0	0.0 %	0.8 %	0	0	London
Employment Equity Occupational Group	Montréal	2	0	0.0 %	0.7 %	0	0	Montréal
Employment Equity Occupational Group	Ont. less CMAs	ω	_	33.3 %	4.1 %	0	_	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	رن ن	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Regina	_	0	0.0 %	6.4 %	0	0	Regina

Workplace Equity Information Management System - Colliers Project Leaders Inc.

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Workforce Analysis - Detailed Report

Date: 2017-08-09

Aboriginal Peoples

				Aborig	Aboriginal Peoples			
Employment Equity Occupational Group	Internal Location	All Employees #	Representation # %	ntation %	Avail. %	Availability 6 #	Gap #	Recruitment Area
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.8 %	0	0	0 Toronto
10 : Clerical Personnel		16	0	0.0 %	2.8 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	16	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
Total		391	4	4 1.1% 2.2%	2.2 %	8	4	

Total may not equal sum of components due to rounding.

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

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Workplace Equity Information Management System - Colliers Project Leaders Inc.

002652

Workforce Analysis - Detailed Report

Date: 2017-08-09

Members of Visible Minorities

			-	Viembers of	Members of Visible Minorities	ties		
Employment Equity Occupational Group	Internal Location	All Employees #	Represe	Representation # %	Availability %#	ility#	Gap #	Recruitment Area
01 : Senior Managers	National	16	_	6.3 %	10.1 %	2	<u>.</u>	National
02 : Middle and Other Managers	National	310	60	19.4 %	15.0 %	47	13	National
03: Professionals		29	13	44.8 %	23.5 %	7	6	
1111 : Financial auditors and accountants	National	ω	_	33.3 %	27.5 %	<u> </u>	0	National
1112 : Financial and investment analysts	National	O	4	66.7 %	35.4 %	2	2	National
1122 : Professional occupations in business management consulting	National	Ν	0	0.0 %	21.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	Sī.	_	20.0 %	16.9 %	_	0	National
2148 : Other professional engineers, n.e.c.	National	_	0	0.0 %	27.3 %	0	0	National
2171 : Information systems analysts and consultants	National	51	ω	60.0 %	31.4 %	2	_	National
5121 : Authors and writers	National	7	4	57.1 %	10.7 %	_	ω	National
04 : Semi-Professionals and Technicians		_	0	0.0 %	19.6 %	0	0	
5242 : Interior designers and interior decorators	Ontario	_	0	0.0 %	19.6 %	0	0	Ontario
05 : Supervisors		_	0	0.0 %	14.7 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	_	0	0.0 %	14.7 %	0	0	Ottawa - Gatineau
07 : Administrative and Senior Clerical Personnel		18	_	5.6 %	10.7 %	2	<u> </u>	
Employment Equity Occupational Group	Calgary	_	0	0.0 %	16.5 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	Ν	0	0.0 %	13.4 %	0	0	Edmonton
Employment Equity Occupational Group	Halifax	_	0	0.0 %	5.8 %	0	0	Halifax
Employment Equity Occupational Group	Kingston	_	0	0.0 %	3.4 %	0	0	Kingston
Employment Equity Occupational Group	London	_	0	0.0 %	7.3 %	0	0	London
Employment Equity Occupational Group	Montréal	2	_	50.0 %	12.2 %	0	_	Montréal
Employment Equity Occupational Group	Ont. less CMAs	ω	0	0.0 %	1.6 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	5	0	0.0 %	12.2 %	_	<u>.</u>	Ottawa - Gatineau
Employment Equity Occupational Group	Regina	<u> </u>	0	0.0 %	5.3 %	0	0	Regina

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Workforce Analysis - Detailed Report

Date: 2017-08-09

Members of Visible Minorities

				Members o	Members of Visible Minorities	orities		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	Representation	Avai	Availability	Gap	Recruitment Area
		#	#	%	%	#	#	
Employment Equity Occupational Group	Toronto	1	0	0.0 % 37.3 %	37.3 %	0	0	0 Toronto
10 : Clerical Personnel		16	υ	31.3 %	14.7 %	2	ω	
Employment Equity Occupational Group	Ottawa - Gatineau	16	Oī	31.3 % 14.7 %	14.7 %	2	ω	3 Ottawa - Gatineau
Total		391	80	80 20.5 % 15.2 %	15.2 %	60	20	

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

Total may not equal sum of components due to rounding.

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Workplace Equity Information Management System - Colliers Project Leaders Inc.

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Workforce Analysis - Detailed Report

Date: 2017-08-09

Persons with Disabilities

Employment Fauity Occupational Group	Informal I ocation	All Employees	Represe	Persons v	Persons with Disabilities	ies ability	Gan	Recruitment Area
Employment Equity Occupational Group	Internal Location	All Employees #	Representation # %	ntation %	Availability %#	ability #	Gap #	Recruitment Area
01/02 : Managers	National	326	6	1.8 %	4.3 %	14	-8	National
03 : Professionals	National	29	0	0.0 %	3.8 %	_	<u>.</u>	National
04 : Semi-Professionals and Technicians	National	_	0	0.0 %	4.6 %	0	0	National
05 : Supervisors	National	_	0	0.0 %	13.9 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	18	0	0.0 %	3.4 %	1	4	National
10 : Clerical Personnel	National	16	0	0.0 %	7.0 %	_	<u>.</u>	National
Total		391	O	1.5 %	4.4 %	17	-	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Colliers Project Leaders Inc.

Workforce Analysis - Detailed Report

002655

Date: 2017-08-09

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	Employment Equity Occupational Group
EEOG	EEOG	EEOG	NOC	NOC	EEOG	EEOG	Perform Analysis By
CMA	CMA	CMA	Provincial	National	National	National	Recruitment Area

Workplace Equity Information Management System - Colliers Project Leaders Inc.

Workforce Analysis - Detailed Report

Date: 2017-08-09

WFA Defaults - Persons with Disabilities

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



Workplace Equity Information Management System - Colliers Project Leaders Inc.

Workforce Analysis - Summary Report

Date: 2017-08-09

Women

				Women		
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap
	#	#	%	%	#	#
01 : Senior Managers	16	2	12.5 %	27.4 %	4	-2
02 : Middle and Other Managers	310	106	34.2 %	38.9 %	121	-15
03 : Professionals	29	13	44.8 %	49.1 %	14	-1
04 : Semi-Professionals and Technicians	1	1	100.0 %	78.6 %	1	0
05 : Supervisors	1	0	0.0 %	50.7 %	1	-1
07 : Administrative and Senior Clerical Personnel	18	17	94.4 %	81.5 %	15	2
10 : Clerical Personnel	16	12	75.0 %	65.8 %	11	1
Total	391	151	38.6 %	42.4 %	167	-16

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Colliers Project Leaders Inc.

Workforce Analysis - Summary Report

Date: 2017-08-09

Aboriginal Peoples

			Aborig	Aboriginal Peoples		
Employment Equity Occupational Group	All Employees	Representation	ntation	Availability	oility	Gap
	#	#	%	%	#	#
01 : Senior Managers	16	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	310	ω	1.0 %	2.2 %	7	4
03 : Professionals	29	0	0.0 %	1.5 %	0	0
04 : Semi-Professionals and Technicians	_	0	0.0 %	1.2 %	0	0
05 : Supervisors	_	0	0.0 %	2.7 %	0	0
07 : Administrative and Senior Clerical Personnel	18	_	5.6 %	2.8 %	<u> </u>	0
10 : Clerical Personnel	16	0	0.0 %	2.8 %	0	0
Total	391	4	4 1.1%	2.2 %	8	4

Total may not equal sum of components due to rounding.



2018-04-19

Workplace Equity Information Management System - Colliers Project Leaders Inc.

Workforce Analysis - Summary Report

002659

Date: 2017-08-09

Members of Visible Minorities

		_	nembers of	Members of Visible Minorities	ties	
Employment Equity Occupational Group	All Employees	Representation	ntation	Availability	ility	Gap
	#	#	%	%	#	#
01 : Senior Managers	16	1	6.3 %	10.1%	2	-1
02 : Middle and Other Managers	310	60	19.4 %	15.0 %	47	13
03 : Professionals	29	13	44.8 %	23.5 %	7	6
04 : Semi-Professionals and Technicians	_	0	0.0 %	19.6 %	0	0
05 : Supervisors	_	0	0.0 %	14.7 %	0	0
07 : Administrative and Senior Clerical Personnel	18	_	5.6 %	10.7 %	2	<u>.</u>
10 : Clerical Personnel	16	ъ	31.3 %	14.7 %	2	ယ
Total	391	80	80 20.5 %	15.2 %	60	20

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Colliers Project Leaders Inc.

002660

Workforce Analysis - Summary Report

Date: 2017-08-09

Persons with Disabilities

			Persons v	Persons with Disabilities	es	
Employment Equity Occupational Group	All Employees	Representation	ntation	Availability	bility Gap	ip
	#	#	%	%	#	#
01/02 : Managers	326	6	1.8 %	4.3 %	14	-80
03 : Professionals	29	0	0.0 %	3.8 %	_	<u>.</u>
04 : Semi-Professionals and Technicians	_	0	0.0 %	4.6 %	0	0
05 : Supervisors	<u> </u>	0	0.0 %	13.9 %	0	0
07 : Administrative and Senior Clerical Personnel	18	0	0.0 %	3.4 %	_	<u>.</u>
10 : Clerical Personnel	16	0	0.0 %	7.0 %	1	
Total	391	O	1.5 %	4.4 %	17	4

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Colliers Project Leaders Inc.

002661

Workforce Analysis - Summary Report

Date: 2017-08-09

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

U/ : Administrative and Senior Cierical Personnel		04 : Semi-Professionals and Technicians	03 : Professionals	02 : Middle and Other Managers	01 : Senior Managers	Employment Equity Occupational Group
EEUG	EEOG	NOC	NOC	EEOG	EEOG	Perform Analysis By
CMA	CMA	Provincial	National	National	National	Recruitment Area

Workplace Equity Information Management System - Colliers Project Leaders Inc.

Workforce Analysis - Summary Report

Date: 2017-08-09

WFA Defaults - Persons with Disabilities

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



Part 1: Workforce Analysis

Colliers Project Leaders Inc.

2017-08-01

J.	J.	J.
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Date of P	revious Workforco	e Analysis
YYYY	MM	DD
2013	12	31

Date of C	urrent Workforce	Analysis
YYYY	MM	DD
2017	08	09

		Table 1: Women				
		Previous Workforce Analysis				
Employment Equity Occupational Group (EEOG)		All Employees	Women			
Empa	by ment Equity Occupational Group (EEOG)		Representation	Availability*		
		#	#	%		
01	Senior Managers	10	2	24.2		
02	Middle & Other Managers	192	62	39.1		
03	Professionals	25	11	45.2		
04	Semi-Professionals & Technicians	0	0	0.0		
05	Supervisors	6	4	52.5		
06	Supervisors: Crafts & Trades	0	0	0.0		
07	Administrative & Senior Clerical Personnel	19	19	80.0		
08	Skilled Sales & Service Personnel	0	0	0.0		
09	Skilled Crafts & Trades Workers	0	0	0.0		
10	Clerical Personnel	12	11	69.7		
11	Intermediate Sales & Service Personnel	5	1	66.7		
12	Semi-Skilled Manual Workers	0	0	0.0		
13	Other Sales & Service Personnel	0	0	0.0		
14	Other Manual Workers	0	0	0.0		
Total		269	110	0.0		

J	Table 5: Women	l
Curr	ent Workforce Ana	ılysis
All Employees	Won	nen
	Representation	Availability*
#	#	%
16	2	27.4
310	106	38.9
29	13	49.1
1	1	78.6
1	0	50.7
0	0	0.0
18	17	81.5
0	0	0.0
0	0	0.0
16	12	65.8
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
391	151	0.0

* Sou	rce:						
2006	Censu	s of C	anad	a			

* Sour	ce:				
2011 N	ational I	Househo	old Surve	ey	

Part 1: Workforce Analysis

Colliers Project Leaders Inc.

