



| |
|--------------------------|
| OFFICIAL USE ONLY |
| Agreement N°: |

s.19(1)

s.24(1)

Agreement to Implement Employment Equity

- New Agreement
 Revised Agreement

| ORGANIZATION | |
|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Legal Name of Organization MHPM Project Managers Inc. | Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Operating Name (if different from Legal Name of Organization) | Procurement Business Number PG001 |
| Organization's North American Industry Classification System (NAICS) Code N° 51 | Total number of employees in Canada 297 (Full-Time/Part-Time/Temporary) To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02l-eng.htm |

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

| HEAD OFFICE | | | |
|--------------------------------------------------------------------|----------------------------------|----------------------------|------------------------|
| Address (building number, street, suite, etc.) 2720 Iris Street | City Ottawa | Province ON | Postal Code K2C 1E6 |
| | Telephone Number 613 820-6610 | Fax Number 613 820 6925 | |

| EMPLOYMENT EQUITY CONTACT | |
|----------------------------------|-----------------------------------------|
| Name (print) Jennifer Lee | Title Human Resources Manager |
| Telephone Number 587 952 6240 | E-mail Address jennifer.lee@mhpm.com |

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

| SIGNATORY | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization. | |
| Name (print) Gordon Kack | Title Vice President, Operations |
| Telephone Number 905-729-7175 ext 222 | E-mail Address gordon.kack@mhpm.com |
| Signature | Date 2013-July-30 |

| RETURN INSTRUCTIONS |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| IMPORTANT <ul style="list-style-type: none"> ▪ The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 953-8768 or by e-mail at: ee-eme@hrsdc-rhdcc.gc.ca |



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)

| | Province | | | | Census Metropolitan Areas | | | | |
|---------------------------|---------------------|---------------------|-----------|---------------------------|---------------------------|---------------------|-----------|---------------------------|-----|
| | Permanent Full-time | Permanent Part-time | Temporary | Total Number of Employees | Permanent Full-time | Permanent Part-time | Temporary | Total Number of Employees | |
| Ontario | 233 | 2 | 0 | 235 | Calgary | 28 | 0 | 0 | 28 |
| Québec | 17 | 0 | 0 | 17 | Edmonton | 20 | 0 | 0 | 20 |
| Nova Scotia | 10 | 0 | 0 | 10 | Halifax | 8 | 0 | 0 | 8 |
| New Brunswick | 5 | 0 | 0 | 5 | Montréal | 16 | 0 | 0 | 16 |
| Manitoba | 16 | 0 | 0 | 16 | Regina | 8 | 0 | 0 | 8 |
| British Columbia | 42 | 0 | 0 | 42 | Toronto | 75 | 1 | 0 | 76 |
| Saskatchewan | 13 | 0 | 0 | 13 | Vancouver | 37 | 0 | 0 | 37 |
| Alberta | 48 | 0 | 0 | 48 | Winnipeg | 16 | 0 | 0 | 16 |
| Newfoundland and Labrador | 6 | 0 | 0 | 6 | St. John's | 6 | 0 | 0 | 6 |
| Total Employees in Canada | | | | 392 | 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 Sudbury | 1 | 0 | 0 | 1 |
| | | | | | Thunder Bay | 4 | 0 | 0 | 4 |
| | | | | | Saskatoon | 5 | 0 | 0 | 5 |



Colliers Project Leaders Inc. (certificate # 061304)

Form 1

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

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

Census Metropolitan Areas

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

Colliers Project Leaders Inc. (certificate # 061304)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Ontario

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

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------------------|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Senior Managers | 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 |

Colliers Project Leaders Inc. (certificate # 061304)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
 Part-Time / Ontario

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

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle and Other Managers | 1 | 1 | | | | | | | | | | |
| Clerical Personnel | 1 | | 1 | | | | | | | | | |
| Total Number of Employees Hired | 2 | 1 | 1 | | | | | | | | | |



**Colliers Project Leaders Inc. (certificate # 061304)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Full-Time / Québec
Reporting Period 2014-07-01 to 2017-08-01

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Senior Managers | 1 | 1 | | | | | | | | | | |
| Middle and Other Managers | 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 |



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

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle and Other Managers | 7 | 6 | 1 | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 1 | | 1 | | | | | | | | | |
| Total Number of Employees Hired | 8 | 6 | 2 | | | | | | | | | |



**Colliers Project Leaders Inc. (certificate # 061304)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

**Part-Time / Nova Scotia
Reporting Period 2014-07-01 to 2017-08-01**

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Administrative and Senior Clerical Personnel | 1 | | 1 | | | | | | | | | |
| Total Number of Employees Hired | 1 | | 1 | | | | | | | | | |



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

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle and Other Managers | 6 | 5 | 1 | | | | | | | | | |
| Total Number of Employees Hired | 6 | 5 | 1 | | | | | | | | | |

Colliers Project Leaders Inc. (certificate # 061304)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
 Full-Time / Manitoba

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

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle and Other Managers | 13 | 10 | 3 | | | | | | | 1 | | 1 |
| Total Number of Employees Hired | 13 | 10 | 3 | | | | | | | 1 | | 1 |

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

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle and Other Managers | 31 | 22 | 9 | | | | 1 | | 1 | 7 | 5 | 2 |
| Professionals | 2 | 1 | 1 | | | | | | | 1 | 1 | |
| Administrative and Senior Clerical Personnel | 2 | | 2 | | | | | | | | | |
| Total Number of Employees Hired | 35 | 23 | 12 | | | | 1 | | 1 | 8 | 6 | 2 |



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

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle and Other Managers | 11 | 5 | 6 | | | | | | | 1 | | 1 |
| Administrative and Senior Clerical Personnel | 1 | | 1 | | | | | | | | | |
| Total Number of Employees Hired | 12 | 5 | 7 | | | | | | | 1 | | 1 |



Colliers Project Leaders Inc. (certificate # 061304)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Alberta

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

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------------------|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle and Other Managers | 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

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------------|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle and Other Managers | 4 | 3 | 1 | | | | | | | | | |
| Total Number of Employees Hired | 4 | 3 | 1 | | | | | | | | | |



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

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



**Colliers Project Leaders Inc. (certificate # 061304)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**

Full-Time / Québec
Reporting Period 2014-07-01 to 2017-08-01

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

**Colliers Project Leaders Inc. (certificate # 061304)
 FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
 Full-Time / Nova Scotia**

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

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



**Colliers Project Leaders Inc. (certificate # 061304)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**

**Full-Time / New Brunswick
Reporting Period 2014-07-01 to 2017-08-01**

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



**Colliers Project Leaders Inc. (certificate # 061304)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**

**Full-Time / Manitoba
Reporting Period 2014-07-01 to 2017-08-01**

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

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

**Colliers Project Leaders Inc. (certificate # 061304)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**

**Full-Time / Saskatchewan
Reporting Period 2014-07-01 to 2017-08-01**

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

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

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

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------------------|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Senior Managers | 2 | 1 | 1 | | | | | | | 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 |

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

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



**Colliers Project Leaders Inc. (certificate # 061304)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

Full-Time / Québec
Reporting Period 2014-07-01 to 2017-08-01

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



**Colliers Project Leaders Inc. (certificate # 061304)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

Full-Time / Nova Scotia
Reporting Period 2014-07-01 to 2017-08-01

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



**Colliers Project Leaders Inc. (certificate # 061304)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Part-Time / Nova Scotia**

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

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Administrative and Senior Clerical Personnel | 1 | | 1 | | | | | | | | | |
| Total Number of Employees Terminated | 1 | | 1 | | | | | | | | | |

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

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

Colliers Project Leaders Inc. (certificate # 061304)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
 Full-Time / Manitoba

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

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



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

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle and Other Managers | 19 | 11 | 8 | | | | 1 | | 1 | 4 | 3 | |
| Administrative and Senior Clerical Personnel | 3 | | 3 | | | | | | | | | |
| Total Number of Employees Terminated | 22 | 11 | 11 | | | | 1 | | 1 | 4 | 3 | 1 |



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

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



**Colliers Project Leaders Inc. (certificate # 061304)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

Full-Time / Alberta
Reporting Period 2014-07-01 to 2017-08-01

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle and Other Managers | 17 | 10 | 7 | 1 | 1 | | 1 | | 1 | 6 | 4 | 2 |
| Professionals | 2 | 2 | | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 1 | | 1 | | | | | | | 1 | | 1 |
| Total Number of Employees Terminated | 20 | 12 | 8 | 1 | 1 | | 1 | | 1 | 7 | 4 | 3 |



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

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



Workplace Equity Information Management System - Colliers Project Leaders Inc.

Workforce Analysis - Detailed Report

Date: 2017-08-09

Women

| Employment Equity Occupational Group | Internal Location | All Employees # | Representation | | Women Availability | | 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 |

Workforce Analysis - Detailed Report

Date: 2017-08-09

Women

| Employment Equity Occupational Group | Internal Location | All Employees # | Women | | Availability # | Gap # | Recruitment Area |
|--------------------------------------|-------------------|--------------------|---------------------|-------------------|-------------------|------------|-------------------|
| | | | Representation # | Availability % | | | |
| 10 : Clerical Personnel | Toronto | 1 | 1 | 100.0 % | 1 | 0 | Toronto |
| | Ottawa - Gatineau | 16 | 12 | 75.0 % | 11 | 1 | Ottawa - Gatineau |
| Total | | 391 | 151 | 38.6 % | 167 | -16 | |

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2017-08-09

Aboriginal Peoples

| Employment Equity Occupational Group | Internal Location | All Employees # | Aboriginal Peoples | | | | Recruitment Area |
|--------------------------------------------------------------------------------|-------------------|-----------------|--------------------|------------------|----------------|-------|-------------------|
| | | | Representation # | Representation % | Availability % | Gap # | |
| 01 : Senior Managers | National | 16 | 0 | 0.0 % | 2.9 % | 0 | National |
| 02 : Middle and Other Managers | National | 310 | 3 | 1.0 % | 2.2 % | 7 | National |
| 03 : Professionals | | 29 | 0 | 0.0 % | 1.5 % | 0 | 0 |
| 1111 : Financial auditors and accountants | National | 3 | 0 | 0.0 % | 1.3 % | 0 | National |
| 1112 : Financial and investment analysts | National | 6 | 0 | 0.0 % | 0.9 % | 0 | National |
| 1122 : Professional occupations in business management consulting | National | 2 | 0 | 0.0 % | 1.6 % | 0 | National |
| 1123 : Professional occupations in advertising, marketing and public relations | National | 5 | 0 | 0.0 % | 2.1 % | 0 | National |
| 2148 : Other professional engineers, n.e.c. | National | 1 | 0 | 0.0 % | 1.0 % | 0 | National |
| 2171 : Information systems analysts and consultants | National | 5 | 0 | 0.0 % | 1.1 % | 0 | National |
| 5121 : Authors and writers | National | 7 | 0 | 0.0 % | 1.9 % | 0 | National |
| 04 : Semi-Professionals and Technicians | | 1 | 0 | 0.0 % | 1.2 % | 0 | 0 |
| 5242 : Interior designers and interior decorators | Ontario | 1 | 0 | 0.0 % | 1.2 % | 0 | Ontario |
| 05 : Supervisors | | 1 | 0 | 0.0 % | 2.7 % | 0 | 0 |
| 07 : Administrative and Senior Clerical Personnel | Ottawa - Gatineau | 1 | 0 | 0.0 % | 2.7 % | 0 | Ottawa - Gatineau |
| Employment Equity Occupational Group | Calgary | 1 | 0 | 0.0 % | 2.6 % | 0 | Calgary |
| Employment Equity Occupational Group | Edmonton | 2 | 0 | 0.0 % | 3.6 % | 0 | Edmonton |
| Employment Equity Occupational Group | Halifax | 1 | 0 | 0.0 % | 2.2 % | 0 | Halifax |
| Employment Equity Occupational Group | Kingston | 1 | 0 | 0.0 % | 1.2 % | 0 | Kingston |
| Employment Equity Occupational Group | London | 1 | 0 | 0.0 % | 0.8 % | 0 | London |
| Employment Equity Occupational Group | Montréal | 2 | 0 | 0.0 % | 0.7 % | 0 | Montréal |
| Employment Equity Occupational Group | Ont. less CMAs | 3 | 1 | 33.3 % | 4.1 % | 0 | Ont. less CMAs |
| Employment Equity Occupational Group | Ottawa - Gatineau | 5 | 0 | 0.0 % | 3.2 % | 0 | Ottawa - Gatineau |
| Employment Equity Occupational Group | Regina | 1 | 0 | 0.0 % | 6.4 % | 0 | Regina |

