



s.19(1)

s.24(1)

Labour Program  
Federal Contractors Program

## Agreement to Implement Employment Equity

New Agreement

Revised Agreement

ORGANIZATION	
Legal Name of Organization Ernst & Young LLP	Parent company is located outside Canada  <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) EY	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 541211	Total number of employees in Canada (Full-Time/Part-Time/Temporary)    4958  To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02l-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02l-eng.htm</a>

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.) Ernst & Young Tower, 222 Bay Street	City Toronto	Province Ontario	Postal Code M5K 1J7
	Telephone Number 416-864-1234	Fax Number 416-864-1174	

EMPLOYMENT EQUITY CONTACT	
Name (print) Fiona Macfarlane	Title Chief Inclusiveness Officer
Telephone Number 604-891-8282	E-mail Address Fiona.J.Macfarlane@ca.ey.com

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> <li>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</li> <li>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).</li> </ul> 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: <a href="http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml">http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml</a> <p><b>Important note:</b> If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.</p>

SIGNATORY	
<b>NOTE:</b> 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) Charles-Antoine St-Jean	Title Partner
Telephone Number 613-598-4302	E-mail Address Charles-Antoine.St-Jean@ca.ey.com
	Date 14/01/2015

TURN INSTRUCTIONS
<ul style="list-style-type: none"> <li>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@hrsdcc.gc.ca</li> </ul>



# Federal Contractors Program (FCP)

Contractors who are awarded an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) are required to implement employment equity, and if representation gaps exist, to make all reasonable efforts within the context of their specific organizational environment and structural needs to close the gaps. This obligation is on-going and not only subject to the period of a specific contract.

Contractors are required to conduct, develop and maintain:

- a. A survey of their workforce on the representation of the four designated groups using a self-identification questionnaire;
- b. A workforce analysis (WFA) that compares representation with requisite labour market availability by occupational groups; and
- c. Short-term and long-term numeric goals on closing gaps that have been identified where under-representation exists.

Contractors are required to submit to ESDC-Labour:

- a. One year after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes):
  - Self-identification questionnaire used to collect workforce information;
  - Initial WFA; and
  - Annual short-term numeric goals for a period of three years and long-term numeric goals where under-representation exists on closing gaps that have been identified.
- b. Four years after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter:
  - Updated WFA;
  - Updated annual short-term numeric goals for a period of three years and long term numeric goals where under-representation exists on closing gaps that have been identified; and
  - Completed Achievement Table.

ESDC-Labour will assess contractors on a risk-based basis, one year and four years after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter. Assessments are based on the achievement of representation results and measured against the requirements set out for the FCP.

Contractors found to be in non-compliance will be ineligible for future goods and services contracts, standing offer agreements, or supply agreements of any value with the federal government. In addition, contractors will be placed on a public list of non-compliant contractors. A finding of non-compliance may result in the termination of the contract.

For information on the detailed requirements as well as the framework and standards for assessment of results, please refer to the website: <http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml>

# Questions and Answers

## Subsidiary vs. Division/Branch

**Q1 Does the Agreement to Implement Employment Equity (Agreement) apply to the whole organization or only to the part carrying out the contract?**

A1 The signed Agreement applies to the whole organization named in the Agreement and its entire Canadian workforce including all of its components (divisions, branches, etc.), with the exception of subsidiary corporations.

**Division:** A division is part of the primary business, not separate, and the primary business is legally responsible for the obligations and debts of the division.

**Branch:** A branch is an office that is not located at/with the company's corporate headquarters but is part of the organization.

**Subsidiary:** A subsidiary is owned or controlled by another entity (a parent company), but it is a separate legal entity.

**Q2 If an organization that is not subject to the Federal Contractor Program (FCP) is taken over by (or merged with) an organization that is subject to the Program, does it become subject to the FCP as well?**

A2 An organization is subject to the FCP if it becomes part of the acquiring company. However, if the organization remains a subsidiary and still operates as a separate legal entity from the acquiring company, it does not become subject to the FCP.

For the purpose of the FCP, subsidiaries require a separate Agreement (and Agreement number) because they are separate legal entities. Divisions are part of an organization and are included as part of the whole organization.

**Q3 When should a new Agreement be completed and signed?**

A3 A new Agreement should be completed if the organization has undergone a change in its legal name.