2017-08-01

Data from Previous Workforce Analysis

T		<u> </u>
Data from (Current Workfo	rce Analysis

Date of P	revious Workford	e Analysis
YYYY	MM	DD
2013	12	31

2017	08	09
YYYY	MM	DD
Date of C	urrent Workforce	e Analysis

		Table 2: Aboriginal Peoples			
		Previous Workforce Analysis			
Employment Equity Occupational Group (EEOG)		All Employees	Aborigina	ıl Peoples	
			Representation	Availability*	
		#	#	%	
01	Senior Managers	10	0	2.4	
02	Middle & Other Managers	192	1	1.9	
03	Professionals	25	0	1.5	
04	Semi-Professionals & Technicians	0	0	0.0	
05	Supervisors	6	0	2.7	
06	Supervisors: Crafts & Trades	0	0	0.0	
07	Administrative & Senior Clerical Personnel	19	0	1.8	
08	Skilled Sales & Service Personnel	0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	
10	Clerical Personnel	12	0	2.5	
11	Intermediate Sales & Service Personnel	5	0	1.8	
12	Semi-Skilled Manual Workers	0	0	0.0	
13	Other Sales & Service Personnel	0	0	0.0	
14	Other Manual Workers	0	0	0.0	
Total	•	269	1	0.0	

Table 6: Aboriginal Peoples			
Current Workforce Analysis			
All Employees	Aborigina	Aboriginal Peoples	
	Representation	Availability*	
#	#	%	
16	0	2.9	
310	2	2.2	
29	0	1.5	
1	0	1.2	
1	0	2.7	
0	0	0.0	
18	1	2.8	
0	0	0.0	
0	0	0.0	
16	0	2.8	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
391	3	0.0	

* Source:	
2006 Census of Canada	

* Source:
2011 National Household Survey

Part 1: Workforce Analysis

Colliers Project Leaders Inc.

2017-08-01

Data from Previous Workforce Analysis↓ ↓ ↓ ↓

1	I	1
Data from	Current Workfo	rce Analysis

Date of P	revious Workford	e Analysis
YYYY	MM	DD
2013	12	31

2017	08	09
YYYY	MM	DD
Date of C	urrent Workforce	Analysis

		Table 3: Me	mbers of Visibl	e Minorities
Employment Equity Occupational Group (EEOG)		Previous Workforce Analysis		
		All Employees	Members of Vis	ible Minorities
			Representation	Availability*
		#	#	%
01	Senior Managers	10	1	8.7
02	Middle & Other Managers	192	37	14.0
03	Professionals	25	4	18.8
04	Semi-Professionals & Technicians	0	0	0.0
05	Supervisors	6	0	9.8
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	19	2	14.2
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	12	4	12.7
11	Intermediate Sales & Service Personnel	5	0	25.3
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		269	48	0.0

Table 7: Members of Visible Minorities			
Current Workforce Analysis			
All Employees	Members of Vis	Members of Visible Minorities	
	Representation	Availability*	
#	#	%	
16	1	10.1	
310	60	15.0	
29	13	23.5	
1	0	19.6	
1	0	14.7	
0	0	0.0	
18	1	10.7	
0	0	0.0	
0	0	0.0	
16	5	14.7	
0	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
391	80	0.0	

2006 Census of Canada	
* Source:	

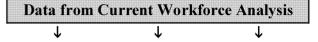
* Source:	
2011 National Household Survey	

Part 1: Workforce Analysis

Colliers Project Leaders Inc.

2017-08-01

Data from Previous Workforce Analysis



2013	12	31
YYYY	MM	DD
Date of P	revious Workforc	e Analysis

2017	08	09
YYYY	MM	DD
Date of C	urrent Workforce	Analysis

		Table 4:]	Persons with Di	sabilities		
Employment Equity Occupational Group (EEOG)		Previo	Previous Workforce Analysis			
		All Employees	Persons with Disabilities			
			Representation	Availability*		
		#	#	%		
01/02	Managers	202	5	3.2		
03	Professionals	25	0	4.5		
04	Semi-Professionals & Technicians	0	0	0.0		
05	Supervisors	6	0	9.5		
06	Supervisors: Crafts & Trades	0	0	0.0		
07	Administrative & Senior Clerical Personnel	19	0	2.6		
08	Skilled Sales & Service Personnel	0	0	0.0		
09	Skilled Crafts & Trades Workers	0	0	0.0		
10	Clerical Personnel	12	0	4.4		
11	Intermediate Sales & Service Personnel	5	0	5.3		
12	Semi-Skilled Manual Workers	0	0	0.0		
13	Other Sales & Service Personnel	0	0	0.0		
14	Other Manual Workers	0	0	0.0		
Total		269	5	0.0		

Table 8: Persons with Disabilities					
Current Workforce Analysis					
All Employees	Persons with	Disabilities			
	Representation	Availability*			
#	#	%			
326	6	4.3			
29	0	3.8			
1	0	4.6			
1	0	13.9			
0	0	0.0			
18	0	3.4			
0	0	0.0			
0	0	0.0			
16	0	7.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
391	6	0.0			

* Source:
2006 Participation and Activity Limitation Survey

* Source: 2012 Canadian Survey on Disability

Part 2: Flow Data Analysis

Colliers Project Leaders Inc.

42948

Start	Date of Flow	/ Data
YYYY	MM	DD
2013	12	31

End I	Date of Flow	Data
YYYY	MM	DD
2017	08	09

Data from Form 4 - Employees Hired Data from Form 5 - Employees
Promoted

Data from Form 6 - Employees Terminated

	Table 1: Women			
	Full-time / National Part-time / Na			/ National
Employment Equity Occupational Group EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	4	1	0	0
02 Middle & Other Managers	107	44	1	0
03 Professionals	23	12	0	0
04 Semi-Professionals & Technicians	5	4	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	12	12	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	8	6	1	1
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Fotal	160	79	2	1

Table 5: Women				
Full-time / National		Part-time /	National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	
#	#	#	#	
2	0	0	0	
30	9	0	0	
1	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
2	2	0	0	
0	0	0	0	
0	0	0	0	
3	3	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
38	14	0	0	

Table 9: Women					
Full-time / National		Part-time / Nationa			
All Employees Terminated	1 1 7 7 1		Women Terminated		
#	#	#	#		
2	1	0	0		
62	27	2	1		
18	8	0	0		
7	6	0	0		
1	0	0	0		
0	0	0	0		
12	11	o l	0		
0	0	0	0		
0	0	0	0		
4	3	3	3		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
106	56	5	4		

Part 2: Flow Data Analysis

Colliers Project Leaders Inc.

42948

Start	Date of Flow	/ Data
YYYY	MM	DD
2013	12	31

2017	08	09
YYYY	MM	DD
End I	Date of Flow	Data

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

	Ψ	ullet	₩	•
	Table 2: Aboriginal Peoples			
	Full-time	Full-time / National Part-t		
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
01 Senior Managers	4	0	0	0
02 Middle & Other Managers	107	1	1	0
03 Professionals	23	0	0	0
04 Semi-Professionals & Technicians	5	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	12	1	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	8	0	1	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	160	2	2	0

Table 6: Aboriginal Peoples				
Full-time / National		Part-time	National National	
All Employees Promoted Aboriginal Peoples Promoted		All Employees Promoted	Aboriginal Peoples Promoted	
#	#	#	#	
2	0	0	0	
30	1	0	0	
1	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
2	1	0	0	
0	0	0	0	
0	0	0	0	
3	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
38	2	0	0	

Table 10: Aboriginal Peoples				
Full-time / National		Part-time / National		
All Employees Terminated Aborigina Peoples Terminate		All Employees Terminated	Aboriginal Peoples Terminated	
#	#	#	#	
2	0	0	0	
62	0	2	0	
18	0	0	0	
7	0	0	0	
1	0	0	0	
0	0	0	0	
12	0	0	0	
0	0	0	0	
0	0	0	0	
4	0	3	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
106	0	5	0	

Part 2: Flow Data Analysis

Colliers Project Leaders Inc.

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Start	Date of Flow	/ Data
YYYY	MM	DD
2013	12	31

2017	08	09
YYYY	MM	DD
End l	Date of Flow	Data

Data from Form 4 - Employees Hired

Table 3: Persons with Disabilities

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)		Full-time	/ National	Part-time / National		
		All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	
		#	#	#	#	
01	Senior Managers	4	0	0	0	
02	Middle & Other Managers	107	3	1	0	
03	Professionals	23	0	0	0	
04	Semi-Professionals & Technicians	5	0	0	0	
05	Supervisors	1	0	0	0	
06	Supervisors: Crafts & Trades	0	0	0	0	
07	Administrative & Senior Clerical Personnel	12	0	0	0	
08	Skilled Sales & Service Personnel	0	0	0	0	
09	Skilled Crafts & Trades Workers	0	0	0	0	
10	Clerical Personnel	8	0	1	0	

160

11 Intermediate Sales & Service Personnel

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

14 Other Manual Workers

Total

Full-time / National		Part-time / National		
All Employees Promoted Persons with Disabilities Promoted		All Employees Promoted	Persons with Disabilities Promoted	
#	#	#	#	
2	0	0	0	
30	1	0	0	
1	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
2	0	0	0	
0	0	0	0	
0	0	0	0	
3	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
38	1	0	0	

Table 11: Persons with Disabilities						
Full-time / National Part-time / N						
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated			
#	#	#	#			
2	0	0	0			
62	3	2	0			
18	0	0	0			
7	0	0	0			
1	0	0	0			
0	0	0	0			
12	0	0	0			
0	0	0	0			
0	0	0	0			
4	0	3	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
106	3	5	0			

Part 2: Flow Data Analysis

Colliers Project Leaders Inc.