Workforce Analysis - Detailed Report

Date: 2017-08-09

Aboriginal Peoples

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

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2017-08-09

Members of Visible Minorities

| Employment Equity Occupational Group | Internal Location | All Employees # | Members of Visible Minorities | | Availability | | Gap # | Recruitment Area |
|--------------------------------------------------------------------------------|-------------------|--------------------|-------------------------------|--------|--------------|----|----------|-------------------|
| | | | Representation # | % | % | # | | |
| 01 : Senior Managers | National | 16 | 1 | 6.3 % | 10.1 % | 2 | -1 | 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 | 3 | 1 | 33.3 % | 27.5 % | 1 | 0 | National |
| 1112 : Financial and investment analysts | National | 6 | 4 | 66.7 % | 35.4 % | 2 | 2 | National |
| 1122 : Professional occupations in business management consulting | National | 2 | 0 | 0.0 % | 21.6 % | 0 | 0 | National |
| 1123 : Professional occupations in advertising, marketing and public relations | National | 5 | 1 | 20.0 % | 16.9 % | 1 | 0 | National |
| 2148 : Other professional engineers, n.e.c. | National | 1 | 0 | 0.0 % | 27.3 % | 0 | 0 | National |
| 2171 : Information systems analysts and consultants | National | 5 | 3 | 60.0 % | 31.4 % | 2 | 1 | National |
| 5121 : Authors and writers | National | 7 | 4 | 57.1 % | 10.7 % | 1 | 3 | National |
| 04 : Semi-Professionals and Technicians | | 1 | 0 | 0.0 % | 19.6 % | 0 | 0 | |
| 5242 : Interior designers and interior decorators | Ontario | 1 | 0 | 0.0 % | 19.6 % | 0 | 0 | Ontario |
| 05 : Supervisors | | 1 | 0 | 0.0 % | 14.7 % | 0 | 0 | |
| | Ottawa - Gatineau | 1 | 0 | 0.0 % | 14.7 % | 0 | 0 | Ottawa - Gatineau |
| 07 : Administrative and Senior Clerical Personnel | | 18 | 1 | 5.6 % | 10.7 % | 2 | -1 | |
| Employment Equity Occupational Group | Calgary | 1 | 0 | 0.0 % | 16.5 % | 0 | 0 | Calgary |
| Employment Equity Occupational Group | Edmonton | 2 | 0 | 0.0 % | 13.4 % | 0 | 0 | Edmonton |
| Employment Equity Occupational Group | Halifax | 1 | 0 | 0.0 % | 5.8 % | 0 | 0 | Halifax |
| Employment Equity Occupational Group | Kingston | 1 | 0 | 0.0 % | 3.4 % | 0 | 0 | Kingston |
| Employment Equity Occupational Group | London | 1 | 0 | 0.0 % | 7.3 % | 0 | 0 | London |
| Employment Equity Occupational Group | Montréal | 2 | 1 | 50.0 % | 12.2 % | 0 | 1 | Montréal |
| Employment Equity Occupational Group | Ont. less CMAs | 3 | 0 | 0.0 % | 1.6 % | 0 | 0 | Ont. less CMAs |
| Employment Equity Occupational Group | Ottawa - Gatineau | 5 | 0 | 0.0 % | 12.2 % | 1 | -1 | Ottawa - Gatineau |
| Employment Equity Occupational Group | Regina | 1 | 0 | 0.0 % | 5.3 % | 0 | 0 | Regina |

Workforce Analysis - Detailed Report

Date: 2017-08-09

Members of Visible Minorities

| Employment Equity Occupational Group | Internal Location | All Employees # | Members of Visible Minorities | | Availability # | Gap # | Recruitment Area |
|---------------------------------------------|-------------------|--------------------|-------------------------------|---------------|-------------------|-----------|--------------------------|
| | | | Representation % | % | | | |
| 10 : Clerical Personnel | Toronto | 1 | 0 | 0.0 % | 0 | 0 | Toronto |
| | Ottawa - Gatineau | 16 | 5 | 31.3 % | 2 | 3 | Ottawa - Gatineau |
| Employment Equity Occupational Group | | 16 | 5 | 31.3 % | 2 | 3 | Ottawa - Gatineau |
| Total | | 391 | 80 | 20.5 % | 15.2 % | 60 | 20 |

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2017-08-09

| Employment Equity Occupational Group | Internal Location | All Employees # | Persons with Disabilities | | | | Recruitment Area |
|---------------------------------------------------|-------------------|-----------------|---------------------------|------------------|----------------|------------|------------------|
| | | | Representation # | Representation % | Availability # | Gap # | |
| 01/02 : Managers | National | 326 | 6 | 1.8 % | 14 | -8 | National |
| 03 : Professionals | National | 29 | 0 | 0.0 % | 1 | -1 | National |
| 04 : Semi-Professionals and Technicians | National | 1 | 0 | 0.0 % | 0 | 0 | National |
| 05 : Supervisors | National | 1 | 0 | 0.0 % | 0 | 0 | National |
| 07 : Administrative and Senior Clerical Personnel | National | 18 | 0 | 0.0 % | 1 | -1 | National |
| 10 : Clerical Personnel | National | 16 | 0 | 0.0 % | 1 | -1 | National |
| Total | | 391 | 6 | 1.5 % | 17 | -11 | |

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2017-08-09

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2017-08-09

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

| Employment Equity Occupational Group | All Employees # | Representation | | Women Availability | | 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.

Workforce Analysis - Summary Report

Date: 2017-08-09

| Employment Equity Occupational Group | Aboriginal Peoples | | | | | |
|---------------------------------------------------|--------------------|---------------------|---------------------|-------------------|-------------------|-----------|
| | All Employees # | Representation # | Representation % | Availability % | Availability # | Gap # |
| 01 : Senior Managers | 16 | 0 | 0.0 % | 2.9 % | 0 | 0 |
| 02 : Middle and Other Managers | 310 | 3 | 1.0 % | 2.2 % | 7 | -4 |
| 03 : Professionals | 29 | 0 | 0.0 % | 1.5 % | 0 | 0 |
| 04 : Semi-Professionals and Technicians | 1 | 0 | 0.0 % | 1.2 % | 0 | 0 |
| 05 : Supervisors | 1 | 0 | 0.0 % | 2.7 % | 0 | 0 |
| 07 : Administrative and Senior Clerical Personnel | 18 | 1 | 5.6 % | 2.8 % | 1 | 0 |
| 10 : Clerical Personnel | 16 | 0 | 0.0 % | 2.8 % | 0 | 0 |
| Total | 391 | 4 | 1.1 % | 2.2 % | 8 | -4 |

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

Members of Visible Minorities

| Employment Equity Occupational Group | Members of Visible Minorities | | | | | |
|---------------------------------------------------|-------------------------------|----------------|---------------|--------------|---------------|-----------|
| | All Employees | Representation | | Availability | | Gap |
| | # | # | % | # | % | # |
| 01 : Senior Managers | 16 | 1 | 6.3 % | 2 | 10.1 % | -1 |
| 02 : Middle and Other Managers | 310 | 60 | 19.4 % | 47 | 15.0 % | 13 |
| 03 : Professionals | 29 | 13 | 44.8 % | 7 | 23.5 % | 6 |
| 04 : Semi-Professionals and Technicians | 1 | 0 | 0.0 % | 0 | 19.6 % | 0 |
| 05 : Supervisors | 1 | 0 | 0.0 % | 0 | 14.7 % | 0 |
| 07 : Administrative and Senior Clerical Personnel | 18 | 1 | 5.6 % | 2 | 10.7 % | -1 |
| 10 : Clerical Personnel | 16 | 5 | 31.3 % | 2 | 14.7 % | 3 |
| Total | 391 | 80 | 20.5 % | 60 | 15.2 % | 20 |

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-08-09

| Employment Equity Occupational Group | Persons with Disabilities | | | | | |
|---------------------------------------------------|---------------------------|----------------|--------------|--------------|------------|------------|
| | All Employees | Representation | Availability | Availability | Gap | Gap |
| | # | # | % | # | # | # |
| 01/02 : Managers | 326 | 6 | 1.8 % | 14 | -8 | -8 |
| 03 : Professionals | 29 | 0 | 0.0 % | 1 | -1 | -1 |
| 04 : Semi-Professionals and Technicians | 1 | 0 | 0.0 % | 0 | 0 | 0 |
| 05 : Supervisors | 1 | 0 | 0.0 % | 0 | 0 | 0 |
| 07 : Administrative and Senior Clerical Personnel | 18 | 0 | 0.0 % | 1 | -1 | -1 |
| 10 : Clerical Personnel | 16 | 0 | 0.0 % | 1 | -1 | -1 |
| Total | 391 | 6 | 1.5 % | 17 | -11 | -11 |

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-08-09

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2017-08-09

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 |

| |
|------------------------------------------------------|
| Federal Contractors Program Achievement Table |
| Part 1: Workforce Analysis |
| Colliers Project Leaders Inc. |
| 2017-08-01 |

| |
|----------------------------------------------|
| Data from Previous Workforce Analysis |
|----------------------------------------------|

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| Date of Previous Workforce Analysis | | |
|-------------------------------------|----|----|
| YYYY | MM | DD |
| 2013 | 12 | 31 |

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| Data from Current Workforce Analysis |
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| Date of Current Workforce Analysis | | |
|------------------------------------|----|----|
| YYYY | MM | DD |
| 2017 | 08 | 09 |

| Employment Equity Occupational Group (EEOG) | | Table 1: Women | | |
|----------------------------------------------------|--------------------------------------------|------------------------------------|-----------------------|----------------------|
| | | Previous Workforce Analysis | | |
| | | All Employees | Women | |
| | | # | 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 |

| Employment Equity Occupational Group (EEOG) | | Table 5: Women | | |
|----------------------------------------------------|--|-----------------------------------|-----------------------|----------------------|
| | | Current Workforce Analysis | | |
| | | All Employees | Women | |
| | | # | 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 |
| | | 0 | 0 | 0.0 |
| | | 16 | 12 | 65.8 |
| | | 0 | 0 | 0.0 |
| | | 0 | 0 | 0.0 |
| | | 0 | 0 | 0.0 |
| | | 0 | 0 | 0.0 |
| | | 0 | 0 | 0.0 |
| | | 391 | 151 | 0.0 |

| |
|-------------------------------------------|
| * Source: 2006 Census of Canada |
|-------------------------------------------|

| |
|----------------------------------------------------|
| * Source: 2011 National Household Survey |
|----------------------------------------------------|

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| Federal Contractors Program Achievement Table |
| Part 1: Workforce Analysis |
| Colliers Project Leaders Inc. |
| 2017-08-01 |