## Employment Status

**Q1 Who is considered to be a permanent full-time employee under the FCP?**

A1 A permanent full-time employee is employed for an indeterminate period of time to work the standard number of hours on a regular basis as determined by the employer, depending on the occupational group to which the person belongs. The standard number of hours cannot be less than the usual number of hours worked by full-time employees in the same occupational group.

**Q2 Who is considered to be a permanent part-time employee under the FCP?**

A2 A permanent part-time employee is employed for an indeterminate period of time to work fewer than the standard number of hours on a regular basis as determined by the employer, depending on the occupational group to which the person belongs.

Generally, what is standard or usual for a group of employees is considered full-time; anything less is considered part-time. For example, in a case where the standard, usual way of working for the company is to work eight (8) hours per day for three (3) days per week, employees who fit this work pattern would be considered full-time, and employees who do not would be considered part-time.

**Q3 Who is considered to be a temporary employee under the FCP?**

- A3 A temporary employee is employed on a temporary basis for any number of hours within a fixed period or periods (start and end date) totalling 12 weeks or more during a calendar year. This does not include a person in full-time attendance at a secondary or post-secondary educational institution who is employed during a school break. Whether the hours are regular or irregular is not a factor to consider in determining temporary employment status.

The total number of weeks worked by temporary employees is calculated according to the cumulative number of weeks worked, not by the cumulative number of days. For example, an employee may be called to work two days one week, three days the following week and one day per week for ten other weeks during the calendar year. This employee would be considered a temporary employee for employment equity purposes.

The most significant distinction between temporary staff and permanent staff is job security, where permanence usually means employment for an indefinite duration. The duration of employment or the benefits received do not indicate employment status. Even if an employee is hired for a length of employment that is long term, the employee does not have permanent status if the duration of employment can be defined.

**Q4 How are students counted under the FCP?**

- A4 Students employed during a school break, even if this period exceeds 12 weeks, and who are returning to school, are not counted as employees for employment equity purposes.

Co-operative education (Co-op) students working during the summer period are not considered to be on a school break since this work experience forms part of their education. Co-op students who work more than 12 weeks during their work placements should be reported as temporary employees. In addition, students working on a permanent part-time basis throughout the year are counted provided they worked 12 weeks or more.

**Q5 How are casual or other employees counted under the FCP?**

- A5 Casual employees are employed to work less than 12 weeks during a calendar year and whose contracts have designated start and end dates.

Other employees are those who are on unpaid leave (often temporary lay-off or long-term leave) but who otherwise fulfil the definitions of permanent full-time, permanent part-time or temporary employees and maintain the right to return to work.





## APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

### *Federal Contractors Program*

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

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I, the undersigned, on behalf of (legal name of organization) **Ernst & Young LLP** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **060188**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) 16/02/2018 for the following reason(s):

(Please describe) **The due date of the secondary compliance assessment fell during a particularly busy period for our firm. As such, we request that the revised submission deadline fall outside of this period so that we can devote sufficient time and resources to successfully and fully complete our submission.**

4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: **Michael Bennett**

Position Title: **Senior Inclusiveness Coordinator**

Email address: **michael.bennett@ca.ey.com**

Telephone number: **416-943-4547**

Business address: **100 Adelaide Street West, Toronto, Ontario, M4H**

Signature





Employment and  
Social Development Canada

Emploi et  
Développement social Canada

Date: 15/12/2017

**From:** Yakibonge, Maurice [NC]

**Sent:** December 18, 2017 8:10 AM

**To:** 'Michael.Bennett@ca.ey.com' <Michael.Bennett@ca.ey.com>

**Cc:** 'jeannine.pereira@ca.ey.com' <jeannine.pereira@ca.ey.com>; Normandin, Ward W [NC]  
<ward.normandin@labour-travail.gc.ca>

**Subject:** Extension to Submit Federal Contractors Program Compliance Assessment Information

Good morning,

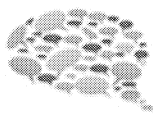
You have requested an extension to submit your organization's information for the compliance assessment under the Federal Contractors Program beyond the initial deadline set by the Labour Program of Employment and Social Development Canada.

As requested, we hereby grant you an extension **until February 16, 2018**.

Should you have any questions regarding your compliance assessment, do not hesitate to contact us at: [ee-eme@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca).