42948

Start	Date of Flow	/ Data
YYYY	MM	DD
2013	12	31

2017	08	09
YYYY	MM	DD
End l	Date of Flow	Data

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 4: N	lembers o	of Visible I	Minorities
Full-time /	National	Part-time	/ National

Employment Equity Occupational Group (EEOG)		Full-time	/ National	Part-time / National		
		All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	
		#	#	#	#	
01	Senior Managers	4	0	0	0	
02	Middle & Other Managers	107	27	1	0	
03	Professionals	23	11	0	0	
04	Semi-Professionals & Technicians	5	1	0	0	
05	Supervisors	1	0	0	0	
06	Supervisors: Crafts & Trades	0	0	0	0	
07	Administrative & Senior Clerical Personnel	12	1	0	0	
80	Skilled Sales & Service Personnel	0	0	0	0	
09	Skilled Crafts & Trades Workers	0	0	0	0	
10	Clerical Personnel	8	3	1	0	
11	Intermediate Sales & Service Personnel	0	0	0	0	
12	Semi-Skilled Manual Workers	0	0	0	0	
13	Other Sales & Service Personnel	0	0	0	0	
14	Other Manual Workers	0	0	0	0	
Tot	al	160	43	2	0	

Full-time / National		Part-time / National		
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	
#	#	#	#	
2	1	0	0	
30	8	0	0	
1	1	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
2	0	0	0	
0	0	0	0	
0	0	0	0	
3	2	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
38	12	0	0	

Table 12: Members of Visible Minorities						
Full-time	/ National	Part-time / National				
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated			
#	#	#	#			
2	1	0	0			
62	15	2	0			
18	3	0	0			
7	2	0	0			
1	0	0	0			
0	0	0	0			
12	3	0	0			
0	0	0	0			
0	0	0	0			
4	1	3	1			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
106	25	5	1			

Dat	ta from Pi	evious Go	als	Da	ta from C	urrent Go	als
1	Ţ	\	\	\	Ţ	\	1

Duration of Previous Goals					
Short-term Long-term					
From	To	From	To		
YYYY	YYYY	YYYY	YYYY		
2013	2017	2013	2017		

Duration of Current Goals				
Short-term Long-term				
From	То	From	To	
YYYY	YYYY	YYYY	YYYY	
2017	2021	2017	2023	

			Table 1: 'Wom		
Employment Equity Occupational Group (EEOG)		Short-tern	n Goals	Long-term	Goals
		#	%	#	%
01	Senior Managers	0	0.0	0	0.0
02	Middle & Other Managers	67	37.0	0	0.0
03	Professionals	8	45.0	0	0.0
04	Semi-Professionals & Technicians	0	0.0	0	0.0
05	Supervisors	1	50.0	0	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08	Skilled Sales & Service Personnel	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	0	0.0	0	0.0
12	Semi-Skilled Manual Workers	0	0.0	o	0.0
13	Other Sales & Service Personnel	3	37.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

Table 5: Women Women						
Short-term		Long-term	Goals			
#	%	#	%			
2	30.0	4	35.0			
119	40.0	100	40.0			
14	50.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
8	82.0	10	80.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			

Da	ta from Pr	evious Go	als	Da	ita from C	urrent Go	als
1	\	Ţ			1	1	1

	-term	revious Goa Long-	
From	То	From	То
YYYY	YYYY	YYYY	YYYY
2013	2017	2013	2017

Duration of Current Goals					
Short-term Long-term					
From	To	From	To		
YYYY	YYYY	YYYY	YYYY		
2017	2021	2017	2023		

Employment Equity Occupational Group (EEOG)		Table 2: Aboriginal Peoples Aboriginal Peoples			
		Short-tern	n Goals	Long-tern	1 Goals
		#	%	#	%
01	Senior Managers	0	0.0	0	0.0
02	Middle & Other Managers	4	2.0	0	0.0
03	Professionals	0	0.0	0	0.0
04	Semi-Professionals & Technicians	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 & Senior Clerical Personnel	0	0.0	0	0.0
08	Skilled Sales & Service Personnel	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	0	0.0	0	0.0
12	Semi-Skilled Manual Workers	0	0.0	0	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

Table	Table 6: Aboriginal Peoples					
Aboriginal Peoples						
Short-tern	n Goals	Long-term Goals				
#	%	#	%			
0	0.0	0	0.0			
15	5.0	10	7.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			
0	0.0	0	0.0			

Data from Previous Goals

YYYY

2017

Ţ	1	Ţ	1	↓
D	ouration of F	revious Goa	ls	Dura
Short	t-term	Long	-term	Short-ter
From	To	From	To	From

YYYY

2017

YYYY

2013

\	\	\	1
D	ata from C	urrent Go	als

D	Ouration of C	Current Goa	ls
Short	-term	Long	-term
From	То	From	To
YYYY	YYYY	YYYY	YYYY
2017	2021	2017	2023

		Table 3: Persons with Disabilities											
		Po	ersons with	Disabilities									
Emplo	yment Equity Occupational Group (EEOG)	Short-tern	ı Goals	Long-term	Goals								
		#	%	#	%								
01/02	Managers	4	2.0	0	0.0								
03	Professionals	0	0.0	이	0.0								
04	Semi-Professionals & Technicians	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 & Senior Clerical Personnel	0	0.0	0	0.0								
08	Skilled Sales & Service Personnel	0	0.0	0	0.0								
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0								
10	Clerical Personnel	1	10.0	0	0.0								
11	Intermediate Sales & Service Personnel	0	0.0	0	0.0								
12	Semi-Skilled Manual Workers	0	0.0	이	0.0								
13	Other Sales & Service Personnel	0	0.0	0	0.0								
14	Other Manual Workers	0	0.0	0	0.0								
Total		0	0.0	0	0.0								

YYYY

2013

	Persons v	with Disabi Disabilities	ilities						
Short-term		Long-term Goals							
#	%	#	%						
16	5.0	10	5.0						
1	4.0	1	4.0						
0	0.0	0	0.0						
0	0.0	0	0.0						
0	0.0	0	0.0						
0	0.0	0	0.0						
0	0.0	o	0.0						
0	0.0	0	0.0						
1	10.0	2	15.0						
0	0.0	0	0.0						
0	0.0	0	0.0						
0	0.0	0	0.0						
0	0.0	0	0.0						
0	0.0	0	0.0						

Da	ta from Pr	evious Go	oals	Da	ta from C	urrent G	oals
1	\	\	1		\	\	

D	uration of P	'revious Goa	ls
Short	-term	Long	-term
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2013	2017	2013	2017

D	uration of C	Current Goa	ls
Short	-term	Long	-term
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2021	2017	2023

		Table 4: Members of Visible Minorities Members of Visible Minorities											
Emplo	yment Equity Occupational Group (EEOG)	Short-tern	-	Long-term Goals									
•	, ,	#	%	#	%								
01	Senior Managers	0	0.0	0	0.0								
02	Middle & Other Managers	0	0.0	0	0.0								
03	Professionals	4	20.0	0	0.0								
04	Semi-Professionals & Technicians	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 & Senior Clerical Personnel	5	30.0	0	0.0								
08	Skilled Sales & Service Personnel	0	0.0	0	0.0								
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0								
10	Clerical Personnel	0	0.0	0	0.0								
11	Intermediate Sales & Service Personnel	1	20.0	0	0.0								
12	Semi-Skilled Manual Workers	0	0.0	0	0.0								
13	Other Sales & Service Personnel	0	0.0	0	0.0								
14	Other Manual Workers	0	0.0	0	0.0								
Total		0	0.0	0	0.0								

Table 8: M		Visible M ble Minoritie	
Short-tern		Long-term	
#	%	#	%
1	15.0	3	25.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
2	15.0	3	20.0
o	0.0	0	0.0
o	0.0	0	0.0
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AB	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y	Z
Data sources:	HH294H1H294H1H498H1DH	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1+ DYear2)÷ 2) x 100
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	Workforce Analysis														FI	ow Dat	a Analy	/sis						
Employment Equity Occupational Group	Year			1	Workford						Hires				I	Promotio						nations		
(EEOG)		All Employees	Represe	entation	Wor Avails		Gap	EE Result	All Employees	10	We tual	Expected	Difference	All Employees		tual	Expected	Difference	All Employees	Act		men Expected	Difference	Turnover Rate
	#	#	#	%	%	#	gap #	EE Resuit	#	#	- %	Expected #	##	#	#	- %	Expected #	#	#	#	%	Expected #	#	%
01 Cariar Managara	2013	10	2	20.0	24.2	2	0	82.6																
01 Senior Managers	2017	16	2		_	4	-2	45.6	4	1	25.0	1	0	2	0	0.0	0	C) 2	1	50.0	0	1	15.4
02 Middle & Other Managers	2013	192	62	32.3	-	75	-13		100	4.4	40.7	42		20	g	20.0	10		C4	20	42.0	21		25.5
	2017	310 25	106 11	34.2 44.0	_	121 11	-15 0	87.9 97.3	108	44	40.7	42		30	9	30.0	10	-1	64	28	43.8	21	/	25.5
03 Professionals	2017	29	13	44.8	49.1	14	-1	91.3	23	12	52.2	11	1	1	0	0.0	0	C	18	8	44.4	8	0	66.7
		1			1				I .	I	1	I	1											
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D x$ 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷ M x 100												
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		Ne	w Entra	ints				Ge	oals															
Employment Equity	Year	Hires	and Pron			Short-te		S		Long-ter		S												
Occupational Group	l Car	All	Wor	nen		Wor Percent of	men	I		Wo Percent of	men	Percent of						Com	ments					
(EEOG)		Employees	Act	ual	Goal	Goal Met	Goal	Percent of Goal Met	Goal	Goal Met	Goal	Goal Met												
T	#	#	#	%	#	%	%	%	#	#	%	#												
01 Senior Managers	2017	6	1	16.7 16.7	0 2	0.0 50.0	0.0 30.0		0	0.0 25.0	0.0 35.0	0.0 47.6												
Middle & Other	2020	138	53	38.4	_	79.1	37.0	103.8	0		0.0	0.0												
02 Managers	2020	138	53	38.4	119	44.5	40.0		100		40.0	96.0												
03 Professionals	03 Professionals 2017 24 12 50.0 8 150.0 45.0 111.1 2020 24 12 50.0 14 85.7 50.0 100.0										0.0	0.0												

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Federal Contractors Program Achievement Table
Part 4: Results - Women
Colliers Project Leaders Inc.
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								Feder	al Con	tractors	s Progr	am Ach	iieveme	nt Tab	le									
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									Co	olliers F	Project	Leader	s Inc.											
											4294	8												
A B	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	s	T	l U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 10	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1+ DYear2)÷
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	Workforce Analysis														F	low Dat	a Analy	ysis						
Employment Equity	Decumational Crown										Hires	men				Promotio	ns omen			1		nations		
(EEOG)		All Employees	Represe	ntation	Avail		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	A	ctual	Expected	Difference	All Employees	Aci		Expected	Difference	Turnover Rate
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%
04 Semi-Professionals & Technicians	2013	0	0	0.0	0.0	0	0	0.0			00.0										05.5			1400.0
	2017	6	1 4	100.0	78.6 52.5	3	1	127.2 127.0	5	4	80.0	4	0	0	<u> </u>	0.0	0	() 7	6	85.7	0	6	1400.0
05 Supervisors	2017	1	0	0.0	50.7	1	-1	0.0	1	0	0.0	1	-1	0	(0.0	0	() 1	. 0	0.0	1	-1	28.6
06 Supervisors: Crafts &	2013	0	0	0.0	0.0	0	0	0.0																
Trades	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	(0.0	0	(0	0	0.0	0	С	0.0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷ M x 100												
E		.	1	1	1	Ţ	Ţ	1	1	1	1	1	i											
			w Entra						als															
Employment Equity	Year	Hires :	and Pron Wor			Short-tei Woo		,		Long-ter	rm Goals	S												
Occupational Group (EEOG)	tional Group All					Percent of		Percent of	6.1	Percent of		Percent of						Com	ments					
		p.no, ecs	Act		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met												
Semi-Professionals &	# 2017	# 5	# 4	80.0	# 0	0.0	0.0	%	# 0	# 0.0	%	# 0.0												
04 Technicians	2020	5	4	80.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
05 Supervisors	2017	1	0	0.0	1	0.0	50.0	0.0	0															
Supervisors: Crafts &	2020 2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0													
06 Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
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Part 4: Results - Women
Colliers Project Leaders Inc.
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A	B	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y	Z
Data s	Data sources: Part 1: Workforce Analysis									Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q÷Px100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1 + DYear2) ÷ 2) x 100
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	Workforce Analysis															Fl	ow Dat	a Analy	/sis						
	Employment Equity Occupational Group Year Workforce Women											Hires				P	romotio				1		nations		
	OG)		All Employees	Represe	entation	Wor Availa		Gap	EE Result	All Employees	Ac	Wo tual	Expected	Difference	All Employees	Ac	tual	men Expected	Difference	All Employees	Ac	tual	Expected	Difference	Turnover Rate
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%
07	Administrative &	2013	19	19	100.0	80.0	15	4	125.0																
	Senior Clerical	2017	18	17	94.4		15	2	115.9	12	12	100.0	10	2	2	2	100.0	2	С) 12	11	91.7	12	-1	64.9
08	Skilled Sales & Service Personnel	2013 2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0			0	0.0	0	1	0.0
09	Skilled Crafts &	2013	0	0		-	0	0	0.0	· ·									,	, ,		0.0			0.0
09	Trades Workers	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0	0.0
			Part 2:	Part 2:				,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,						# !											
Data s	ources:		Flow Data Analysis	Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷Mx 100												
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Emp	oloyment Equity	Year	Hires :	and Pron				rm Goals	S		Long-te		S												
	upational Group	rear	All	Wei	men		Wo	men	I			men	Τ						Com	ments					
(EE	OG)		Employees	Act	tual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
		#	#	#	%	Ħ	%	%	%	#	#	%	#												
07	Administrative & Senior Clerical	2017 2020	14	14 14		0	0.0 175.0	0.0 82.0		10		0.0 80.0	0.0 125.0												
\Box	Skilled Sales &	2020	0	0		Ŭ	0.0	0.0				0.0	0.0												
08	Service Personnel	2020	0	0		0	0.0	0.0	0.0	0	0.0	0.0													
09	Skilled Crafts &	2017	0	0		0	0.0	0.0		0															
Ш	Trades Workers	2020	0	0	0.0	0	0.0	0.0	0.0	<u> </u>	0.0	0.0	0.0										Pag	ge 17 of 5	51