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| Data from Previous Workforce Analysis |
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| Date of Previous Workforce Analysis | | |
|-------------------------------------|----|----|
| YYYY | MM | DD |
| 2013 | 12 | 31 |

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| Data from Current Workforce Analysis |
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| Date of Current Workforce Analysis | | |
|------------------------------------|----|----|
| YYYY | MM | DD |
| 2017 | 08 | 09 |

| Employment Equity Occupational Group (EEOG) | | Table 2: Aboriginal Peoples | | |
|---------------------------------------------|--------------------------------------------|-----------------------------|--------------------|---------------|
| | | Previous Workforce Analysis | | |
| | | All Employees | Aboriginal 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 |

| |
|-----------------------|
| * Source: |
| 2006 Census of Canada |

| | | Table 6: Aboriginal Peoples | | |
|--------------|---|-----------------------------|--------------------|---------------|
| | | Current Workforce Analysis | | |
| | | All Employees | 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 |
| | | 0 | 0 | 0.0 |
| | | 16 | 0 | 2.8 |
| | | 0 | 0 | 0.0 |
| | | 0 | 0 | 0.0 |
| | | 0 | 0 | 0.0 |
| | | 0 | 0 | 0.0 |
| | | 0 | 0 | 0.0 |
| | | 0 | 0 | 0.0 |
| Total | | 391 | 3 | 0.0 |

| |
|--------------------------------|
| * Source: |
| 2011 National Household Survey |

Federal Contractors Program Achievement Table
Part 1: Workforce Analysis
Colliers Project Leaders Inc.
2017-08-01

Data from Previous Workforce Analysis



| Date of Previous Workforce Analysis | | |
|-------------------------------------|----|----|
| YYYY | MM | DD |
| 2013 | 12 | 31 |

Data from Current Workforce Analysis



| Date of Current Workforce Analysis | | |
|------------------------------------|----|----|
| YYYY | MM | DD |
| 2017 | 08 | 09 |

| Employment Equity Occupational Group (EEOG) | | Table 3: Members of Visible Minorities | | |
|----------------------------------------------------|--------------------------------------------|-----------------------------------------------|--------------------------------------|----------------------|
| | | Previous Workforce Analysis | | |
| | | All Employees | Members of Visible 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 |

| Employment Equity Occupational Group (EEOG) | | Table 7: Members of Visible Minorities | | |
|----------------------------------------------------|--------------------------------------------|-----------------------------------------------|--------------------------------------|----------------------|
| | | Current Workforce Analysis | | |
| | | All Employees | Members of Visible Minorities | |
| | | # | Representation | Availability* |
| # | # | % | | |
| 01 | Senior Managers | 16 | 1 | 10.1 |
| 02 | Middle & Other Managers | 310 | 60 | 15.0 |
| 03 | Professionals | 29 | 13 | 23.5 |
| 04 | Semi-Professionals & Technicians | 1 | 0 | 19.6 |
| 05 | Supervisors | 1 | 0 | 14.7 |
| 06 | Supervisors: Crafts & Trades | 0 | 0 | 0.0 |
| 07 | Administrative & Senior Clerical Personnel | 18 | 1 | 10.7 |
| 08 | Skilled Sales & Service Personnel | 0 | 0 | 0.0 |
| 09 | Skilled Crafts & Trades Workers | 0 | 0 | 0.0 |
| 10 | Clerical Personnel | 16 | 5 | 14.7 |
| 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 | | 391 | 80 | 0.0 |

* Source:
2006 Census of Canada

* Source:
2011 National Household Survey

| |
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| Federal Contractors Program Achievement Table |
| Part 1: Workforce Analysis |
| Colliers Project Leaders Inc. |
| 2017-08-01 |

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| Data from Previous Workforce Analysis |
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| Date of Previous Workforce Analysis | | |
|-------------------------------------|----|----|
| YYYY | MM | DD |
| 2013 | 12 | 31 |

| |
|---------------------------------------------|
| Data from Current Workforce Analysis |
|---------------------------------------------|

↓ ↓ ↓

| Date of Current Workforce Analysis | | |
|------------------------------------|----|----|
| YYYY | MM | DD |
| 2017 | 08 | 09 |

| Employment Equity Occupational Group (EEOG) | | Table 4: Persons with Disabilities | | |
|----------------------------------------------------|--------------------------------------------|-------------------------------------------|----------------------------------|----------------------|
| | | 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 |

| Employment Equity Occupational Group (EEOG) | | Table 8: Persons with Disabilities | | |
|----------------------------------------------------|--------------------------------------------|-------------------------------------------|----------------------------------|----------------------|
| | | Current Workforce Analysis | | |
| | | All Employees | Persons with Disabilities | |
| | | | Representation | Availability* |
| # | # | % | % | |
| | Managers | 326 | 6 | 4.3 |
| | Professionals | 29 | 0 | 3.8 |
| | Semi-Professionals & Technicians | 1 | 0 | 4.6 |
| | Supervisors | 1 | 0 | 13.9 |
| | Supervisors: Crafts & Trades | 0 | 0 | 0.0 |
| | Administrative & Senior Clerical Personnel | 18 | 0 | 3.4 |
| | Skilled Sales & Service Personnel | 0 | 0 | 0.0 |
| | Skilled Crafts & Trades Workers | 0 | 0 | 0.0 |
| | Clerical Personnel | 16 | 0 | 7.0 |
| | Intermediate Sales & Service Personnel | 0 | 0 | 0.0 |
| | Semi-Skilled Manual Workers | 0 | 0 | 0.0 |
| | Other Sales & Service Personnel | 0 | 0 | 0.0 |
| | Other Manual Workers | 0 | 0 | 0.0 |
| | Total | 391 | 6 | 0.0 |

| |
|---------------------------------------------------|
| * Source: |
| 2006 Participation and Activity Limitation Survey |

| |
|------------------------------------|
| * Source: |
| 2012 Canadian Survey on Disability |

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Colliers Project Leaders Inc.

42948

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2013 | 12 | 31 |

| End 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

| Employment Equity Occupational Group (EEOG) | Table 1: Women | | | | Table 5: Women | | | | Table 9: Women | | | |
|-----------------------------------------------|----------------------|-------------|----------------------|-------------|------------------------|----------------|------------------------|----------------|--------------------------|------------------|--------------------------|------------------|
| | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | |
| | All Employees Hired | Women Hired | All Employees Hired | Women Hired | All Employees Promoted | Women Promoted | All Employees Promoted | Women Promoted | All Employees Terminated | Women Terminated | All Employees Terminated | Women Terminated |
| | # | # | # | # | # | # | # | # | # | # | # | # |
| 01 Senior Managers | 4 | 1 | 0 | 0 | 2 | 0 | 0 | 0 | 2 | 1 | 0 | 0 |
| 02 Middle & Other Managers | 107 | 44 | 1 | 0 | 30 | 9 | 0 | 0 | 62 | 27 | 2 | 1 |
| 03 Professionals | 23 | 12 | 0 | 0 | 1 | 0 | 0 | 0 | 18 | 8 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 5 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | 6 | 0 | 0 |
| 05 Supervisors | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 12 | 12 | 0 | 0 | 2 | 2 | 0 | 0 | 12 | 11 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 8 | 6 | 1 | 1 | 3 | 3 | 0 | 0 | 4 | 3 | 3 | 3 |
| 11 Intermediate Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 160 | 79 | 2 | 1 | 38 | 14 | 0 | 0 | 106 | 56 | 5 | 4 |

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Colliers Project Leaders Inc.

42948

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2013 | 12 | 31 |

| End 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

| Employment Equity Occupational Group (EEOG) | Table 2: Aboriginal Peoples | | | |
|-----------------------------------------------|-----------------------------|--------------------------|----------------------|--------------------------|
| | Full-time / National | | Part-time / National | |
| | All Employees Hired | Aboriginal Peoples Hired | All Employees Hired | Aboriginal Peoples Hired |
| | # | # | # | # |
| 01 Senior Managers | 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 | |
| | 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 |
| Total | 38 | 2 | 0 | 0 |

| | Table 10: Aboriginal Peoples | | | |
|--------------|------------------------------|-------------------------------|--------------------------|-------------------------------|
| | Full-time / National | | Part-time / National | |
| | All Employees Terminated | Aboriginal Peoples Terminated | 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 |
| Total | 106 | 0 | 5 | 0 |

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Colliers Project Leaders Inc.

42948

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2013 | 12 | 31 |

| End 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

| Employment Equity Occupational Group (EEOG) | | Table 3: Persons with Disabilities | | | |
|----------------------------------------------------|--------------------------------------------|-------------------------------------------|----------------------------------------|-----------------------------|----------------------------------------|
| | | Full-time / National | | Part-time / National | |
| | | All Employees Hired | Persons with Disabilities Hired | All Employees Hired | Persons with Disabilities Hired |
| | | # | # | # | # |
| 01 | Senior Managers | 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 |
| 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 | 3 | 2 | 0 |

| | | Table 7: Persons with Disabilities | | | |
|--|--|-------------------------------------------|-------------------------------------------|-------------------------------|-------------------------------------------|
| | | Full-time / National | | Part-time / National | |
| | | All Employees Promoted | Persons with Disabilities Promoted | All Employees Promoted | Persons with Disabilities Promoted |
| | | # | # | # | # |
| | | 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 |
| | | 0 | 0 | 0 | 0 |
| | | 3 | 0 | 0 | 0 |
| | | 0 | 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 / National | |
| | | 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 |
| | | 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 |

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Colliers Project Leaders Inc.

42948

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2013 | 12 | 31 |

| End 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

| Employment Equity Occupational Group (EEOG) | | Table 4: Members of Visible Minorities | | | |
|----------------------------------------------------|--------------------------------------------|-----------------------------------------------|--------------------------------------------|-----------------------------|--------------------------------------------|
| | | 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 |
| 08 | 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 |
| Total | | 160 | 43 | 2 | 0 |

| | | Table 8: Members of Visible Minorities | | | |
|--|--|-----------------------------------------------|-----------------------------------------------|-------------------------------|-----------------------------------------------|
| | | 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 |
| | | 0 | 0 | 0 | 0 |
| | | 3 | 2 | 0 | 0 |
| | | 0 | 0 | 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 |
| | | 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 |

| |
|------------------------------------------------------|
| Federal Contractors Program Achievement Table |
| Part 3: Goals |
| Colliers Project Leaders Inc. |
| 42948 |

| |
|---------------------------------|
| Data from Previous Goals |
| ↓ ↓ ↓ ↓ |

| |
|--------------------------------|
| Data from Current Goals |
| ↓ ↓ ↓ ↓ |

| 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 | To | From | To |
| YYYY | YYYY | YYYY | YYYY |
| 2017 | 2021 | 2017 | 2023 |

| Employment Equity Occupational Group (EEOG) | | Table 1: Women | | | |
|----------------------------------------------------|--------------------------------------------|-------------------------|------------|------------------------|------------|
| | | Women | | | |
| | | Short-term 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 | 0 | 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 Goals | | 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 |
| 0 | 0.0 | 0 | 0.0 |
| 0 | 0.0 | 0 | 0.0 |
| 0 | 0.0 | 0 | 0.0 |
| 0 | 0.0 | 0 | 0.0 |
| 0 | 0.0 | 0 | 0.0 |
| 0 | 0.0 | 0 | 0.0 |
| 0 | 0.0 | 0 | 0.0 |