Maurice Yakibonge

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



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

**From:** Michael Bennett <Michael.Bennett@ca.ey.com>  
**Sent:** December 18, 2017 2:51 PM  
**To:** Normandin, Ward W [NC] <ward.normandin@labour-travail.gc.ca>  
**Cc:** EE-EME <ee-eme@hrsdcc-rhdcc.gc.ca>  
**Subject:** RE: Extension to Submit Federal Contractors Program Compliance Assessment Information

Hi Ward,

Please find attached a signed version of the extension request. Let me know if there are any issues.  
Thanks!

Regards,

Michael



**Michael Bennett, CHRP** | Senior Inclusiveness Coordinator | Canada's Talent Team  
I support inclusion

Ernst & Young LLP  
EY Tower, 100 Adelaide Street West, PO Box 1 Toronto, ON M5H 0B3  
Office: 416-943-4547 | [Michael.Bennett@ca.ey.com](mailto:Michael.Bennett@ca.ey.com)  
EY/Comm: 1662367  
Website: <http://www.ey.com>  
Visit [ey.com/differencesmatter](http://ey.com/differencesmatter) to find out how diverse and inclusive teams make the working world better.

**From:** [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) [<mailto:ward.normandin@labour-travail.gc.ca>]  
**Sent:** Monday, December 18, 2017 8:26 AM  
**To:** Michael Bennett <Michael.Bennett@ca.ey.com>  
**Subject:** RE: Extension to Submit Federal Contractors Program Compliance Assessment Information

Hi Michael,

Good morning. I hope you had a good weekend!

My manager has approved your request. However, he asked that I ensure that when you submit the signed version, you provide more detailed explanations for the reason for the extension request.

If you have any questions, please do not hesitate to contact me.

Kind regards,

Ward

Ward Normandin

Agent de programmes, Programme du travail

Emploi et Développement social Canada / Gouvernement du Canada

[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tél. : 819-654-4334

Program Officer, Labour Program

Employment and Social Development Canada / Government of Canada

[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tel. : 819-654-4334



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

**From:** Yakibonge, Maurice [NC]

**Sent:** 2017-12-18 8:10 AM

**To:** 'Michael.Bennett@ca.ey.com'

**Cc:** 'jeannine.pereira@ca.ey.com'; Normandin, Ward W [NC]

**Subject:** Extension to Submit Federal Contractors Program Compliance Assessment Information

Good morning,

You have requested an extension to submit your organization's information for the compliance assessment under the Federal Contractors Program beyond the initial deadline set by the Labour Program of Employment and Social Development Canada.

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Maurice Yakibonge

Acting Manager, Program Operations, Workplace Equity, Labour Program

Employment and Social Development Canada / Government of Canada

[maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca) / Tel: 819-654-6099



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

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

Reporting Period 2016-02-26 to 2018-01-04

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	2545	37	0	2582	Calgary	431	10	0	441
Québec	791	29	0	820	Edmonton	128	2	0	130
Nova Scotia	99	0	0	99	Halifax	99	0	0	99
New Brunswick	87	3	0	90	Montréal	713	26	0	739
Manitoba	85	1	0	86	Toronto	2184	29	0	2213
British Columbia	380	7	0	387	Vancouver	380	7	0	387
Saskatchewan	113	3	0	116	Winnipeg	85	1	0	86
Alberta	559	12	0	571	St. John's	41	1	0	42
Newfoundland and Labrador	41	1	0	42	Moncton	31	3	0	34
Total Employees in Canada				4793	Saint John	39	0	0	39
					Québec	78	3	0	81
					Ottawa - Gatineau	160	2	0	162
					Kitchener - Cambridge - Waterloo	116	4	0	120
					London	85	2	0	87
					Saskatoon	113	3	0	116
					N.B. less CMA	17	0	0	17



Ernst & Young LLP (certificate # 060188)

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

Reporting Period 2016-02-26 to 2018-01-04

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Total Employees in Canada ▶

4793





Ernst & Young LLP (certificate # 060188)

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS  
Full-Time / National  
Reporting Period 2016-02-26 to 2018-01-04