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Part 4: Results - Women
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A B C D E F					G	Н	I	J	K	L	M	N	О	P	Q	R	s	Т	U	V	W	X	Y	Z	
Data sources:	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 10	0 V - X	U÷ ((DYear1 + DYear2) ÷ 2) x 100		
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					force A											ow Dat		/sis							
Employment Equity Occupational Group	Year				Vorkford						Hires	men		All	P	romotio				Terminations Women Turnover					
(EEOG)		All Employees	Repres	entation	Women Availability		Gap	EE Result	All Employees	Ac	Actual		Expected Difference		es Actual		Expected Difference		All Employees	Act	Actual		Difference	Turnover Rate	
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%	
10 Clerical Personnel	2013	12			69.7	8	3	131.5	0	7						1000	_				0.5.5			70.0	
Intermediate Sales &	2017 2013	16	12	75.0 20.0	65.8 66.7	11	-2	114.0 30.0	9	7	77.8	6	1	3	3	100.0	3	(7	6	85.7	1 (5 (50.0	
Service Personnel	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	(0	0	0.0) (0.0	
12 Semi-Skilled Manual	2013	0	0		0.0		0	0.0								100									
Workers	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	(0	0	0.0) () (0.0	
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷ M x 100													
		1	1	\	.	Ţ	1	Ţ	1	Ţ	1	1													
			w Entra						als																
Employment Equity	Year	Hires	and Pror	notions ^{men}			rm Goals	5		Long-ter	rm Goals	5													
Occupational Group (EEOG)		All Employees			_	Percent of		Percent of		Percent of	Г	Percent of	Comments												
(LLCC)				tual	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met													
	2017	# 12	# 10	% 83.3	# 0	% 0.0	0.0	0.0	# 0	# 0.0	% 0.0	# 0.0													
10 Clerical Personnel	2020	12			0	0.0	0.0	0.0	0	0.0	0.0	0.0													
11 Intermediate Sales &	2017	0	0	0.0	0	0.0		0.0	0																
Service Personnel	2020 2017	0	0		0	0.0	0.0	0.0	0	0.0	0.0														
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0		0.0	0	0.0	0.0	0.0													
													ı									Pa	ge 19 of 3	51	

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Part 4: Results - Women
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										Part 4:	Result	s - Won	ien												
									Co	olliers P	roject	Leader	s Inc.												
											4294	8													
A B	C	D	E	F	G	Н	I	J	K	L	М	N	О	P	Q	R	s	Т	U	V	W	X	Y	Z	
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1+ DYear2)÷	
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				Work	force A	nalysis									Fl	ow Dat	a Analy	/sis							
Employment Equity Occupational Group	Year			\	Vorkfore						Hires					Promotio				1		nations			
(EEOG)		All Employees	Represe	entation	Wor Avails		Gap	EE Result	All Employees	Act		Expected	Difference	All Employees	A	tual	Expected	Difference	All Employees	Act		Expected	Difference	Turnover Rate	
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	Ħ	%	#	#	#	#	%	#	#	%	
Other Sales & Service	2013	0	0	0.0	0.0	0	0	0.0																	
Personnel Other Manual	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	(0.0	0	0	0	0	0.0	0	C	0.0	
14 Workers	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	(0.0	0	0) (0	0.0	0	C	0.0	
Total	2013	269	110	40.9	0.0	0	110	0.0																	
	2017	391	151	38.6	0.0	0	151	0.0	162	80	49.4	0	80	38	14	36.8	16	-2	111	60	54.1	45	15	33.6	
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷ M x 100													
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		Ne	v Entra	nts				Go	als																
Employment Equity	Year	Hires :	ind Prom			Short-tei		1		Long-ter		S													
Occupational Group (EEOG)		All Employees	Won			Wor Percent of		Percent of		Percent of	men	Percent of						Com	ments						
(LLOG)		Linpioyees	Acti		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met													
Other Sales & Service	# 2017	# 0	# 0	0.0	# 3	0.0	% 37.0	%	# 0	# 0.0	%	# 0.0													
Personnel	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0													
Other Manual	2017	0	0	0.0	0	0.0	0.0	0.0	0		0.0														
Workers	2020 2017	200	0 94	0.0	0	0.0	0.0	0.0	0	0.0	0.0														
Total	2017	200	94	47.0 47.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0													
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									Part 5	: Resul	lts - Ab	origina	l People	es										
									Co	lliers F	Project	Leader	s Inc.											
											4294	8												
AB	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	s	T	U	V	W	X	Y	Z
Data sources:	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 10	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1+ DYear2)÷ 2) x 100	
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	Workforce Analysis														F	low Dat	a Analy	/sis						
Employment Equity Occupational Group	Year			1	Vorkford						Hires				1	Promotio				1		nations		
(EEOG)		All Employees	Representation		Aboriginal People Availability		Gap	EE Result	All Employees	Ac		al Peoples Expected	Difference	All Employees	A	Aborigu	Expected	Difference	All Employees	Act	_	al Peoples Expected	Difference	Turnover Rate
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%
01 Senior Managers	2013 2017	10 16	0	0.0	2.4 2.9	0	0	0.0	4	0	0.0	0	0	2		0.0	0	0) 2	2 0	0.0	0	C	15.4
02 Middle & Other	2013	192	1	0.5		4	-3	27.4																
Managers	2017	310	2	0.6	2.2	7	-5	29.3	108	1	0.9	2	-1	30		3.3	0	1	1 64	0	0.0	0	C	25.5
03 Professionals	2013	25 29	0	0.0	1.5 1.5	0	0	0.0	23	0	0.0	0	0	1		0.0		0	18	0	0.0	0		66.7
	2017														1				71	1				
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷Mx 100												
5		1	1 1 1		1	Ţ	1	1	1	1	1	1	i											
		Ne	w Entra	nts				Go	als															
Employment Equity	Year	Hires	and Pron			Short-ter		i .		Long-ter		S												
Occupational Group (EEOG)		All Employees	Aborigina	-	_	Aboriging Percent of		Percent of	_	Aborigin Percent of	al Peoples	Percent of		Comments										
(ELOU)		Employees	Act		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met												
	2017	# 6	# 0	0.0	# 0	% 0.0	0.0	%	# 0	# 0.0	%	# 0.0												
01 Senior Managers	2020	6	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
02 Middle & Other	2017	138	2	1.4	4	50.0	2.0	72.5	0		0.0													
Managers	2020	138 24	2 0	0.0	15 0	13.3	5.0	29.0	10		7.0													
03 Professionals	2017	24	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
																						Pag	ge 23 of 5	51

Federal Contractors Program Achievement Table
Part 5: Results - Aboriginal Peoples
Colliers Project Leaders Inc.
42948

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Data so	urces:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1+ DYear2)÷ 2) x 100
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	loyment Equity pational Group	Year			١	Vorkford						Hires]	Promotio						nations		
(EEC			All Employees	Renres	entation	Aborigini Availi		Gap	EE Result	All Employees	Ac	Aborigin tual	al Peoples Expected	Difference	All Employees	Δ.	Aborigin	al Peoples Expected	Difference	All Employees	Ac		al Peoples Expected	Difference	Turnover Rate
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%
	emi-Professionals &	2013	0	0	0.0	0.0	0	0	0.0																
1	echnicians	2017	1	1	100.0	1.2	0	1	8,333.3	5	0	0.0	0	0	0	(0.0	0	() 7	0	0.0	(0	1400.0
05 8	upervisors	2013 2017	6	4	66.7 0.0	2.7 2.7	0	4	2,469.1 0.0	1	0	0.0				,	0.0			1	0	0.0		1	28.6
	Supervisors: Crafts &	2017	0	0		0.0	·	0	0.0	1	0	0.0	0	0	0	<u> </u>	0.0	0) 1	0	0.0	'	-1	28.0
	rades	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	(0.0	0	(0	0	0.0	C	0	0.0
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Data so	urces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷ M x 100												
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			Ne	w Entra	nnts				Ge	als															
	loyment Equity	Year	Hires	and Pron				rm Goals	5		Long-ter		5												
Occu (EEC	pational Group		All	Aborigin	al Peoples		Aborigin Percent of	al Peoples	Percent of		Aborigin Percent of	al Peoples	Percent of						Com	ments					
(EE))G)		Employees	Act	tual	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met												
		#	#	#	9/0	#	9/6	%	%	#	#	%	#												
	emi-Professionals & echnicians	2017 2020	5	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
		2020	1	0	0.0	0	0.0		0.0	0			0.0												
05 S	upervisors	2020	1	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0												
	*	2017	0	0		0	0.0		0.0	0			0.0												
	rades	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										Pac	ge 25 of 5	51