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| Federal Contractors Program Achievement Table |
| Part 3: Goals |
| Colliers Project Leaders Inc. |
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| Data from Previous Goals |
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| Data from Current Goals |
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| | | | |
|-----------------------------------|-------------|------------------|-------------|
| 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 | To | From | To |
| YYYY | YYYY | YYYY | YYYY |
| 2017 | 2021 | 2017 | 2023 |

| Employment Equity Occupational Group (EEOG) | | Table 2: Aboriginal Peoples | | | |
|----------------------------------------------------|--------------------------------------------|------------------------------------|------------|------------------------|------------|
| | | Aboriginal Peoples | | | |
| | | Short-term Goals | | Long-term 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 |

| Employment Equity Occupational Group (EEOG) | | Table 6: Aboriginal Peoples | | | |
|----------------------------------------------------|--------------------------------------------|------------------------------------|------------|------------------------|------------|
| | | Aboriginal Peoples | | | |
| | | Short-term Goals | | Long-term Goals | |
| | | # | % | # | % |
| 01 | Senior Managers | 0 | 0.0 | 0 | 0.0 |
| 02 | Middle & Other Managers | 15 | 5.0 | 10 | 7.0 |
| 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 |

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| Federal Contractors Program Achievement Table |
| Part 3: Goals |
| Colliers Project Leaders Inc. |
| 42948 |

Data from Previous Goals



Data from Current Goals



| 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 | To | From | To |
| YYYY | YYYY | YYYY | YYYY |
| 2017 | 2021 | 2017 | 2023 |

Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

| Employment Equity Occupational Group (EEOG) | | Persons with Disabilities | | | |
|----------------------------------------------------|--------------------------------------------|----------------------------------|------------|------------------------|------------|
| | | Short-term Goals | | Long-term Goals | |
| | | # | % | # | % |
| 01/02 | 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 | 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 | 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 |

| Persons with Disabilities | | | |
|----------------------------------|------------|------------------------|------------|
| Short-term Goals | | 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 | 0 | 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 |
| 0 | 0.0 | 0 | 0.0 |

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| Federal Contractors Program Achievement Table |
| Part 3: Goals |
| Colliers Project Leaders Inc. |
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| Data from Previous Goals |
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|--------------------------------|
| Data from Current Goals |
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| 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 | To | From | To |
| YYYY | YYYY | YYYY | YYYY |
| 2017 | 2021 | 2017 | 2023 |

Table 4: Members of Visible Minorities

| Employment Equity Occupational Group (EEOG) | | Members of Visible Minorities | | | |
|---------------------------------------------|--------------------------------------------|-------------------------------|------|-----------------|-----|
| | | Short-term Goals | | Long-term Goals | |
| | | # | % | # | % |
| 01 | Senior Managers | 0 | 0.0 | 0 | 0.0 |
| 02 | Middle & Other Managers | 0 | 0.0 | 0 | 0.0 |
| 03 | Professionals | 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: Members of Visible Minorities

| Members of Visible Minorities | | | |
|-------------------------------|------|-----------------|------|
| Short-term Goals | | Long-term Goals | |
| # | % | # | % |
| 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 |
| 0 | 0.0 | 0 | 0.0 |
| 0 | 0.0 | 0 | 0.0 |
| 0 | 0.0 | 0 | 0.0 |
| 0 | 0.0 | 0 | 0.0 |
| 0 | 0.0 | 0 | 0.0 |
| 0 | 0.0 | 0 | 0.0 |
| 0 | 0.0 | 0 | 0.0 |
| 0 | 0.0 | 0 | 0.0 |

Federal Contractors Program Achievement Table

Part 4: Results - Women

Colliers Project Leaders Inc.

42948

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z |
|---------------|---|----------------------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|---------|-----------------------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|------------------------------------------------|---|
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | $E \div D \times 100$ | Part 1: Workforce Analysis | $D \times G \div 100$ | $E - H$ | $E \div H \times 100$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $L \div K \times 100$ | $K \times G \div 100$ | $L - N$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $Q \div P \times 100$ | $P \times F \div 100$ | $Q - S$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V \div U \times 100$ | $U \times F \div 100$ | $V - X$ | $U \div ((DYear1 + DYear2) \div 2) \times 100$ | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|--------------------------------------------|------|--------------------|-------|------|--------------|-----|-----------|------|--------|----------|------------|--------------------|--------|----------|------------|------|---------------|----------|------------|----|--------|---------------|------------|------|---|--|---------------|
| | | Workforce | | | | | | | | | | Hires | | | | | Promotions | | | | | Terminations | | | | | |
| | | All Employees | Women | | | | Gap | | | | | All Employees | Women | | | | All Employees | Women | | | | All Employees | Women | | | | Turnover Rate |
| | | # | # | % | Availability | Gap | EE Result | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | % | | |
| 01 Senior Managers | 2013 | 10 | 2 | 20.0 | 24.2 | 2 | 0 | 82.6 | | | | | | | | | | | | | | | | | | | |
| | 2017 | 16 | 2 | 12.5 | 27.4 | 4 | -2 | 45.6 | 4 | 1 | 25.0 | 1 | 0 | 2 | 0 | 0.0 | 0 | 0 | 2 | 1 | 50.0 | 0 | 1 | 15.4 | | | |
| 02 Middle & Other Managers | 2013 | 192 | 62 | 32.3 | 39.1 | 75 | -13 | 82.6 | | | | | | | | | | | | | | | | | | | |
| | 2017 | 310 | 106 | 34.2 | 38.9 | 121 | -15 | 87.9 | 108 | 44 | 40.7 | 42 | 2 | 30 | 9 | 30.0 | 10 | -1 | 64 | 28 | 43.8 | 21 | 7 | 25.5 | | | |
| 03 Professionals | 2013 | 25 | 11 | 44.0 | 45.2 | 11 | 0 | 97.3 | | | | | | | | | | | | | | | | | | | |
| | 2017 | 29 | 13 | 44.8 | 49.1 | 14 | -1 | 91.3 | 23 | 12 | 52.2 | 11 | 1 | 1 | 0 | 0.0 | 0 | 0 | 18 | 8 | 44.4 | 8 | 0 | 66.7 | | | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--------------------------------------------|------|----------------------|-------|------|--------|------------------|---------------------|-------|---------------------|-----------------|---------------------|------|---------------------|----------|
| | | Hires and Promotions | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Women | | | Women | | | | Women | | | | |
| | | # | # | % | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 01 Senior Managers | 2017 | 6 | 1 | 16.7 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 6 | 1 | 16.7 | 2 | 50.0 | 30.0 | 55.6 | 4 | 25.0 | 35.0 | 47.6 | | |
| 02 Middle & Other Managers | 2017 | 138 | 53 | 38.4 | 67 | 79.1 | 37.0 | 103.8 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 138 | 53 | 38.4 | 119 | 44.5 | 40.0 | 96.0 | 100 | 53.0 | 40.0 | 96.0 | | |
| 03 Professionals | 2017 | 24 | 12 | 50.0 | 8 | 150.0 | 45.0 | 111.1 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 24 | 12 | 50.0 | 14 | 85.7 | 50.0 | 100.0 | 0 | 0.0 | 0.0 | 0.0 | | |

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| Federal Contractors Program Achievement Table |
| Part 4: Results - Women |
| Colliers Project Leaders Inc. |
| 42948 |

Federal Contractors Program Achievement Table

Part 4: Results - Women

Colliers Project Leaders Inc.

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| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z |
|---------------|---|----------------------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|---------|-----------------------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|------------------------------------------------|---|
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | $E \div D \times 100$ | Part 1: Workforce Analysis | $D \times G \div 100$ | $E - H$ | $E \div H \times 100$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $L \div K \times 100$ | $K \times G \div 100$ | $L - N$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $Q \div P \times 100$ | $P \times F \div 100$ | $Q - S$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V \div U \times 100$ | $U \times F \div 100$ | $V - X$ | $U \div ((DYear1 + DYear2) \div 2) \times 100$ | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|--------------------------------------------|----------------------------------|--------------------|----------------|--------------|------|-----------|--------|---------------|------------|--------|----------|--------------------|--------|----------|------------|---------------|----------|------------|---|--------------|---|------|---|---------------|--------|--|
| | | Workforce | | | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | Turnover Rate | | |
| | | All Employees | Women | | | | | All Employees | Women | | | All Employees | Women | | | All Employees | Women | | | | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | % | | | | | | | |
| 04 | Semi-Professionals & Technicians | 2013 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2017 | 1 | 1 | 100.0 | 78.6 | 1 | 0 | 127.2 | 5 | 4 | 80.0 | 4 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 7 | 6 | 85.7 | 0 | 6 | 1400.0 | |
| 05 | Supervisors | 2013 | 6 | 4 | 66.7 | 52.5 | 3 | 1 | 127.0 | | | | | | | | | | | | | | | | | |
| | 2017 | 1 | 0 | 0.0 | 50.7 | 1 | -1 | 0.0 | 1 | 0 | 0.0 | 1 | -1 | 0 | 0 | 0.0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 1 | -1 | 28.6 | |
| 06 | Supervisors: Crafts & Trades | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--------------------------------------------|----------------------------------|----------------------|-------|---------------------|------|---------------------|------|---------------------|------|---------------------|------|---------------------|-----|----------|
| | | Hires and Promotions | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Women | | | Women | | | | Women | | | | |
| | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | |
| 04 | Semi-Professionals & Technicians | 2017 | 5 | 4 | 80.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 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 | 0.0 | 0.0 | 0.0 | |
| | 2020 | 1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| 06 | Supervisors: Crafts & Trades | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |

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| Federal Contractors Program Achievement Table |
| Part 4: Results - Women |
| Colliers Project Leaders Inc. |
| 42948 |

Federal Contractors Program Achievement Table

Part 4: Results - Women

Colliers Project Leaders Inc.

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| | | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------|----------|----------------------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|----------|-----------------------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|------------------------------------------------|----------|
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z |
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | $E \div D \times 100$ | Part 1: Workforce Analysis | $D \times G \div 100$ | $E - H$ | $E \div H \times 100$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $L \div K \times 100$ | $K \times G \div 100$ | $L - N$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $Q \div P \times 100$ | $P \times F \div 100$ | $Q - S$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V \div U \times 100$ | $U \times F \div 100$ | $V - X$ | $U \div ((DYear1 + DYear2) \div 2) \times 100$ | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|--------------------------------------------|-----------------------------------|--------------------|----------------|--------------|-------|------|-----|-----------|---------------|-------|--------------------|----------|---------------|-------|------------|----------|---------------|-------|--------------|----------|------------|----|--------|---------------|----------|------------|
| | | Workforce | | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | Turnover Rate | | |
| | | All Employees | Women | | | | Gap | EE Result | All Employees | Women | | | All Employees | Women | | | All Employees | Women | | | | | | | | |
| | | # | Representation | Availability | % | % | # | # | % | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | | Expected | Difference |
| 07 | Administrative & Senior Clerical | 2013 | 19 | 19 | 100.0 | 80.0 | 15 | 4 | 125.0 | | | | | | | | | | | | | | | | | |
| | | 2017 | 18 | 17 | 94.4 | 81.5 | 15 | 2 | 115.9 | 12 | 12 | 100.0 | 10 | 2 | 2 | 100.0 | 2 | 0 | 12 | 11 | 91.7 | 12 | -1 | 64.9 | | |
| 08 | Skilled Sales & Service Personnel | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | |
| 09 | Skilled Crafts & Trades Workers | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--------------------------------------------|-----------------------------------|----------------------|--------|------|---------------------|------------------|---------------------|------|---------------------|-----------------|---------------------|------|---------------------|----------|
| | | Hires and Promotions | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Women | | | Women | | | | Women | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 07 | Administrative & Senior Clerical | 2017 | 14 | 14 | 100.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | | 2020 | 14 | 14 | 100.0 | 8 | 175.0 | 82.0 | 122.0 | 10 | 140.0 | 80.0 | 125.0 | |
| 08 | Skilled Sales & Service Personnel | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| 09 | Skilled Crafts & Trades Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |

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| Federal Contractors Program Achievement Table |
| Part 4: Results - Women |
| Colliers Project Leaders Inc. |
| 42948 |

Federal Contractors Program Achievement Table

Part 4: Results - Women

Colliers Project Leaders Inc.