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	606	426	180				2	1	1	79	56	23
	<b>Total</b>	606	426	180				2	1	1	79	56	23
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	732	434	298	6	4	2	8	6	2	251	160	91
	<b>Total</b>	732	434	298	6	4	2	8	6	2	251	160	91
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2844	1321	1523	18	3	15	15	7	8	1017	468	549
	<b>Total</b>	2844	1321	1523	18	3	15	15	7	8	1017	468	549
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	60	42	18	1		1				18	13	5
	<b>Total</b>	60	42	18	1		1				18	13	5

**Ernst & Young LLP (certificate # 060188)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / National  
 Reporting Period 2016-02-26 to 2018-01-04

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities						
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13				
<b>Supervisors</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	11	2	9									1				1
	<b>Total</b>	11	2	9									1				1
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	265	12	253	8		8						65	4			61
	<b>Total</b>	265	12	253	8		8						65	4			61
<b>Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	178	62	116	6	1	5	4	1	3	68	30					38
	<b>Total</b>	178	62	116	6	1	5	4	1	3	68	30					38
<b>Intermediate Sales and Service Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	4		4													
	<b>Total</b>	4		4													



**Ernst & Young LLP (certificate # 060188)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / National  
 Reporting Period 2016-02-26 to 2018-01-04

003901

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total Number of Employees</b>		<b>4700</b>	<b>2299</b>	<b>2401</b>	<b>39</b>	<b>8</b>	<b>31</b>	<b>29</b>	<b>15</b>	<b>14</b>	<b>1499</b>	<b>731</b>	<b>768</b>



**Ernst & Young LLP (certificate # 060188)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / National  
 Reporting Period 2016-02-26 to 2018-01-04

Occupational Group Salary Range Col. 1	QTR	All Employees				Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13				
<b>Senior Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1																
	<b>Total</b>		8	3	5				1	1		2			2		
<b>Middle and Other Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1																
	<b>Total</b>		12	1	11							2			2		
<b>Professionals</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1																
	<b>Total</b>		12	1	11							2			2		
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1																
	<b>Total</b>		59	2	57				1		1				7		
<b>Total</b>	4																
	3																
	2																
	1																
	<b>Total</b>		3		3										1		



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS  
Part-Time / National

Reporting Period 2016-02-26 to 2018-01-04

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7		7							3		3
	<b>Total</b>	7		7							3		3
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4		4							1		1
	<b>Total</b>	4		4							1		1
<b>Total Number of Employees</b>		93	6	87	1		1	1	1		16		16



**Ernst & Young LLP (certificate # 060188)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / National**  
**Reporting Period 2016-02-26 to 2018-01-04**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$15,000</b>	<b>4700</b>	<b>2299</b>	<b>2401</b>	<b>39</b>	<b>8</b>	<b>31</b>	<b>29</b>	<b>15</b>	<b>14</b>	<b>1499</b>	<b>731</b>	<b>768</b>
<b>Total Number of Employees</b>	<b>4700</b>	<b>2299</b>	<b>2401</b>	<b>39</b>	<b>8</b>	<b>31</b>	<b>29</b>	<b>15</b>	<b>14</b>	<b>1499</b>	<b>731</b>	<b>768</b>



**Ernst &amp; Young LLP (certificate # 060188)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Part-Time / National  
 Reporting Period 2016-02-26 to 2018-01-04

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$5,000	93	6	87	1		1	1	1		16		16
<b>Total Number of Employees</b>	<b>93</b>	<b>6</b>	<b>87</b>	<b>1</b>		<b>1</b>	<b>1</b>	<b>1</b>		<b>16</b>		<b>16</b>



Ernst & Young LLP (certificate # 060188)

Form 4 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2016-02-26 to 2018-01-04

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	77	54	23							19	14	5
Middle and Other Managers	194	129	65	2	1	1	4	4		71	49	22
Professionals	1215	596	619	11	3	8	7	4	3	471	236	235
Semi-Professionals and Technicians	14	7	7							2	1	1
Supervisors	4		4									
Administrative and Senior Clerical Personnel	101	8	93	3		3	1		1	29	3	26
Clerical Personnel	64	31	33	5	1	4	2	1	1	32	17	15
Intermediate Sales and Service Personnel	1		1									
<b>Total Number of Employees Hired</b>	<b>1670</b>	<b>825</b>	<b>845</b>	<b>21</b>	<b>5</b>	<b>16</b>	<b>14</b>	<b>9</b>	<b>5</b>	<b>624</b>	<b>320</b>	<b>304</b>