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Part 5: Results - Aboriginal Peoples
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										Part 5	: Resu	lts - Ab	origina	l People	es										
										Co	olliers I	Project	Leader	s Inc.											
												4294	8												
AB		C [D	Е	F	G	Н	I	J	K	L	M	N	О	P	Q	R	s	Т	U	V	W	X	Y	Z
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	0 V - X	U÷ ((DYear1+ DYear2)÷ 2) x 100
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		L			Work	force A	nalysis									FI	ow Dat	a Analy	/sis						
Employment Equit Occupational Grou		ear _			1	Workford						Hires				I	Promotio				1		inations		
(EEOG)	"		All Employees	Repres	sentation		al Peoples ability	Gap	EE Result	All Employees	Ac	Aborigin tual	al Peoples Expected	Difference	All Employees	Ac	Aborigii	Expected	Difference	All Employees	Ac	Aborigir tual	nal Peoples Expected	Difference	Turnover Rate
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%
07 Administrative &)13	19	0	1		1	0	0.0																
Senior Clerical Skilled Sales &		017	18	1 0	5.6		1	0	198.4	12	1	8.3	0	1	2	1	50.0	0	1	12	0	0.0	0) (64.9
08 Service Personne		017	0	0	1		1	0	0.0	0	0	0.0	0	0	0	C	0.0	0	0		0	0.0			0.0
09 Skilled Crafts &)13	0	0	-			0	0.0																
Trades Workers	20)17	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	C	0.0	0	0) (0	0.0) () (0.0
Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F÷ M x 100												
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				w Entr						als															
Employment Equit	· · · · · · · · · · · · · · · · · · ·	ear	Hires a	and Pro			Short-te		;		Long-te		5						_						
Occupational Grou (EEOG)	р	١,	All Employees	_	al Peoples		Percent of	al Peoples	Percent of		Aporigin Percent of	al Peoples	Percent of						Com	ments					
(LLOG)	_		Employees		tual	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met												
Administrative &		# 017	# 14	# 2	14.3	# 0	0.0	0.0	0.0	# 0	# 0.0	0.0	# 0.0												
07 Senior Clerical		020	14	2	1		0.0	0.0	0.0	0	0.0	0.0	0.0												
08 Skilled Sales &	20		0	0	-			0.0	0.0	0		0.0													
Service Personne		020	0	0			0.0	0.0	0.0	0	0.0	0.0													
09 Skilled Crafts & Trades Workers		017	0	0	-1	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E÷D x100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x100	K x G ÷	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1 + DYear2) ÷ 2) x 100
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					force A											ow Dat		/sis						
Employment Equity Occupational Group	Year				Workford Aborigina						Hires	al Peoples			1	Promotio	ns at Peoples					nations al Peoples		
(EEOG)		All Employees	Repres	entation	Aportgin		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	A	ctual		Difference	All Employees	Act		Expected	Difference	Turnover Rate
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%
10 Clerical Personnel	2013	12 16	0		2.5	0	0	0.0	9	0	0.0	0	0	3		0.0	0		7	0	0.0	0		50.0
11 Intermediate Sales &	2013	5	0	1			0	0.0																
Service Personnel	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	(0.0	0	() 0	0	0.0	0) (0.0
12 Semi-Skilled Manual Workers	2013	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0		0.0	0) 0	0	0.0	0		0.0
L L	2017	l v		1 010			l	0.0			1 010				`				<u>, </u>				1	
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F÷ M x 100												
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		Ne	w Entra	ants				Ge	als															
Employment Equity	Year	Hires	and Pror				rm Goals	S		Long-te		S												
Occupational Group (EEOG)		All Employees		al Peoples		Aborigm: Percent of	al Peoples	Percent of		Aborigin Percent of	al Peoples	Percent of						Com	ments					
(LLOG)				tual	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met												
	2017	# 12	# 0	0.0	# 0	% 0.0	0.0	0.0	# ()	# 0.0	% 0.0	# 0.0												
10 Clerical Personnel	2020	12	0			0.0	0.0	0.0	0	0.0	0.0	0.0												
11 Intermediate Sales &	2017	0	0	0.0		0.0		0.0	0															
Service Personnel	2020	0	0		0	0.0	0.0	0.0	0	0.0	0.0	_												
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0		0.0	0	0.0	0.0	0.0												
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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E÷D x100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1 + DYear2) ÷ 2) x 100
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					force A	•										ow Dat		/sis						
Employment Equity Occupational Group	Year				Vorkfore Aborigina						Hires	al Peoples			1	Promotio	ns at Peoples					nations al Peoples		
(EEOG)		All Employees	Repres	entation	Aborigini		Gap	EE Result	All Employees	Ac	Aborigin tual	Expected	Difference	All Employees	A	Aborigin	Expected	Difference	All Employees	Act		Expected	Difference	Turnover Rate
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%
Other Sales & Service	2013	0	0		0.0	0	0	0.0																
Personnel Other Manual	2017 2013	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	(0.0	0	С	0	0	0.0	0	(0.0
14 Workers	2013	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	(0.0	0		0	0	0.0	0		0.0
Total	2013	269	1		0.0	0	1	0.0																
Total	2017	391	3	0.8	0.0	0	3	0.0	162	2	1.2	0	2	38	2	5.3	0	2	2 111	0	0.0	0	(33.6
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F÷ M x 100	dillinassaniin massaniin m											
		Ţ	Ţ	1	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	1	Ţ												
			w Entr					Go																
Employment Equity	Year	Hires	and Pror				rm Goals			Long-ter		S						_						
Occupational Group (EEOG)		All		al Peoples		Aborigin: Percent of	al Peoples	Percent of		Aborigin: Percent of	al Peoples	Percent of						Com	ments					
(1200)		Employees		tual	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met												
Other Select & Service	# 2017	#	# 0	0.0	# ()	0.0	% 0.0	%	# ()	# 0.0	0.0	# 0.0												
Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
Other Manual	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0		0.0												
Workers	2020	0	0		0	0.0	0.0	0.0	0	0.0	0.0	_												
Total	2017 2020	200 200	4	2.0 2.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
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								Feder	al Cont	ractors	s Progr	am Ach	ieveme	ent Tab	ole									
								P	art 6: R	esults -	- Perso	ns with	Disabi	lities										
									Co	lliers F	Project	Leader	s Inc.											
											4294	8												
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	s	Т	U	V	W	X	l Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 10	V - X	U÷ ((DYear1 + DYear2) ÷ 2) x 100
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				Work	orce Ai	nalysis									Fl	ow Dat	a Analy	ysis						
Employment Equity	Year				Vorkforc						Hires					romotio						nations		
Occupational Group (EEOG)		All Employees	Represe		Persons with Availa			EE Result	All Employees		Persons with	h Disabilities	Difference	All Employees		Persons wit	h Disabilitie	Difference	All Employees	Act		h Disabilitie	Difference	Turnover Rate
`	#	#	# #	%	%	#	Gap #	EE Resuit	#	#	- %	Expected #	##	#	#	wai %	Expected #	#	#	#	uai %	Expected #	##	%
01	2013	202	5	2.5	3.2	6	-1	77.4																
& Managers	2017	326	6	1.8	4.3	14	-8	42.8	112	3	2.7	5	-2	32	2 1	3.1	1		66	3	4.5	2	2 1	25.0
03 Professionals	2013	25	0	0.0	4.5	1	-1	0.0																
03 Professionals	2017	29	0	0.0	3.8	1	-1	0.0	23	0	0.0	1	-1	1	. 0	0.0	0	(18	0	0.0) (0	66.7
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F÷ M x 100												
	1	1	Ţ	\	\	\	1	1	↓	1	↓	↓												
			v Entra					Go		_														
Employment Equity	Year	Hires a	nd Pron Person				rm Goals				rm Goals													
Occupational Group (EEOG)		All Employees	Disab			Percent of	Disabilities	Percent of		Percent of	h Disabilities	Percent of						Com	ments					
	<u> </u>		Act		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met												
01	2017	# 144	# 4	2.8	# 4	100.0	2.0	% 138.9	#	0.0	%	0.0												
& Managers	2020	144	4	2.8	16	25.0	5.0	55.6	10	40.0	5.0													
	2017	24	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
03 Professionals	2020	24	0	0.0	1	0.0	4.0	0.0	1	0.0	4.0	0.0												

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										Co	olliers F			s Inc.											
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A	В	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U	Į V	W	X	Y	Z
Data sou	urces:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1 + DYear2)÷ 2) x 100
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				,	Workf	force A	nalysis									FI	ow Dat	a Anal	ysis						
	loyment Equity	Year				Vorkford						Hires					romotio						nations		
(EEC	pational Group DG)		All Employees	Represen		Persons with Avail		Gap	EE Result	All Employees		Persons with	Disabilities	Difference	All Employees		Persons wit	th Disabilitie		All Employees			h Disabilitie	Difference	Turnover Rate
`	,	#	#	# #	%	Avan	#	Gap #	EE Resuit	#	#	- %	Expected #	##	#	#	- %	Expected #	#	#	#	.uai %	Expected #	##	%
04 S	emi-Professionals &	2013	0	0	0.0	0.0	0	0	0.0																
04 T	echnicians	2017	1	0	0.0	4.6	0	0	0.0	5	0	0.0	0	0	0	0	0.0) (0	7	7 0	0.0	0	(1400.0
05 S	upervisors	2013	6	0	0.0	9.5 13.9	1	-1	0.0	1	0	0.0				0	0.0					0.0		,	20.6
S	upervisors: Crafts &	2017 2013	0	0	0.0	0.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0) (1	0	0.0	0	(28.6
	rades	2017	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
											I			1											
Data soı	urces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F÷ M x 100												
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			Nev	v Entrai	nts				Ge	als															
Empl	loyment Equity	[Hires a	ınd Prom			Short-te	rm Goals	5		Long-ter	m Goals	i												
Occu	pational Group	Year	All	Persons Disabil			Persons witl	h Disabilities	,		Persons with	n Disabilities							Com	ments					
(EEO)G)		Employees	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
		#	#	# [%	#	%	%	%	#	#	%	#												
	emi-Professionals &	2017	5	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
T	echnicians echnicians	2020	5	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
05 S	upervisors	2017 2020	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
3.5 S	upervisors: Crafts &	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
	rades	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										Pag	<u>e 34 of '</u>	51

Federal Contractors Program Achievement Table
Part 6: Results - Persons with Disabilities
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				,	Workf	force A	nalysis									FI	ow Dat	a Anal	ysis						
	yment Equity	Year				Vorkford						Hires					romotio						nations		
(EEOC	ational Group		All Employees	ь.		Persons with Avails			lees .	All Employees			Disabilities		All Employees			th Disabilitie		All Employees			h Disabilitie		Turnover Rate
\		#	#	Represen	%	AVaii	abinty #	Gap #	EE Result	#	#	tual %	Expected #	Difference #	#	#	tual %	Expected #	Difference #	#	Act	uai %	Expected #	Difference #	%
07 Ad	Iministrative &	2013	19	0	0.0	2.6	0	0	0.0																
O7 Sei	nior Clerical	2017	18	0	0.0	3.4	1	-1	0.0	12	0	0.0	0	0	2	0	0.0) (0	12	2 0	0.0	0	(64.9
1 ()×1	illed Sales &	2013	0	0	0.0	0.0	0	0	0.0																
-	rvice Personnel	2017 2013	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0) (0	0	0	0.0	0	(0.0
	illed Crafts & ades Workers	2013	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0				0	0.0	0		0.0
		2017						I			I :							<u> </u>	<u>, </u>	1	-			`	,
Data sourc	ces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F÷ M x 100												
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			Nev	v Entrai	nts				Go	als															
Emplo	yment Equity		Hires a	nd Prom			Short-te	rm Goals	S		Long-ter	m Goals													
	ational Group	Year	All	Persons Disabil			Persons witl	h Disabilities			Persons with	n Disabilities							Com	ments					
(EEOC	G)		Employees	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
		#	#	# [%	#	%	9/4	%	#	#	%	#												
10/1	lministrative &	2017	14	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
Sei	nior Clerical	2020	14	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
1 () × 1	illed Sales & rvice Personnel	2017 2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
Ski	illed Crafts &	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
	ades Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										Pac	re 36 of 1	51