42948

| | | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------|----------------------------|----------------------------|-------------|----------------------------|-------------|----------|-------------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|-----------------------------------|----------|----------|
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | 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 | | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|--------------------------------------------|------|--------------------|----------------|--------------|------|----|-----|-----------|---------------|-------|--------------------|----------|---------------|-------|------------|----------|---------------|-------|--------------|----------|------------|---|---------------|--------|----------|------------|
| | | Workforce | | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | Turnover Rate | | | |
| | | All Employees | Women | | | | Gap | EE Result | All Employees | Women | | | All Employees | Women | | | All Employees | Women | | | | | | | | |
| | | # | Representation | Availability | % | # | % | # | % | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | | Actual | Expected | Difference |
| 10 Clerical Personnel | 2013 | 12 | 11 | 91.7 | 69.7 | 8 | 3 | 131.5 | | | | | | | | | | | | | | | | | | |
| | 2017 | 16 | 12 | 75.0 | 65.8 | 11 | 1 | 114.0 | 9 | 7 | 77.8 | 6 | 1 | 3 | 3 | 100.0 | 3 | 0 | 7 | 6 | 85.7 | 6 | 0 | 50.0 | | |
| 11 Intermediate Sales & Service Personnel | 2013 | 5 | 1 | 20.0 | 66.7 | 3 | -2 | 30.0 | | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | |
| 12 Semi-Skilled Manual Workers | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--------------------------------------------|------|----------------------|--------|------|---------------------|------------------|---------------------|------|---------------------|-----------------|---------------------|------|---------------------|----------|
| | | Hires and Promotions | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Women | | | Women | | | | Women | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 10 Clerical Personnel | 2017 | 12 | 10 | 83.3 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 12 | 10 | 83.3 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| 11 Intermediate Sales & Service Personnel | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| 12 Semi-Skilled Manual Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |

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| Federal Contractors Program Achievement Table |
| Part 4: Results - Women |
| Colliers Project Leaders Inc. |
| 42948 |

Federal Contractors Program Achievement Table

Part 4: Results - Women

Colliers Project Leaders Inc.

42948

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z |
|---------------|---|----------------------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|---------|-----------------------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|------------------------------------------------|---|
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | $E \div D \times 100$ | Part 1: Workforce Analysis | $D \times G \div 100$ | $E - H$ | $E \div H \times 100$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $L \div K \times 100$ | $K \times G \div 100$ | $L - N$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $Q \div P \times 100$ | $P \times F \div 100$ | $Q - S$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V \div U \times 100$ | $U \times F \div 100$ | $V - X$ | $U \div ((DYear1 + DYear2) \div 2) \times 100$ | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|--------------------------------------------|------|--------------------|----------------|--------------|-----|-----------|--------|---------------|------------|--------|----------|--------------------|--------|----------|------------|---------------|----------|------------|-----|--------------|------|-----|----|---------------|-----|--|
| | | Workforce | | | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | Turnover Rate | | |
| | | All Employees | Women | | | | | All Employees | Women | | | All Employees | Women | | | All Employees | Women | | | | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | | | | | | | | |
| # | # | % | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | | | | | | | | | |
| 13 Other Sales & Service Personnel | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | |
| 14 Other Manual Workers | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 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 | $E \div D \times 100$ | Part 3: Goals | $E \div G \times 100$ | Part 3: Goals | $F \div I \times 100$ | Part 3: Goals | $E \div K \times 100$ | Part 3: Goals | $F \div M \times 100$ |
|---------------|----------------------------------|----------------------------------|-----------------------|------------------|-----------------------|------------------|-----------------------|------------------|-----------------------|------------------|-----------------------|

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--------------------------------------------|------|----------------------|-------|---------------------|------|---------------------|------|---------------------|------|---------------------|-----|-----|--|----------|
| | | Hires and Promotions | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Women | | | Women | | | | Women | | | | |
| | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | |
| # | # | % | # | % | % | % | # | # | % | # | | | | |
| 13 Other Sales & Service Personnel | 2017 | 0 | 0 | 0.0 | 3 | 0.0 | 37.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| 14 Other Manual Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| Total | 2017 | 200 | 94 | 47.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 200 | 94 | 47.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |

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| Federal Contractors Program Achievement Table |
| Part 4: Results - Women |
| Colliers Project Leaders Inc. |
| 42948 |

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

Colliers Project Leaders Inc.

42948

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z |
|---------------|---|----------------------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|---------|-----------------------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|------------------------------------------------|---|
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | $E \div D \times 100$ | Part 1: Workforce Analysis | $D \times G \div 100$ | $E - H$ | $E \div H \times 100$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $L \div K \times 100$ | $K \times G \div 100$ | $L - N$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $Q \div P \times 100$ | $P \times F \div 100$ | $Q - S$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V \div U \times 100$ | $U \times F \div 100$ | $V - X$ | $U \div ((DYear1 + DYear2) \div 2) \times 100$ | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|--------------------------------------------|------|--------------------|--------------------|--------------|-----|-----------|--------|---------------|--------------------|--------|----------|--------------------|--------------------|----------|------------|---------------|--------------------|------------|----|--------------|-----|-----|---|---------------|------|------|
| | | Workforce | | | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | Turnover Rate | | |
| | | All Employees | Aboriginal Peoples | | | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | | | | | | | | |
| 01 Senior Managers | 2013 | 10 | 0 | 0.0 | 2.4 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2017 | 16 | 0 | 0.0 | 2.9 | 0 | 0 | 0.0 | 4 | 0 | 0.0 | 0 | 0 | 0 | 2 | 0 | 0.0 | 0 | 0 | 2 | 0 | 0.0 | 0 | 0 | 0 | 15.4 |
| 02 Middle & Other Managers | 2013 | 192 | 1 | 0.5 | 1.9 | 4 | -3 | 27.4 | | | | | | | | | | | | | | | | | | |
| | 2017 | 310 | 2 | 0.6 | 2.2 | 7 | -5 | 29.3 | 108 | 1 | 0.9 | 2 | -1 | 30 | 1 | 3.3 | 0 | 1 | 64 | 0 | 0.0 | 0 | 0 | 0 | 25.5 | |
| 03 Professionals | 2013 | 25 | 0 | 0.0 | 1.5 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2017 | 29 | 0 | 0.0 | 1.5 | 0 | 0 | 0.0 | 23 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 | 18 | 0 | 0.0 | 0 | 0 | 0 | 66.7 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--------------------------------------------|------|----------------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|----------|
| | | Hires and Promotions | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Aboriginal Peoples | | | Aboriginal Peoples | | | | Aboriginal Peoples | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 01 Senior Managers | 2017 | 6 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 6 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| 02 Middle & Other Managers | 2017 | 138 | 2 | 1.4 | 4 | 50.0 | 2.0 | 72.5 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 138 | 2 | 1.4 | 15 | 13.3 | 5.0 | 29.0 | 10 | 20.0 | 7.0 | 20.7 | | |
| 03 Professionals | 2017 | 24 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 24 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |

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

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

Colliers Project Leaders Inc.

42948

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|---------------|----------------------------|----------------------------|-------------|----------------------------|-------------|----------|-------------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|-----------------------------------|----------|----------|
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | 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 | | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|--------------------------------------------|----------------------------------|--------------------|--------------------|--------------|------|-----------|--------|---------------|--------------------|--------|----------|--------------------|--------------------|----------|------------|---------------|--------------------|------------|---|--------------|---|-----|---|---------------|------|--------|
| | | Workforce | | | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | Turnover Rate | | |
| | | All Employees | Aboriginal Peoples | | | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | % | | | | | | | |
| 04 | Semi-Professionals & Technicians | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2017 | 1 | 1 | 100.0 | 1.2 | 0 | 1 | 8,333.3 | 5 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | 0 | 0.0 | 0 | 0 | 0 | 1400.0 |
| 05 | Supervisors | 2013 | 6 | 4 | 66.7 | 2.7 | 0 | 4 | 2,469.1 | | | | | | | | | | | | | | | | | |
| | 2017 | 1 | 0 | 0.0 | 2.7 | 0 | 0 | 0.0 | 1 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 1 | -1 | 28.6 | |
| 06 | Supervisors: Crafts & Trades | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--------------------------------------------|----------------------------------|----------------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|----------|
| | | Hires and Promotions | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Aboriginal Peoples | | | Aboriginal Peoples | | | | Aboriginal Peoples | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 04 | Semi-Professionals & Technicians | 2017 | 5 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2020 | 5 | 0 | 0.0 | 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 | 0.0 | |
| | 2020 | 1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| 06 | Supervisors: Crafts & Trades | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |

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

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

Colliers Project Leaders Inc.

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|---------------|----------|----------|----------------------------|----------------------------|-----------------------|----------------------------|-----------------------|----------|-----------------------|----------------------------|----------------------------|-----------------------|-----------------------|----------|----------------------------|----------------------------|-----------------------|-----------------------|----------|----------------------------|----------------------------|-----------------------|-----------------------|----------|------------------------------------------------|
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z |
| Data sources: | | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | $E \div D \times 100$ | Part 1: Workforce Analysis | $D \times G \div 100$ | $E - H$ | $E \div H \times 100$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $L \div K \times 100$ | $K \times G \div 100$ | $L - N$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $Q \div P \times 100$ | $P \times F \div 100$ | $Q - S$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V \div U \times 100$ | $U \times F \div 100$ | $V - X$ | $U \div ((DYear1 + DYear2) \div 2) \times 100$ |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|--------------------------------------------|-----------------------------------|--------------------|--------------------|--------------|-----|-----------|---|--------|---------------|--------------------|-----|--------------------|---------------|--------------------|---|------------|---------------|--------------------|----|--------------|----------|------------|---|---------------|------|--|
| | | Workforce | | | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | Turnover Rate | | |
| | | All Employees | Aboriginal Peoples | | | | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | | | | |
| 07 | Administrative & Senior Clerical | 2013 | 19 | 0 | 0.0 | 1.8 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2017 | 18 | 1 | 5.6 | 2.8 | 1 | 0 | 198.4 | 12 | 1 | 8.3 | 0 | 1 | 2 | 1 | 50.0 | 0 | 1 | 12 | 0 | 0.0 | 0 | 0 | 0 | 64.9 | |
| 08 | Skilled Sales & Service Personnel | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | |
| 09 | Skilled Crafts & Trades Workers | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--------------------------------------------|-----------------------------------|----------------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|----------|
| | | Hires and Promotions | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Aboriginal Peoples | | | Aboriginal Peoples | | | | Aboriginal Peoples | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 07 | Administrative & Senior Clerical | 2017 | 14 | 2 | 14.3 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2020 | 14 | 2 | 14.3 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| 08 | Skilled Sales & Service Personnel | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| 09 | Skilled Crafts & Trades Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |

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

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

Colliers Project Leaders Inc.