Federal Contractors Program Achievement Table
Part 6: Results - Persons with Disabilities
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Data sou	urces:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1+ DYear2)÷ 2) x 100
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				,	Workf	force A	nalysis									Fl	ow Dat	a Anal	ysis						
	loyment Equity	Year				Vorkford						Hires				I	romotio						nations		
(EEO	pational Group DG)		All Employees	Represen		Persons with Avails			EE Result	All Employees		Persons with	Disabilities	Difference	All Employees		Persons wit	th Disabilitie	Difference	All Employees	Aci		h Disabilitie	Difference	Turnover Rate
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10 0	Namical Damannal	2013	12	0	0.0	4.4	1	-1	0.0																
10 C	Clerical Personnel	2017	16	0	0.0	7.0	1	-1	0.0	9	0	0.0	1	-1	3	0	0.0) (0	7	7 0	0.0	0	(50.0
	ntermediate Sales & ervice Personnel	2013	5	0	0.0	5.3	0	0	0.0																
\vdash	emi-Skilled Manual	2017 2013	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0) (0	0 0	0	0.0	0	(0.0
	Vorkers	2017	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
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Data sou	urces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷ M x 100												
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			Nev	v Entrai	nts				Ge	als															
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	pational Group	Year	All	Persons Disabil			Persons with	h Disabilitie	ş.		Persons with	h Disabilities							Com	ments					
(EEO)G)		Employees	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
		#	#	# 1	%	#	%	%	%	#	#	%	#												
10 C	Clerical Personnel	2017	12	0	0.0	1	0.0	10.0	0.0	0	0.0	0.0	0.0												
		2020	12	0	0.0	1	0.0	10.0	0.0	2	0.0	15.0	0.0												
	ntermediate Sales & ervice Personnel	2017 2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
S	emi-Skilled Manual	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
	Vorkers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										Pag	<u>je 38 of 1</u>	51

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Part 6: Results - Persons with Disabilities
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A	B	С	D	E	F	G	Н	I	J	K	L	М	N	О	P	Q	R	s	T	U	V	W	X	Y	Z
Data sourc	res:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E÷D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	1 Q ÷ P x 10	00 P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1+ DYear2)÷ 2) x 100
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					Workf	orce A	nalysis									F	low Da	ta Anal	ysis						
	oyment Equity pational Group	Year				Vorkford						Hires				1	Promotic						nations		
(EEO	· · · · · · · · · · · · · · · · · · ·		All Employees	Represer			h Disabilities ability	Gap	EE Result	All Employees	Act		Disabilities Expected	Difference	All Employees	A	Persons w	Expected		All Employees	Act		Disabilitie Expected		Turnover Rate
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	- %	#	#	#	#	%	#	#	%
13 Otl	her Sales & Service	2013	0	0	0.0	0.0	0	0	0.0																
Pe	rsonnel	2017	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0		0.	0 () C	0	0	0.0	0	(0.0
	her Manual orkers	2013	0	0	0.0	0.0	-		0.0																
Iwo	orkers	2017 2013	269	0 5	0.0 1.9	0.0		0	0.0	0	0	0.0	0	0	0	'	0.	0 (0 0	0	0	0.0	0	(0.0
Total		2013	391	6	1.5	0.0	ā	6	0.0	162	3	1.9	0	3	38		1 2.	6 1		111	3	2.7	2	1	33.6
				-			:									•									
Data sourc	rces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F÷ M x 100												
			1	1	\	1	1	Ţ	1	1	1	1	Ţ	i											
			Nev	v Entra	nts				Go	als															
Emplo	oyment Equity		Hires a	nd Prom			Short-te	rm Goals			Long-ter	m Goals													
	national Group	Year	All	Persons Disabil			Persons with	ı Disabilities			Persons with	Disabilities							Com	ments					
(EEO	G)		Employees	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
		#	#	# [%	#	%	%	%	#	Ħ	%	#												
	her Sales & Service	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
	rsonnel her Manual	2020 2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
1 1/1 1	orkers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
Total		2017	200	4	2.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
1 Otal		2020	200	4	2.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										Pag	<u>e 40 of </u>	51

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Part 6: Results - Persons with Disabilities
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									Part	7: Res	ults - M	lember	s of Vis	ible Mi	noritie	S									
										Co	olliers I	Project	Leader	s Inc.											
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A	В	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y	Z
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q÷Px100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U ÷ ((DYear1 + DYear2) ÷ 2) x 100
			Ţ	Ţ	Ţ	1	Ţ	1	1	1	1	<u> </u>	1	Ŭ ↓	1	1	Ţ	Ţ	Ţ	1	1	1	1	.	inamiano manamani
					Work	force A	nalysis									Fl	ow Dat	a Analy	/sis						
Employment		Year			١	Vorkford						Hires				I	'romotio						nations		
Occupational (EEOG)	Group		All Employees	Represe		Visible M Avail:		I 6	EE Result	All Employees	<u> </u>	Visible ! tual	dinorities Expected	Difference	All Employees	.	Visible	dinorities Expected	Difference	All Employees	Act		Minorities	Difference	Turnover Rate
l` ´		#	#	#	% %	%	wmy #	Gap #	EE Resuit	#	#	w	Expected #	##	#	#	- %	Expected #	#	#	#	uai %	Expected #	#	%
01 Senior Mar	nagers	2013	10	1	10.0	8.7	1	0	114.9																
	Ŭ	2017	16	1	6.3	10.1	2	-1	61.9	4	0	0.0	0	0	2	. 1	50.0	0	1	. 2	1	50.0	0	1	15.4
02 Middle & O Managers	Other	2013	192 310	37 60	19.3 19.4	14.0 15.0	27 47		137.6 129.0	108	27	25.0	16	1.1	30	8	26.7		ļ	64	15	22.4	10		25.5
		2017 2013	25	4	16.0	18.8	5	14 -1	85.1	108	21	25.0	16	11	30	8	20.7	6	2	2 64	15	23.4	12	3	25.5
03 Professiona	als	2017	29	13	44.8	23.5	7	6	190.8	23	11	47.8	5	6	1	1	100.0	0	1	. 18	3	16.7	3	0	66.7
					,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,						Ţ			1											
Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷ M x 100												
5			1	1	Ţ	1	1	1	1	<u> </u>	1	1	<u> </u>	i											
			Ne	w Entra	ınts				Ge	als															
Employment		Year	Hires	and Pron				rm Goals	5		Long-te		S												
Occupational (EEOG)	l Group		All	Visible N			Visible N Percent of	Ainorities	Percent of		Visible N	dinorities	Percent of						Com	ments					
(EEOG)			Employees	Act	ual	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met												
Т		#	#	#	%	#	%	%	%	#	#	%	#												
01 Senior Mar	nagers	2017 2020	6	1	16.7 16.7	0	0.0	0.0 15.0	0.0	3	33.3	0.0 25.0	0.0 66.7												
02 Middle & C	Other	2017	138	35	25.4	0	0.0	0.0	0.0	0		0.0	0.0												
Managers		2020	138	35	25.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
03 Professiona	als	2017 2020	24 24	12 12	50.0 50.0	4	300.0	20.0	250.0 0.0	0	0.0	0.0	0.0												
		2020	24	12	30.0	<u> </u>	0.0	<u> </u>	0.0		1 0.0	1 0.0	1 0.0										Pag	e 42 of 5	1

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Part 7: Results - Members of Visible Minorities
Colliers Project Leaders Inc.
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								Feder	al Con	tractor	s Progr	am Ach	iieveme	nt Tab	le									
								Part	7: Resi	ults - M	lember	s of Vis	ible Mi	norities	S									
									Co	olliers I	Project	Leader	s Inc.											
											4294	8												
A B	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	s	Т	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 10	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1+ DYear2)÷ 2) x 100
F		<u> </u>	l l	Ţ	1	Ţ	1	↓	<u> </u>	1	Ţ	1	Ţ	↓	1	Ţ	1	1	1	1	1	1	1	
					force A										F	low Dat	a Analy	ysis						
Employment Equity Occupational Group	Year				Vorkford Visible N						Hires Visible	Minorities		All	•	Promotio Vielble	IIS Minorities		All	I		nations Minorities		
(EEOG)		All Employees	Represe	ntation	Avail		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	A	ctual	Expected	Difference	Employees	Ac		Expected	Difference	Turnover Rate
1	#	#	#	%	%	#	#	%	#	#	%	Ħ	#	#	#	%	#	#	#	#	%	#	#	%
04 Semi-Professionals & Technicians	2013	0	0	0.0	0.0 19.6	0	0	0.0	5	1	20.0	ļ ,	0	0		0.0			7	2	28.6	i .	2	1400.0
05 Supervisors	2013	6	0	0.0	9.8	1	-1	0.0											, ,			Ĭ		
	2017	1	0	0.0	14.7	0	0	0.0	1	0	0.0	0	0	0	(0.0	0	() 1	0	0.0	0	C	28.6
06 Supervisors: Crafts & Trades	2013	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	(0.0	0) (0	0.0		C	0.0
											-		1		•	-	•		•					
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷Mx 100												
		1	1	Ţ	1	Ţ	1	1	\	1	1	1	, I											
			w Entra						als															
Employment Equity	Year	Hires :	and Pron			Short-ter	rm Goals	3		Long-te	rm Goals	S						C						
Occupational Group (EEOG)		All Employees	Act		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						Com	ments					
	#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met												
04 Semi-Professionals &	2017	5	1	20.0	0	0.0	0.0	0.0	0		0.0	0.0												
Technicians	2020	5	1	20.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
05 Supervisors	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0													
06 Supervisors: Crafts &	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
Trades	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										Ряс	ge 44 of 5	51

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Part 7: Results - Members of Visible Minorities
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									Feder	al Cont	ractors	s Progr	am Acl	iieveme	nt Tab	le									
									Part	7: Resi	ılts - M	ember	s of Vis	ible Mi	norities	S									
										Co	lliers F	Project	Leader	s Inc.											
												4294	8												
A	В	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	s	T	U	V	W	X	Y	Z
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 10	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1+ DYear2)÷ 2) x 100
			1	1	Ţ	Ţ	Ţ	1	1	<u> </u>	1	1	1	Ţ	↓	1	Ţ	1	Ţ	1	1	Ţ	Ţ	1	1
					Work	force A	nalysis									F	low Dat	a Analy	/sis						
Employment I Occupational		Year				Vorkford						Hires	Minorities]	Promotio				1		inations Minorities		
(EEOG)	Group		All Employees	Represe	ntation	Visible M Availa		Gap	EE Result	All Employees	Ac	Visible f	Expected	Difference	All Employees	A	visible	Minorities Expected	Difference	All Employees	Act	Visible :	Expected	Difference	Turnover Rate
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%
07 Administrat		2013	19	2	10.5	14.2	3	-1	74.1	- 10		0.0		_					_			25.0		_	64.0
Skilled Sole		2017 2013	18	0	5.6	10.7 0.0	0	-1	51.9 0.0	12	I	8.3	1	0	2		0.0	0	0) 12	3	25.0	1	2	64.9
08 Service Per		2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	(0.0	0	0	0	0	0.0	0	0	0.0
09 Skilled Cra		2013	0	0	0.0	0.0		0	0.0																
Trades Wor	rkers	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	(0.0	0	0	0 0	0	0.0	0	0	0.0
Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷ M x 100												
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				v Entra						als															
Employment l		Year	Hires a	and Prom			Short-ter	rm Goals Imporities	5		Long-ter	rm Goal: Ainorities	5												
Occupational (EEOG)	Group		All Employees			_	Percent of		Percent of		Percent of		Percent of						Com	ments					
(3200)			Employees	Acti		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met												
Administra	ntive &	# 2017	# 14	# 1	7.1	# 5	20.0	% 30.0	23.8	# 0	# 0.0	0.0	# 0.0												
07 Senior Cler		2020	14	1	7.1	2	50.0	15.0	47.6	3	33.3	20.0	35.7												
08 Skilled Sale		2017	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0												
Service Per		2020 2017	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0												
09 Skilled Cra		2017	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0												
	L																						Pag	e 46 of 5	1

Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
Colliers Project Leaders Inc.
42948

									Feder	al Con	tractors	s Progr	am Ach	iieveme	nt Tab	le									
									Part	7: Res	ults - M	ember	s of Vis	ible Mi	norities	S									
										Co	olliers F	Project	Leader	s Inc.											
												4294	8												
A	В	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	s	T	U	l V	W	X	Y	Z
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	0 V - X	U÷ ((DYear1 + DYear2) ÷ 2) x 100
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					Work	force A	nalysis									Fl	ow Dat	a Analy	/sis						
Employment I Occupational		Year				Vorkford Visible M						Hires	dinorities			1	Promotio Visible	NS Minorities					inations Minorities		
(EEOG)	,		All Employees	Represe	entation	Avail		Gap	EE Result	All Employees	Ac		Expected	Difference	All Employees	A	tual	Expected	Difference	All Employees	Ac	tual	Expected	Difference	Turnover Rate
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%
10 Clerical Per	ersonnel E	2013 2017	12 16	5	33.3 31.3	12.7 14.7	2	2	262.5 212.6	9	3	33.3	1	2	3	2	66.7	1	1	7	2	28.6	5 2	,	50.0
Intermediat		2013	5	0	0.0	25.3	1	-1	0.0			33.3	1				00.7	1	-	,		20.0			5 20.0
Service Per		2017	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
12 Semi-Skille Workers		2013	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0		0.0	0	0		0	0,0) (0.0
1									,					,							•				
Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷Mx 100												
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Employment I		Year	Hires a	and Pron				rm Goals Imorities	3		Long-ter	rm Goals Ainorities	S						C						
Occupational (EEOG)	Group		All Employees	Act		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						Com	ments					
		#	Ħ	#	9/6	±	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met												
10 Clerical Per	rconnel	2017	12	5	41.7	0	0.0	0.0	0.0	0		0.0	0.0												
		2020	12	5	41.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
11 Intermediat Service Per		2017 2020	0	0	0.0	1 0	0.0	20.0 0.0	0.0	0	0.0	0.0													
12 Semi-Skille		2017	0	0		0	0.0	0.0	0.0	Ů															
Workers		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										Por	ge 48 of 5	51

Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
Colliers Project Leaders Inc.
42948

									Feder	al Con	tractors	Progr	am Ach	iieveme	ent Tab	le									
									Part	7: Res	ults - M	ember	s of Vis	ible Mi	norities	3									
										Co	olliers F	Project	Leader	s Inc.											
												4294	8												
A	В	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	s	T	U	V	W	X	Y	Z
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U÷ ((DYear1 + DYear2) ÷ 2) x 100
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						force A										Fl	ow Dat	a Anal	ysis						
Employme Occupation		Year				Vorkford	e Inorities					Hires	dinorities			1	Promotio Visible	ns Minorities					inations Minorities		
(EEOG)	'		All Employees	Represe	ntation	Avail		Gap	EE Result	All Employees	Ac		Expected	Difference	All Employees	A	tual	Expected	Difference	All Employees	Aci	tual	Expected	Difference	Turnover Rate
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%
13 Other Sa Personn	H	2013 2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0		0.0) (0	0.0			0.0
14 Other M		2013	0	0	0.0	0.0	0	0	0.0	, and the second		0.0		0			0.0			, .		0.0			9 0.0
Workers		2017	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
Total	-	2013 2017	269 391	48 80	17.8 20.5	0.0		48 80	0.0	162	43	26.5	0	43	38	12	31.6	5 7	5	5 111	26	23.4	20		33.6
						<u> </u>		ļ													ı				
Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷Mx 100												
5			Ţ	1	Ţ	.	Ţ	1	\	\	1	1		; [
				v Entra						als															
Employme		Year	Hires a	ind Pron Visible M			Short-ter	rm Goals	3		Long-ter	m Goals	S						C						
Occupation (EEOG)	nai Group		All Employees	Act		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						Com	ments					
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met												
1 1 5 1		2017	0	0	0.0	0	0.0		0.0	0	0.0	0.0	0.0												
Personn		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
14 Other M Workers		2017 2020	0	0	0.0	0	0.0		0.0	0	0.0	0.0													
Total		2017	200	55	27.5	0	0.0		0.0	0		0.0													
10141		2020	200	55	27.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0										Pac	ge 50 of :	51

Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
Colliers Project Leaders Inc.
42948

Short-term Goal Setting Tool Colliers Project Leaders 01-Aug-17

A B	C	D	E	F	G	H	I	J	K	L	М	N	0	P	Q	R
Data entry from	Date entry	BxCx3	Data entry	ВхЕх3	D + F	Data entry from	Equivalent	H x I x 3	(D x N)	G x M	Data entry	Data entry from	Data entry from	(H - J + L)	H÷B	(H - J + L)
from						from	to E		- O + J			from	from	- ((B + D) x N)		÷ (B + D)
Workforce						Workforce						Workforce	Workforce			
Analysis						Analysis						Analysis	Analysis			

Employment Equity	All	Growth (New	w Positions)	Turnover (Rep	lacement of	Anticipated						WOMEN					
Occupational Group	Employees			Terminated I	Employees)	Hires Over	Number	Turnover (Re	placement of	Hires	3 Year (Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017-08-01	Annually	Over 3	Annually	Over 3	3 Years		Terminated	Employees)	Required	2018-2	021	Availability			Representation	Representation
			Years		Years			Annually	Over 3	1			1			_	in 3 Years
								-	Years								
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers	16	10.0%	4	5.0%	2	7	2	5.0%	(3	2	30.0%	27.4%	-2	-2	12.5%	19.0%
Middle & Other Managers	310	17.0%	158	15.0%	140	298	106	15.0%	48	124	119	40.0%	38.9%	-15	-5	34.2%	37.8%
Professionals	29	17.0%	15	15.0%	13	28	13	15.0%	(14	14	50.0%	49.1%	-1	-1	44.8%	47.7%
Semi-Professionals & Technicians			()	0	0		0.0%	(0	0		78.6%	C	0	#DIV/0!	#DIV/0!
Supervisors	1	10.0%	(10.0%	0	0	0	10.0%	(1	0	55.0%	50.7%	-1	-1	0.0%	0.0%
Supervisors: Crafts & Trades			()	0	0		0.0%	(0	0				0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	18	10.0%	Ę	10.0%	5	10	17	10.0%	5	7	8	82.0%	81.5%	2	1	94.4%	87.0%
Skilled Sales & Service Personnel			()	0	0		0.0%	(0	0				0	#DIV/0!	#DIV/0!
Skilled Crafts & Trades Workers			()	0	0		0.0%	(0	0	•••••			0	#DIV/0!	#DIV/0!
Clerical Personnel			(0	0		0.0%	(-1	0		65.8%	l	0	#DIV/0!	#DIV/0!
Intermediate Sales & Service Personnel			(0	0		0.0%	(0	0				0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers		~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	(0	0		0.0%	(0	0				0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel	-		(0	0		0.0%	(0	0				0	#DIV/0!	#DIV/0!
Other Manual Workers			(ot	0	0		0.0%	(0	0				0	#DIV/0!	#DIV/0!

							Short-term	Short-term Goal Setting Tool	Tool								
							Colliers I	Colliers Project Leaders	T'S								
							01	01-Aug-17									
A	В	С	D	E	F	G	Н	ı	J	K	Т	М	Z	0	P	Q	R
	Data entry from	Date entry	ВхСх3	Data entry	BxEx3	D+F	Data entry from	Equivalent	HxIx3	(D x N)	GxM	Data entry	Data entry from	Data entry from	(H-J+L)	H÷B	(H-J+L)
	Workforce						Workforce	fo [1		-0+J			from from Workforce Workforce	from Workforce	- ((B + D) x N)		÷(B+D)
	Analysis						Analysis						Analysis	Analysis			
Employment Equity	All	Growth (New Positions)	v Positions)	Turnover (Re	Turnover (Replacement of	Anticipated					ABO	ABORIGINAL PEOPLES	LES				
Occupational Group	Employees			Terminated	Terminated Employees)	Hires Over	Number	Turnover (Replacement of	placement of	Hires	3 Year Goals	Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017-08-01	Annually	Over 3	Annually	Over 3	3 Years		Terminated Employees)	Employees)	Required	2018-2021	2021	Availability			Representation	Representation
			icans		Lears			Allidaniy	Years								II S I Calls
	#	%	#	%	*	#	#	%	#	#	#	%	%	#	#	%	%
senior Managers			0		0	0		0.0%	0	0	0		2.9%	0	0	#DIV/0!	#DIV/0!
Middle & Other Managers	310	17.0%	158	15.0%	140	298	(s)	15.0%	_	~	15	5.0%	2.2%	4	7	1.0%	3.6%
rofessionals			0		0	0		0.0%	0	0	0		1.5%	0	0	#DIV/0!	#DIV/0!
emi-Professionals & Technicians			0		0	0		0.0%	0	0	0		1.2%	0	0	#DIV/0!	#DIV/0!
Supervisors			0		0	0		0.0%	0	0	0		2.7%	0	0	#DIV/0!	#DIV/0!
supervisors: Crafts & Trades			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel			0		0	0		0.0%	0	0	0		2.8%	0	0	#DIV/0!	#DIV/0!
killed Sales & Service Personnel			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
skilled Crafts & Trades Workers			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Clerical Personnel			0		0	0		0.0%	0	0	0		2.8%	0	0	#DIV/0!	#DIV/0!
ntermediate Sales & Service Personnel			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
semi-Skilled Manual Workers			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
)ther Manual Workers			0		0	0		0.0%	<u> </u>	0	0				0	#DIV/0I	#DIV/01

							Colliers	Colliers Project Leaders	erc								
							01 Conters	01-Aug-17	ers								
\mathbf{A}	В	С	D	E	F	G	Н	1	J	K	Т	М	Z	0	P	Q	R
	Data entry from	Date entry	ВхСх3	Data entry	BxEx3	D+F	Data entry from	Д	HxIx3	(D x N)	G x M	Data entry	Data entry from	Data entry from	(H-J+L)	H÷B	(H-J+L)
	from Workforce Analysis						from Workforce Analysis	f0 IX		- O + J			from Workforce Analysis	from Workforce Analysis	-((B+D) x N)		÷(B+D)
Employment Equity Occupational Group	Employees	Growth (New Positions)	v Positions)	Turnover (Re	Turnover (Replacement of Terminated Employees)	Anticipated Hires Over	Number	Turnover (Re	Turnover (Replacement of	Hires	3 Year Goals	3 Year Goals Pres	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017=08-01	Annually	Over 3	Annually	Over 3	3 Years		Terminated	Terminated Employees)	Required	2018-2021	2021	Availability			ion	Representation
			Years		Years			Annually	Over 3								in 3 Years
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers			0		0))	0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Middle & Other Managers	326	17.0%	166	15.0%	147	313	6	15.0%	w	18	16	5.0%	4.3%	. ∞	-2	1.8%	3.9%
Professionals	29	17.0%	15	15.0%	13	28	0	15.0%	0	2	_	4.0%	3.8%	<u>.</u>	<u>.</u>	0.0%	2.3%
Semi-Professionals & Technicians			0		0			0.0%	0	0	0	5.0%	4.6%	0	0	#DIV/0!	#DIV/0!
Supervisors			0		0			0.0%	0	0	0	15.0%	13.9%	0	0	#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	-81	10.0%	5	10.0%	5	10	0	10.0%	0	_	0	4.0%	3.4%	<u>.</u>	<u>.</u>	0.0%	0.0%
Skilled Sales & Service Personnel			0		0			0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Skilled Crafts & Trades Workers			0		0			0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Clerical Personnel	16	10.0%	5	10.0%	5	10	0	10.0%	0		1	10.0%	7.0%	_	0	0.0%	4.8%
Intermediate Sales & Service Personnel			0		0	0	0	0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers			0		0	0	Ü	0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel			0		0			0.0%	0	0	0				0	#DIV/0!	#DIV/0!
O				_		_		7000	2	0	0				0	#DIV/01	#DIV/0!