42948

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z |
|---------------|---|----------------------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|---------|-----------------------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|------------------------------------------------|---|
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | $E \div D \times 100$ | Part 1: Workforce Analysis | $D \times G \div 100$ | $E - H$ | $E \div H \times 100$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $L \div K \times 100$ | $K \times G \div 100$ | $L - N$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $Q \div P \times 100$ | $P \times F \div 100$ | $Q - S$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V \div U \times 100$ | $U \times F \div 100$ | $V - X$ | $U \div ((DYear1 + DYear2) \div 2) \times 100$ | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | |
|--------------------------------------------|------|--------------------|--------------------|--------------|-----|-----------|---|--------|---------------|--------------------|-----|--------------------|---------------|--------------------|---|------------|---------------|--------------------|---|--------------|----------|------------|---|---------------|------|
| | | Workforce | | | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | Turnover Rate | |
| | | All Employees | Aboriginal Peoples | | | | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | % | | |
| 10 Clerical Personnel | 2013 | 12 | 0 | 0.0 | 2.5 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2017 | 16 | 0 | 0.0 | 2.8 | 0 | 0 | 0.0 | 9 | 0 | 0.0 | 0 | 0 | 0 | 3 | 0 | 0.0 | 0 | 0 | 7 | 0 | 0.0 | 0 | 0 | 50.0 |
| 11 Intermediate Sales & Service Personnel | 2013 | 5 | 0 | 0.0 | 1.8 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 |
| 12 Semi-Skilled Manual Workers | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--------------------------------------------|------|----------------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|----------|
| | | Hires and Promotions | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Aboriginal Peoples | | | Aboriginal Peoples | | | | Aboriginal Peoples | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 10 Clerical Personnel | 2017 | 12 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 12 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| 11 Intermediate Sales & Service Personnel | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| 12 Semi-Skilled Manual Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |

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

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

Colliers Project Leaders Inc.

42948

| | | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------|----------------------------|----------------------------|-------------|----------------------------|-------------|----------|-------------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|-----------------------------------|----------|----------|
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | 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 | | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|--------------------------------------------|------|--------------------|--------------------|--------------|-----|-----------|---|--------|---------------|--------------------|-----|--------------------|---------------|--------------------|---|------------|---------------|--------------------|-----|--------------|----------|------------|---|---------------|---|------|-----|
| | | Workforce | | | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | Turnover Rate | | | |
| | | All Employees | Aboriginal Peoples | | | | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | | | | | |
| 13 Other Sales & Service Personnel | 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 |
| | 2017 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0 | |
| 14 Other Manual Workers | 2013 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0 | |
| Total | 2013 | 269 | 1 | 0.4 | 0 | 1 | 0 | 0.0 | | | | | | | | | | | | | | | | | | | |
| | 2017 | 391 | 3 | 0.8 | 0 | 3 | 0 | 0.0 | 162 | 2 | 1.2 | 0 | 2 | 38 | 2 | 5.3 | 0 | 2 | 111 | 0 | 0.0 | 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 |
|---------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--------------------------------------------|------|----------------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|----------|
| | | Hires and Promotions | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Aboriginal Peoples | | | Aboriginal Peoples | | | | Aboriginal Peoples | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 13 Other Sales & Service Personnel | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| 14 Other Manual Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 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 | | |
| | 2020 | 200 | 4 | 2.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |

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

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Colliers Project Leaders Inc.

42948

| | | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------|----------|----------------------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|----------|-----------------------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|------------------------------------------------|----------|
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z |
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | $E \div D \times 100$ | Part 1: Workforce Analysis | $D \times G \div 100$ | $E - H$ | $E \div H \times 100$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $L \div K \times 100$ | $K \times G \div 100$ | $L - N$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $Q \div P \times 100$ | $P \times F \div 100$ | $Q - S$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V \div U \times 100$ | $U \times F \div 100$ | $V - X$ | $U \div ((DYear1 + DYear2) \div 2) \times 100$ | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|--------------------------------------------|------|--------------------|---------------------------|--------------|-----|-----------|---------------|---------------------------|----------|--------------------|---------------|---------------------------|----------|------------|---------------|---------------------------|----------|--------------|----|---------------|-----|---|---|------|--|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | |
| | | All Employees | Persons with Disabilities | | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | | Turnover Rate | | | | | |
| | | # | Representation | Availability | Gap | EE Result | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | % | # | % | # | % | |
| 01 & 02 Managers | 2013 | 202 | 5 | 2.5 | 3.2 | 6 | -1 | 77.4 | | | | | | | | | | | | | | | | | |
| | 2017 | 326 | 6 | 1.8 | 4.3 | 14 | -8 | 42.8 | 112 | 3 | 2.7 | 5 | -2 | 32 | 1 | 3.1 | 1 | 0 | 66 | 3 | 4.5 | 2 | 1 | 25.0 | |
| 03 Professionals | 2013 | 25 | 0 | 0.0 | 4.5 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2017 | 29 | 0 | 0.0 | 3.8 | 1 | -1 | 0.0 | 23 | 0 | 0.0 | 1 | -1 | 1 | 0 | 0.0 | 0 | 0 | 18 | 0 | 0.0 | 0 | 0 | 66.7 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--------------------------------------------|------|----------------------|---------------------------|------|---------------------|---------------------------|---------------------|-------|---------------------|---------------------------|---------------------|------|---------------------|----------|
| | | Hires and Promotions | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Persons with Disabilities | | | Persons with Disabilities | | | | Persons with Disabilities | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 01 & 02 Managers | 2017 | 144 | 4 | 2.8 | 4 | 100.0 | 2.0 | 138.9 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 144 | 4 | 2.8 | 16 | 25.0 | 5.0 | 55.6 | 10 | 40.0 | 5.0 | 55.6 | | |
| 03 Professionals | 2017 | 24 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 24 | 0 | 0.0 | 1 | 0.0 | 4.0 | 0.0 | 1 | 0.0 | 4.0 | 0.0 | | |

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Colliers Project Leaders Inc.

42948

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|---------------|----------|----------------------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|----------|-----------------------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|------------------------------------------------|----------|
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z |
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | $E \div D \times 100$ | Part 1: Workforce Analysis | $D \times G \div 100$ | $E - H$ | $E \div H \times 100$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $L \div K \times 100$ | $K \times G \div 100$ | $L - N$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $Q \div P \times 100$ | $P \times F \div 100$ | $Q - S$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V \div U \times 100$ | $U \times F \div 100$ | $V - X$ | $U \div ((DYear1 + DYear2) \div 2) \times 100$ | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|--------------------------------------------|----------------------------------|--------------------|---------------------------|--------------|-----|-----------|--------|---------------|---------------------------|--------|----------|--------------------|---------------------------|----------|------------|---------------|---------------------------|------------|---|--------------|---|---|---|---------------|---|---|--------|
| | | Workforce | | | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | Turnover Rate | | | |
| | | All Employees | Persons with Disabilities | | | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | | | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | | | | | | | | | |
| 04 | Semi-Professionals & Technicians | 2013 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | | 2017 | 1 | 0 | 0.0 | 4.6 | 0 | 0 | 0.0 | 5 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1400.0 |
| 05 | Supervisors | 2013 | 6 | 0 | 0.0 | 9.5 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | | | |
| | | 2017 | 1 | 0 | 0.0 | 13.9 | 0 | 0 | 0.0 | 1 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 28.6 |
| 06 | Supervisors: Crafts & Trades | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0 |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--------------------------------------------|----------------------------------|----------------------|---------------------------|------|---------------------|---------------------------|---------------------|------|---------------------|---------------------------|---------------------|------|---------------------|----------|
| | | Hires and Promotions | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Persons with Disabilities | | | Persons with Disabilities | | | | Persons with Disabilities | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 04 | Semi-Professionals & Technicians | 2017 | 5 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | | 2020 | 5 | 0 | 0.0 | 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 | 0.0 | |
| | | 2020 | 1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| 06 | Supervisors: Crafts & Trades | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |

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| Federal Contractors Program Achievement Table |
| Part 6: Results - Persons with Disabilities |
| Colliers Project Leaders Inc. |
| 42948 |

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Colliers Project Leaders Inc.

42948

| | | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------|----------|----------------------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|----------|-----------------------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|------------------------------------------------|----------|
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z |
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | $E \div D \times 100$ | Part 1: Workforce Analysis | $D \times G \div 100$ | $E - H$ | $E \div H \times 100$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $L \div K \times 100$ | $K \times G \div 100$ | $L - N$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $Q \div P \times 100$ | $P \times F \div 100$ | $Q - S$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V \div U \times 100$ | $U \times F \div 100$ | $V - X$ | $U \div ((DYear1 + DYear2) \div 2) \times 100$ | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | | |
|--------------------------------------------|-----------------------------------|--------------------|---------------------------|--------------|-----|-----------|---------------|---------------------------|------------|--------|--------------------|---------------------------|--------|----------|---------------|---------------------------|----------|------------|--------------|---|----|---|-----|---------------|---|---|-----|
| | | Workforce | | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | Turnover Rate | | | |
| | | All Employees | Persons with Disabilities | | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | | | | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | | | | | | | | | |
| 07 | Administrative & Senior Clerical | 2013 | 19 | 0 | 0.0 | 2.6 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | | 2017 | 18 | 0 | 0.0 | 3.4 | 1 | -1 | 0.0 | 12 | 0 | 0.0 | 0 | 0 | 0 | 2 | 0 | 0.0 | 0 | 0 | 12 | 0 | 0.0 | 0 | 0 | 0 | 0 |
| 08 | Skilled Sales & Service Personnel | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 |
| 09 | Skilled Crafts & Trades Workers | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | Goals | | | | | | | | | | Comments |
|--------------------------------------------|-----------------------------------|----------------------|---------------------------|---------------------------|------|---------------------|------|---------------------------|------|---------------------|-----|-----|-----|----------|
| | | Hires and Promotions | | Short-term Goals | | | | Long-term Goals | | | | | | |
| | | All Employees | Persons with Disabilities | Persons with Disabilities | | | | Persons with Disabilities | | | | | | |
| | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | |
| 07 | Administrative & Senior Clerical | 2017 | 14 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | | 2020 | 14 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| 08 | Skilled Sales & Service Personnel | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| 09 | Skilled Crafts & Trades Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |

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| Federal Contractors Program Achievement Table |
| Part 6: Results - Persons with Disabilities |
| Colliers Project Leaders Inc. |
| 42948 |

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Colliers Project Leaders Inc.

42948

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z |
|---------------|---|----------------------------|----------------------------|-----------------------|----------------------------|-----------------------|---------|-----------------------|----------------------------|----------------------------|-----------------------|-----------------------|---------|----------------------------|----------------------------|-----------------------|-----------------------|---------|----------------------------|----------------------------|-----------------------|-----------------------|---------|------------------------------------------------|---|
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | $E \div D \times 100$ | Part 1: Workforce Analysis | $D \times G \div 100$ | $E - H$ | $E \div H \times 100$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $L \div K \times 100$ | $K \times G \div 100$ | $L - N$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $Q \div P \times 100$ | $P \times F \div 100$ | $Q - S$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V \div U \times 100$ | $U \times F \div 100$ | $V - X$ | $U \div ((DYear1 + DYear2) \div 2) \times 100$ | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | | | |
|--------------------------------------------|------|--------------------|---------------------------|--------------|-----|---------------------------|--------|----------|------------|--------------------|---------------------------|------------|--------|---------------|---------------------------|--------|----------|---------------|---------------------------|---|-----|---|---|---------------|---|------|--|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | Turnover Rate | | | |
| | | All Employees | Persons with Disabilities | | | Persons with Disabilities | | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | | | | | | | | | |
| # | # | % | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | | | | | | | | | | |
| 10 Clerical Personnel | 2013 | 12 | 0 | 0.0 | 4.4 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | | | | |
| | 2017 | 16 | 0 | 0.0 | 7.0 | 1 | -1 | 0.0 | 9 | 0 | 0.0 | 1 | -1 | 3 | 0 | 0.0 | 0 | 0 | 7 | 0 | 0.0 | 0 | 0 | 0 | 0 | 50.0 | |
| 11 Intermediate Sales & Service Personnel | 2013 | 5 | 0 | 0.0 | 5.3 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | |
| 12 Semi-Skilled Manual Workers | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | Goals | | | | | | | | Comments | |
|--------------------------------------------|------|----------------------|---------------------------|---------------------------|------|---------------------|------|---------------------------|------|---------------------|------|----------|--|
| | | Hires and Promotions | | Short-term Goals | | | | Long-term Goals | | | | | |
| | | All Employees | Persons with Disabilities | Persons with Disabilities | | | | Persons with Disabilities | | | | | |
| | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | |
| # | # | % | # | % | % | % | # | # | % | # | | | |
| 10 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 | |
| 11 Intermediate Sales & Service Personnel | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| 12 Semi-Skilled Manual Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |

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| Federal Contractors Program Achievement Table |
| Part 6: Results - Persons with Disabilities |
| Colliers Project Leaders Inc. |
| 42948 |

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Colliers Project Leaders Inc.

42948

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z |
|---------------|---|----------------------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|---------|-----------------------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|------------------------------------------------|---|
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | $E \div D \times 100$ | Part 1: Workforce Analysis | $D \times G \div 100$ | $E - H$ | $E \div H \times 100$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $L \div K \times 100$ | $K \times G \div 100$ | $L - N$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $Q \div P \times 100$ | $P \times F \div 100$ | $Q - S$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V \div U \times 100$ | $U \times F \div 100$ | $V - X$ | $U \div ((DYear1 + DYear2) \div 2) \times 100$ | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | | |
|--------------------------------------------|------|--------------------|---------------------------|--------------|-----|-----------|---------------|---------------------------|------------|--------------------|---------------|---------------------------|--------|------------|---------------|---------------------------|----------|--------------|-----|---|---------------|---|-----|------|---|-----|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | | |
| | | All Employees | Persons with Disabilities | | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | | | Turnover Rate | | | | | |
| | | # | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | # | | | | | | | |
| 13 Other Sales & Service Personnel | 2013 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 |
| 14 Other Manual Workers | 2013 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 |
| Total | 2013 | 269 | 5 | 1.9 | 0.0 | 0 | 5 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2017 | 391 | 6 | 1.5 | 0.0 | 0 | 6 | 0.0 | 162 | 3 | 1.9 | 0 | 3 | 38 | 1 | 2.6 | 1 | 0 | 111 | 3 | 2.7 | 2 | 1 | 33.6 | | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | Goals | | | | | | | | Comments | |
|--------------------------------------------|------|----------------------|---------------------------|---------------------------|------|---------------------|------|---------------------------|------|---------------------|-----|----------|--|
| | | Hires and Promotions | | Short-term Goals | | | | Long-term Goals | | | | | |
| | | All Employees | Persons with Disabilities | Persons with Disabilities | | | | Persons with Disabilities | | | | | |
| | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | |
| 13 Other Sales & Service Personnel | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| 14 Other Manual Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 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 | |
| | 2020 | 200 | 4 | 2.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |

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| Federal Contractors Program Achievement Table |
| Part 6: Results - Persons with Disabilities |
| Colliers Project Leaders Inc. |
| 42948 |

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

Colliers Project Leaders Inc.

42948

| | | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------|----------|----------------------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|----------|-----------------------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|------------------------------------------------|----------|
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z |
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | $E \div D \times 100$ | Part 1: Workforce Analysis | $D \times G \div 100$ | $E - H$ | $E \div H \times 100$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $L \div K \times 100$ | $K \times G \div 100$ | $L - N$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $Q \div P \times 100$ | $P \times F \div 100$ | $Q - S$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V \div U \times 100$ | $U \times F \div 100$ | $V - X$ | $U \div ((DYear1 + DYear2) \div 2) \times 100$ | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|--------------------------------------------|------|--------------------|--------------------|------|--------------|----|-----|-----------|---------------|--------------------|------|--------------------|---------------|--------------------|---|------------|---------------|--------------------|----|--------------|------------|----|---|---------------|----------|------------|
| | | Workforce | | | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | Turnover Rate | | |
| | | All Employees | Visible Minorities | | | | Gap | EE Result | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | | | | | | |
| | | # | # | % | Availability | % | # | % | # | # | % | Expected | Difference | # | % | Expected | Difference | # | % | Expected | Difference | # | % | | Expected | Difference |
| 01 Senior Managers | 2013 | 10 | 1 | 10.0 | 8.7 | 1 | 0 | 114.9 | | | | | | | | | | | | | | | | | | |
| | 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 & Other Managers | 2013 | 192 | 37 | 19.3 | 14.0 | 27 | 10 | 137.6 | | | | | | | | | | | | | | | | | | |
| | 2017 | 310 | 60 | 19.4 | 15.0 | 47 | 14 | 129.0 | 108 | 27 | 25.0 | 16 | 11 | 30 | 8 | 26.7 | 6 | 2 | 64 | 15 | 23.4 | 12 | 3 | 25.5 | | |
| 03 Professionals | 2013 | 25 | 4 | 16.0 | 18.8 | 5 | -1 | 85.1 | | | | | | | | | | | | | | | | | | |
| | 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 | | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--------------------------------------------|------|----------------------|--------------------|------|--------|--------------------|---------------------|-------|---------------------|--------------------|---------------------|------|---------------------|----------|
| | | Hires and Promotions | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Visible Minorities | | | Visible Minorities | | | | Visible Minorities | | | | |
| | | # | # | % | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 01 Senior Managers | 2017 | 6 | 1 | 16.7 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 6 | 1 | 16.7 | 1 | 100.0 | 15.0 | 111.1 | 3 | 33.3 | 25.0 | 66.7 | | |
| 02 Middle & Other Managers | 2017 | 138 | 35 | 25.4 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 138 | 35 | 25.4 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| 03 Professionals | 2017 | 24 | 12 | 50.0 | 4 | 300.0 | 20.0 | 250.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 24 | 12 | 50.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |

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

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

Colliers Project Leaders Inc.

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|---------------|----------------------------|----------------------------|-------------|----------------------------|-------------|----------|-------------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|-----------------------------------|----------|----------|
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | 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 | | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|--------------------------------------------|------|--------------------|--------------------|--------------|------|-----------|----|---------------|--------------------|------------|---|--------------------|--------------------|------------|---|---------------|--------------------|------------|---|--------------|---|------|---|---------------|--------|--|
| | | Workforce | | | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | Turnover Rate | | |
| | | All Employees | Visible Minorities | | | | | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | | | | | | | | |
| # | % | % | # | % | # | % | % | # | % | % | % | # | % | % | # | % | | | | | | | | | | |
| 04 Semi-Professionals & Technicians | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2017 | 1 | 0 | 0.0 | 19.6 | 0 | 0 | 0.0 | | 5 | 1 | 20.0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | 2 | 28.6 | 0 | 2 | 1400.0 | |
| 05 Supervisors | 2013 | 6 | 0 | 0.0 | 9.8 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2017 | 1 | 0 | 0.0 | 14.7 | 0 | 0 | 0.0 | | 1 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 | 28.6 | |
| 06 Supervisors: Crafts & Trades | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--------------------------------------------|------|----------------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|----------|
| | | Hires and Promotions | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Visible Minorities | | | Visible Minorities | | | | Visible Minorities | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | % | % | % | % | % | % | % | % | % | % | | | |
| 04 Semi-Professionals & Technicians | 2017 | 5 | 1 | 20.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 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 | 0.0 | | |
| | 2020 | 1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| 06 Supervisors: Crafts & Trades | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |

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

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

Colliers Project Leaders Inc.

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|---------------|----------|----------------------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|----------|-----------------------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|----------------------------------|----------------------------------|-----------------------|-----------------------|----------|------------------------------------------------|----------|
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z |
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | $E \div D \times 100$ | Part 1: Workforce Analysis | $D \times G \div 100$ | $E - H$ | $E \div H \times 100$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $L \div K \times 100$ | $K \times G \div 100$ | $L - N$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $Q \div P \times 100$ | $P \times F \div 100$ | $Q - S$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V \div U \times 100$ | $U \times F \div 100$ | $V - X$ | $U \div ((DYear1 + DYear2) \div 2) \times 100$ | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|--------------------------------------------|-----------------------------------|--------------------|--------------------|--------------|------|------|---|----|-----------|---------------|--------------------|--------------------|------------|---------------|--------------------|------------|------------|---------------|--------------------|--------------|------------|---|--------|----------|---------------|------------|
| | | Workforce | | | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | Turnover Rate | |
| | | All Employees | Visible Minorities | | | | | | EE Result | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | | | | | |
| | | # | Representation | Availability | Gap | # | % | % | % | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | | Difference |
| 07 | Administrative & Senior Clerical | 2013 | 19 | 2 | 10.5 | 14.2 | 3 | -1 | 74.1 | | | | | | | | | | | | | | | | | |
| | | 2017 | 18 | 1 | 5.6 | 10.7 | 2 | -1 | 51.9 | 12 | 1 | 8.3 | 1 | 0 | 2 | 0 | 0.0 | 0 | 0 | 0 | 12 | 3 | 25.0 | 1 | 2 | 64.9 |
| 08 | Skilled Sales & Service Personnel | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 |
| 09 | Skilled Crafts & Trades Workers | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--------------------------------------------|-----------------------------------|----------------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|----------|
| | | Hires and Promotions | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Visible Minorities | | | Visible Minorities | | | | Visible Minorities | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 07 | Administrative & Senior Clerical | 2017 | 14 | 1 | 7.1 | 5 | 20.0 | 30.0 | 23.8 | 0 | 0.0 | 0.0 | 0.0 | |
| | | 2020 | 14 | 1 | 7.1 | 2 | 50.0 | 15.0 | 47.6 | 3 | 33.3 | 20.0 | 35.7 | |
| 08 | Skilled Sales & Service Personnel | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| 09 | Skilled Crafts & Trades Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |

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

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

Colliers Project Leaders Inc.

42948

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z |
|---------------|---|----------------------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|---------|-----------------------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|------------------------------------------------|---|
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | $E \div D \times 100$ | Part 1: Workforce Analysis | $D \times G \div 100$ | $E - H$ | $E \div H \times 100$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $L \div K \times 100$ | $K \times G \div 100$ | $L - N$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $Q \div P \times 100$ | $P \times F \div 100$ | $Q - S$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V \div U \times 100$ | $U \times F \div 100$ | $V - X$ | $U \div ((DYear1 + DYear2) \div 2) \times 100$ | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|--------------------------------------------|------|--------------------|--------------------|--------------|------|-----------|--------|----------|------------|--------|---------------|--------------------|--------|----------|---------------|--------------------|----------|------------|---------------|--------------------|------------|------|---|---------------|------|--|
| | | Workforce | | | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | Turnover Rate | | |
| | | All Employees | Visible Minorities | | | | | | | | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | | | | | |
| 10 Clerical Personnel | 2013 | 12 | 4 | 33.3 | 12.7 | 2 | 2 | 262.5 | | | | | | | | | | | | | | | | | | |
| | 2017 | 16 | 5 | 31.3 | 14.7 | 2 | 3 | 212.6 | 9 | 3 | 33.3 | 1 | 2 | | 3 | 2 | 66.7 | 1 | 1 | 7 | 2 | 28.6 | 2 | 0 | 50.0 | |
| 11 Intermediate Sales & Service Personnel | 2013 | 5 | 0 | 0.0 | 25.3 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | |
| 12 Semi-Skilled Manual Workers | 2013 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--------------------------------------------|------|----------------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|----------|
| | | Hires and Promotions | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Visible Minorities | | | Visible Minorities | | | | Visible Minorities | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 10 Clerical Personnel | 2017 | 12 | 5 | 41.7 | 0 | 0.0 | 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 Intermediate Sales & Service Personnel | 2017 | 0 | 0 | 0.0 | 1 | 0.0 | 20.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| 12 Semi-Skilled Manual Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |

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

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

Colliers Project Leaders Inc.