Short-term Goal Setting Tool Colliers Project Leaders 01-Aug-17

A	В	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R
	Data entry from	Date entry	BxCx3	Data entry	BxEx3	D+F	Data entry from	Equivalent	HxIx3	(D x N)	GxM	Data entry	Data entry from	Data entry from	(H - J + L)	H÷B	(H - J + L)
	from	-					from	to E		- O + J		,	from		- ((B + D) x N)		÷ (B + D)
	Workforce						Workforce						Workforce	Workforce	`` ′ ′		
	Analysis						Analysis						Analysis	Analysis			
													İ				

Employment Equity	All	Growth (Nev	v Positions)	Turnover (Re	placement of	Anticipated					MEMBERS (OF VISIBLE M	INORITIES				
Occupational Group	Employees			Terminated		Hires Over	Number	Turnover (Re		Hires	3 Year C		Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017-08-01	Annually	Over 3	Annually	Over 3	3 Years		Terminated		Required	2018-20	021	Availability			Representation	
			Years		Years			Annually	Over 3 Years								in 3 Years
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers	16	10.0%		5.0%	2	7	1	5.0%	0	2	1	15.0%	10.1%	-1	0	6.3%	9.5%
Middle & Other Managers				0	(0		0.0%	0	-13	0		15.0%	13	0	#DIV/0!	#DIV/0!
Professionals				0	(0		0.0%	0	-6	0		23.5%	6	0	#DIV/0!	#DIV/0!
Semi-Professionals & Technicians				0	(0		0.0%	0	0	0		19.6%	0	0	#DIV/0!	#DIV/0!
Supervisors			-	0	(0		0.0%	0	0	0		14.7%	0	0	#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades				0	(0		0.0%	C	0	0				0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	18	10.0%	:	5 10.0%	4	10	1	10.0%	0	2	2	15.0%	10.7%	-1	1	5.6%	13.0%
Skilled Sales & Service Personnel				0	(0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Skilled Crafts & Trades Workers				0	(0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Clerical Personnel				0	(0		0.0%	0	-3	0		31.3%	3	0	#DIV/0!	#DIV/0!
Intermediate Sales & Service Personnel				0	(0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers			-	0	(0		0.0%	C	0	0				0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel				0	(0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Other Manual Workers				0	(0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Colliers Project Leaders Inc.

Primary Location: Ottawa, Ontario

Number of Employees: 391

Ontario 235 48 Alberta **British Columbia** 42 Quebec 17 Manitoba 16 Saskatchewan 13 Nova Scotia 10 Newfoundland and Labrador 6 **New Brunswick** 5

Organization Overview: NAICS 5413: Architectural, Engineering, and Related Services

Colliers Project Leaders Inc. is the project management arm of the Colliers International Group Inc., a global real estate services company operating in 68 countries.

Services include brokerage, real estate management, valuation, consulting, project management, project marketing and research.

Key Dates – First Year Assessment

Initiated: 2013/09/04 2013/08/30 Received: Closed: 2015/12/17 WFA: 2013/07/18

Key Dates – Subsequent Assessment

Initiated: 2017/06/28 Received: 2017/08/18 WFA: 2017/08/09

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

Comments:

- The data from the previous workforce analysis included in the Achievement Table was slightly different for total employees in the database (difference of 3) – due to data entry error. As the errors were minor, they were considered to be data entry errors. The errors were corrected to reflect the 2013 WFA numbers prior to completing the analysis.
- The data from the current workforce analysis included in the Achievement Table is consistent with that found in the WEIMS Forms 1 to 6.

ASSESSMENT OF REASONABLE PROGRESS

The organization had set goals both in hard numbers and percentage formats. For the purposes of this assessment, the percentage of goal met will be taken from the percentage goals.

Women

2	Middle & Other Managers	Goal met (10/	۱%۱
۷.	ivildate & Other Wanagers	Godi Ilict (10-	r/U/

Assessment/Observations

In EEOG 11, there was no goal set even though there was a gap of -2. It is likely that no goals were set because the organization planned to downsize in this category. The achievement table reveals that the total number of employees in this EEOG went from five in 2013 to zero in 2017.

Aboriginal Peoples

2.	Middle & Other Managers	Goal not met (73%)
	image a strict managers	0001110111101 (7070)

Assessment/Observations

In EEOG 2, there were 138 new entrants and two were Aboriginal. This represents a hiring rate of 1.4%, slightly below the availability for this group at 1.9%. A hiring rate equal to availability (1.9%) would still represent two hires out of the 138 new entrants. Given this, the officer believes that it is appropriate to consider reasonable progress to have been achieved by the company in meeting its goals in this occupational group.

Persons with Disabilities

1./	2.	Managers	Goal met 139%
3.		Professionals	No goal was set
5.		Supervisors	No goal was set

Assessment/Observations

- There was no goal set in EEOG 3 to address the gap of -1. There were 24 new entrants, of which none were persons with disabilities.
- In EEOG 5, there was no goal set to address the gap of -1; there was only 1 new entrant and they were not a person with disabilities. However, the gap has since been closed as a result of a downsizing from five employees to one in this occupational group since 2013.

Members of Visible Minorities

5.	Supervisors	No goal was set
7.	Administrative & Senior Clerical Personnel	Goal not met (24%)
11.	Intermediate Sales & Service Personnel	Goal not met (0%)

Assessment/Observations

- In EEOG 5, there was no goal set to reduce the gap of -1; there was 1 new entrant and they were not a member of the designated group. However, the organization was successful in closing the gap since the last compliance assessment.
- In EEOG 7, the organization set a goal of 30% where labour market availability was 13.5%. When considering labour market availability, the percentage of goal met would have been 53%. There were 14 new entrants in this occupational group and only one was a member of a visible minority. The hire of 1 visible minority out of 14 new entrants represents a hiring rate of 7.1% which remains below the availability of 13.5%. With 14 new entrants, a hiring rate equal to availability would represent less than two individuals. Given this, the officer believes that it is appropriate to consider reasonable progress to have been achieved by the organization.
- In EEOG 11, there was no new entry in this occupational group and the employer no longer has employees in the occupational group.

ASSESSMENT OF REASONABLE EFFORTS

- The organization set five goals and two of were met.
- In the case of members of visible minorities in EEOG 11 where the goal was not achieved, the organization downsized employees in this group from five in 2013 to zero
- Although goals were required in three instances but were not set, this was accepted during the previous compliance review and cannot form part of this analysis for reasonable progress and reasonable efforts.
- Based on the data reviewed, it appears that efforts were made to decrease the major gaps, but some of the gaps still remain.

Based on the above, we can conclude that reasonable efforts were made to meet the goals set in 2013, but continued effort is still required for many EEOGs to achieve full representation.

ASSESSMENT OF SHORT-TERM GOALS

The organization has set goals in both number and percentage format. The assessment of short-term goals will look only at the percentage format to ensure compliance with program requirements.

Women

There are gaps in the following four EEOGs:

- EEOG 1 Senior Managers: There is a gap of -2, and a goal of 30% has been set to address the under-representation. This is acceptable given that labour market availability for this occupational group is 27.4%.
- EEOG 2 Middle & Other Mangers: There is a gap of -15, and a goal of 40% has been set to address the under-representation. This is acceptable given that labour market availability for this occupational group is 38.9%.
- EEOG 3 Professionals: There is a gap of -1, and a goal of 50% has been set to address the under-representation. This is acceptable given that labour market availability for this occupational group is 49.1%.
- EEOG 5 Supervisors: There is a gap of -1 but no goal was set. A goal of 50% to address the gap of -1 for 2017-2020 has now been updated by the organization in the achievement table.

Aboriginal Peoples

EEOG 2 Middle & Other Mangers: There is a gap of -4, and a goal of 5% has been set. Considering that availability is 2.2%, the organization may want to revise its goal downward to ensure that it is attainable.

Persons with Disabilities

There are gaps in the following 4 EEOGs:

- EEOG 1 &2 Managers: There is a gap of -8, and a goal of 5% was set to address the under-representation. This goal is above the labour market availability for this occupational group, which is 4.3%.
- EEOG 3 Professionals: There is a gap of -1, and a goal of 4% was set to address the under representation. This goal is above the labour market availability for this occupational group, which is 3.8%.
- EEOG 7 Administrative & Senior Clerical: There is a gap of -1 but no goal was set to address the under representation. A goal equal to the availability of 3.4% has now been revised by the organization.

EEOG 10 Clerical Personnel: A gap of -1, a goal set to 1 new entrant or 10% which is above LMA of 7%.

Visible Minorities

There are gaps in the following 2 EEOGs:

- EEOG 1 Senior Managers: There is a gap of -1 and a goal of 15% was set. This is above the labour market availability of 10.1% but is acceptable as this EEOG has been increasing at a rate of 60%.
- EEOG 7 Administrative & Senior Clerical Personnel: There is a gap of -1 and a goal was of 15% was set to close the gap. This goal is above the labour market availability of 10.7% but it is acceptable as there seems to be higher than average turnover in this 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, I recommend that the closing letter include the following:

- As a number of gaps are still present, we encourage this organization to conduct an Employment Systems Review (ESR) of their recruitment and hiring policies and practices. A guide for completing an ESR can be found at the following link: https://equity.esdc.gc.ca/docs/Step2-2EN.pdf.
- Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.

Name of Analyst: Neeta Dhillon	
Date: May 1, 2018	

Subject: Government of Canada Agreement Number: 061304 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Michael Peddle:

I am writing to inform you that the subsequent compliance assessment initiated on 28/06/2017 has been completed. As a result of the assessment, Colliers Project Leaders 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 Colliers Project Leaders' employment equity program.

- As a number of gaps are still present, we encourage this organization to conduct an Employment Systems Review (ESR) of their recruitment and hiring policies and practices. A guide for completing an ESR can be found at the following link: https://equity.esdc.gc.ca/docs/Step2-2EN.pdf.
- Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.

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 28/06/2020. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

- Workforce data (Forms 1 to 6) at the national level;
- An updated workforce analysis; and
- A completed Achievement Report that includes revised short-term and long-term numerical goals for any gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, Colliers Project Leaders 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 Colliers Project Leaders continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



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