42948

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z |
|---------------|---|----------------------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|---------|-----------------------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|----------------------------------|----------------------------------|-----------------------|-----------------------|---------|------------------------------------------------|---|
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | $E \div D \times 100$ | Part 1: Workforce Analysis | $D \times G \div 100$ | $E - H$ | $E \div H \times 100$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $L \div K \times 100$ | $K \times G \div 100$ | $L - N$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $Q \div P \times 100$ | $P \times F \div 100$ | $Q - S$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V \div U \times 100$ | $U \times F \div 100$ | $V - X$ | $U \div ((DYear1 + DYear2) \div 2) \times 100$ | |

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|--------------------------------------------|------|--------------------|--------------------|--------------|-----|-----------|----|--------|----------|--------------------|--------------------|--------|----------|---------------|--------------------|--------|----------|---------------|--------------------|--------|----------|---------------|-----|------|-----|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | |
| | | All Employees | Visible Minorities | | | | | | | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | Turnover Rate | | | |
| | | # | Representation | Availability | Gap | EE Result | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | % | | |
| 13 Other Sales & Service Personnel | 2013 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0.0 |
| 14 Other Manual Workers | 2013 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0.0 |
| Total | 2013 | 269 | 48 | 17.8 | 0.0 | 0 | 48 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2017 | 391 | 80 | 20.5 | 0.0 | 0 | 80 | 0.0 | 162 | 43 | 26.5 | 0 | 43 | 38 | 12 | 31.6 | 7 | 5 | 111 | 26 | 23.4 | 20 | 6 | 33.6 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--------------------------------------------|------|----------------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|----------|
| | | Hires and Promotions | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Visible Minorities | | | Visible Minorities | | | | Visible Minorities | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 13 Other Sales & Service Personnel | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| 14 Other Manual Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| Total | 2017 | 200 | 55 | 27.5 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 200 | 55 | 27.5 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |

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|--------------------------------------------------------|
| 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 | M | N | O | P | Q | R |
|---|------------------------------------|------------|-----------|------------|-----------|-------|------------------------------------|-----------------|-----------|-----------------|-------|------------|------------------------------------|------------------------------------|---------------------------|-------|-----------------------|
| | Data entry from Workforce Analysis | Date entry | B x C x 3 | Data entry | B x E x 3 | D + F | Data entry from Workforce Analysis | Equivalent to E | H x I x 3 | (D x N) - O + J | G x M | Data entry | Data entry from Workforce Analysis | Data entry from Workforce Analysis | (H - J + L) - (B + D) x N | H + B | (H - J + L) + (B + D) |

| Employment Equity Occupational Group (EEOG) | All Employees 2017-08-01 | Growth (New Positions) | | Turnover (Replacement of Terminated Employees) | | Anticipated Hires Over 3 Years | WOMEN | | | | | | | | | | |
|---------------------------------------------|--------------------------|------------------------|--------------|------------------------------------------------|--------------|--------------------------------|--------|------------------------------------------------|----------|----------------|------------------------|-------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | | Annually | Over 3 Years | Annually | Over 3 Years | | Number | Turnover (Replacement of Terminated Employees) | | Hires Required | 3 Year Goals 2018-2021 | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | # | % | # | % | | # | % | Annually | | Over 3 Years | # | | | | | |
| Senior Managers | 16 | 10.0% | 5 | 5.0% | 2 | 7 | 2 | 5.0% | 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% | 6 | 14 | 14 | 50.0% | 49.1% | -1 | -1 | 44.8% | 47.7% |
| Semi-Professionals & Technicians | | | 0 | | 0 | 0 | | 0.0% | 0 | 0 | 0 | | 78.6% | 0 | 0 | #DIV/0! | #DIV/0! |
| Supervisors | 1 | 10.0% | 0 | 10.0% | 0 | 0 | 0 | 10.0% | 0 | 1 | 0 | 55.0% | 50.7% | -1 | -1 | 0.0% | 0.0% |
| Supervisors: Crafts & Trades | | | 0 | | 0 | 0 | | 0.0% | 0 | 0 | 0 | | | | 0 | #DIV/0! | #DIV/0! |
| Administrative & Senior Clerical Personnel | 18 | 10.0% | 5 | 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 | 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 | -1 | 0 | | 65.8% | 1 | 0 | #DIV/0! | #DIV/0! |
| Intermediate 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! |
| Other Manual Workers | | | 0 | | 0 | 0 | | 0.0% | 0 | 0 | 0 | | | | 0 | #DIV/0! | #DIV/0! |

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

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

| Employment Equity Occupational Group (EEOG) | All Employees 2017-08-01 | Growth (New Positions) | | Turnover (Replacement of Terminated Employees) | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | Hires Required | ABORIGINAL PEOPLES 3 Year Goals 2018-2021 | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
|---------------------------------------------|--------------------------|------------------------|--------------|------------------------------------------------|--------------|--------------------------------|--------|------------------------------------------------|--------------|----------------|-------------------------------------------|------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | | Annually | Over 3 Years | Annually | Over 3 Years | | | Annually | Over 3 Years | | # | % | | | | | |
| Senior Managers | | | | | | | | | | | | | | | | | |
| Middle & Other Managers | 310 | 17.0% | 0 | 15.0% | 140 | 298 | 3 | 0.0% | 0 | 8 | 0 | 5.0% | 2.9% | 0 | 0 | 1.0% | 3.6% |
| Professionals | | | | | | | | | | | | | | | | | |
| Semi-Professionals & Technicians | | | | | | | | | | | | | | | | | |
| Supervisors | | | | | | | | | | | | | | | | | |
| Administrative & Senior Clerical Personnel | | | | | | | | | | | | | | | | | |
| Administrative & Senior Clerical Personnel | | | | | | | | | | | | | | | | | |
| Skilled Sales & Service Personnel | | | | | | | | | | | | | | | | | |
| Skilled Crafts & Trades Workers | | | | | | | | | | | | | | | | | |
| Clerical Personnel | | | | | | | | | | | | | | | | | |
| Intermediate Sales & Service Personnel | | | | | | | | | | | | | | | | | |
| Semi-Skilled Manual Workers | | | | | | | | | | | | | | | | | |
| Other Sales & Service Personnel | | | | | | | | | | | | | | | | | |
| Other Manual Workers | | | | | | | | | | | | | | | | | |

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 Colliers Project Leaders
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| A Employment Equity Occupational Group (EEOG) | B Data entry from from Workforce Analysis | C Date entry | D B x C x 3 | E Data entry | F B x E x 3 | G D + F | H Data entry from from Workforce Analysis | I Equivalent to E | J H x I x 3 | K (D x N) - O + J | L G x M | M Data entry | N Data entry from from Workforce Analysis | O Data entry from from Workforce Analysis | P (H - J + L) - ((B + D) x N) | Q H + B | R (H - J + L) ÷ (B + D) | PERSONS WITH DISABILITIES | | | | | | | | | | | | | | | | | | | |
|--------------------------------------------------|----------------------------------------------|-----------------|----------------|-----------------|----------------|------------|----------------------------------------------|----------------------|----------------|----------------------|------------|-----------------|----------------------------------------------|----------------------------------------------|----------------------------------|------------|----------------------------|---------------------------|------|------------------------|------|---------------------------------|------|------------------------------------------------|------|--------------------------------|------|--------|------|------------------------------------------------|------|----------------|------|----------------------|------|-------------|--|
| | | | | | | | | | | | | | | | | | | All Employees 2017-08-01 | | Growth (New Positions) | | Turnover (Terminated Employees) | | Turnover (Replacement of Terminated Employees) | | Anticipated Hires Over 3 Years | | Number | | Turnover (Replacement of Terminated Employees) | | Hires Required | | Present Availability | | Present Gap | |
| | # | % | # | % | # | % | # | % | # | # | # | % | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | | | | |
| Senior Managers | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Middle & Other Managers | 326 | 17.0% | 166 | 13.0% | 147 | 0 | 313 | 0 | 6 | 13.0% | 0 | 18 | 16 | 5.0% | 4.3% | -8 | 1.8% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | | |
| Professionals | 29 | 17.0% | 15 | 15.0% | 13 | 0 | 28 | 0 | 0 | 13.0% | 0 | 2 | 1 | 4.0% | 3.8% | -1 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | | |
| Senior-Professionals & Technicians | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Supervisors | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Administrative Crafts & Trades | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Administrative & Senior Clerical Personnel | 18 | 10.0% | 5 | 10.0% | 5 | 0 | 10 | 0 | 0 | 10.0% | 0 | 1 | 0 | 4.0% | 3.4% | -1 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | | |
| Skilled Crafts & Trades Workers | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Clerical Personnel | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Intermediate Sales & Service Personnel | 16 | 10.0% | 5 | 10.0% | 5 | 0 | 10 | 0 | 0 | 10.0% | 0 | 1 | 0 | 10.0% | 7.4% | -1 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | | |
| Senior-Skilled Manual Workers | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Other Sales & Service Personnel | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Other Manual Workers | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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

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

| Employment Equity Occupational Group (EEOG) | All Employees 2017-08-01 # | Growth (New Positions) | | Turnover (Replacement of Terminated Employees) | | Anticipated Hires Over 3 Years # | MEMBERS OF VISIBLE MINORITIES | | | | | | | | | | |
|---------------------------------------------------|-------------------------------------|------------------------|----------------------|---------------------------------------------------|----------------------|-------------------------------------------|-------------------------------|---------------------------------------------------|----------------------|------------------------|---------------------------|-------|------------------------------|------------------|--------------------|--------------------------------|------------------------------------------------|
| | | Annually % | Over 3 Years # | Annually % | Over 3 Years # | | Number # | Turnover (Replacement of Terminated Employees) | | Hires Required # | 3 Year Goals 2018-2021 | | Present Availability % | Present Gap # | Projected Gap # | Present Representation % | Projected Representation in 3 Years % |
| | | | | | | | | Annually % | Over 3 Years # | | # | % | | | | | |
| Senior Managers | 16 | 10.0% | 5 | 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% | 0 | -13 | 0 | | 15.0% | 13 | 0 | #DIV/0! | #DIV/0! |
| Professionals | | | 0 | | 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 | 0 | | 19.6% | 0 | 0 | #DIV/0! | #DIV/0! |
| Supervisors | | | 0 | | 0 | 0 | | 0.0% | 0 | 0 | 0 | | 14.7% | 0 | 0 | #DIV/0! | #DIV/0! |
| Supervisors: Crafts & Trades | | | 0 | | 0 | 0 | | 0.0% | 0 | 0 | 0 | | | 0 | 0 | #DIV/0! | #DIV/0! |
| Administrative & Senior Clerical Personnel | 18 | 10.0% | 5 | 10.0% | 5 | 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 | | | 0 | 0 | #DIV/0! | #DIV/0! |
| Skilled Crafts & Trades Workers | | | 0 | | 0 | 0 | | 0.0% | 0 | 0 | 0 | | | 0 | 0 | #DIV/0! | #DIV/0! |
| Clerical Personnel | | | 0 | | 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 | | | 0 | 0 | #DIV/0! | #DIV/0! |
| Semi-Skilled Manual Workers | | | 0 | | 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 | 0 | #DIV/0! | #DIV/0! |
| Other Manual Workers | | | 0 | | 0 | 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 |
| Alberta | 48 |
| 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
 Received: 2013/08/30
 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:

Yes 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 (104%) |
|----|-------------------------|-----------------|

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%) |
|----|-------------------------|--------------------|

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 in 2017.
- 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 Managers: 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 Managers: 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 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 Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of 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 under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

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!