**Ernst & Young LLP (certificate # 060188)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
 Part-Time / National  
 Reporting Period 2016-02-26 to 2018-01-04

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

**Ernst & Young LLP (certificate # 060188)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / National**  
**Reporting Period 2016-02-26 to 2018-01-04**

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	84	40	44				1		1	15	9	6
Middle and Other Managers	247	152	95	2	1	1	3	2	1	91	60	31
Professionals	1180	576	604	6		6	4	2	2	423	202	221
Semi-Professionals and Technicians	4	4								2	2	
Supervisors	4		4							1		1
Administrative and Senior Clerical Personnel	189	7	182	5		5				44	1	43
Clerical Personnel	28	10	18							8	3	5
<b>Total Number of Employees Promoted</b>	<b>1736</b>	<b>789</b>	<b>947</b>	<b>13</b>	<b>1</b>	<b>12</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>584</b>	<b>277</b>	<b>307</b>
<b>Total Number of Promotions</b>	<b>1813</b>	<b>821</b>	<b>992</b>	<b>13</b>	<b>1</b>	<b>12</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>611</b>	<b>290</b>	<b>321</b>

**Ernst & Young LLP (certificate # 060188)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
 Part-Time / National  
 Reporting Period 2016-02-26 to 2018-01-04

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	3			3						1		1
Middle and Other Managers	4			4						1		1
Professionals	6	1		5								
Administrative and Senior Clerical Personnel	4			4						2		2
<b>Total Number of Employees Promoted</b>	<b>17</b>	<b>1</b>		<b>16</b>						<b>4</b>		<b>4</b>
<b>Total Number of Promotions</b>	<b>18</b>	<b>2</b>		<b>16</b>						<b>4</b>		<b>4</b>



**Ernst & Young LLP (certificate # 060188)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
 Temporary / National  
 Reporting Period 2016-02-26 to 2018-01-04

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
Professionals	1			1								
Administrative and Senior Clerical Personnel	2			2						1		1
Clerical Personnel	1			1						1		1
<b>Total Number of Employees Promoted</b>	<b>4</b>			<b>4</b>						<b>2</b>		<b>2</b>
<b>Total Number of Promotions</b>	<b>4</b>			<b>4</b>						<b>2</b>		<b>2</b>

Ernst & Young LLP (certificate # 060188)

Form 6 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

Full-Time / National

Reporting Period 2016-02-26 to 2018-01-04

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	25	17	8							3	2	1
Middle and Other Managers	203	143	60	1	1		2		2	82	55	27
Professionals	990	472	518	6	2	4	3	3		385	183	202
Semi-Professionals and Technicians	9	5	4							1		1
Supervisors	6		6									
Administrative and Senior Clerical Personnel	74	5	69	1		1	1		1	20	2	18
Clerical Personnel	50	21	29	1	1		2		2	20	10	10
<b>Total Number of Employees Terminated</b>	<b>1357</b>	<b>663</b>	<b>694</b>	<b>9</b>	<b>4</b>	<b>5</b>	<b>8</b>	<b>3</b>	<b>5</b>	<b>511</b>	<b>252</b>	<b>259</b>

Ernst & Young LLP (certificate # 060188)

Form 6 B

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Part-Time / National**

**Reporting Period 2016-02-26 to 2018-01-04**

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
<b>Middle and Other Managers</b>	6	1	5							4	1	3
<b>Professionals</b>	11	1	10							2		2
<b>Administrative and Senior Clerical Personnel</b>	3		3							2		2
<b>Clerical Personnel</b>	1	1										
<b>Total Number of Employees Terminated</b>	<b>21</b>	<b>3</b>	<b>18</b>							<b>8</b>	<b>1</b>	<b>7</b>



Workplace Equity Information Management System - Ernst & Young LLP

Workforce Analysis - Detailed Report

Date: 2018-01-04

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	614	185	30.1 %	27.4 %	168	17	National
<b>02 : Middle and Other Managers</b>	National	744	309	41.5 %	38.9 %	289	20	National
<b>03 : Professionals</b>		2903	1580	54.4 %	53.6 %	1556	24	
1111 : Financial auditors and accountants	National	2250	1217	54.1 %	55.1 %	1240	-23	National
1121 : Human resources professionals	National	82	73	89.0 %	71.1 %	58	15	National
1122 : Professional occupations in business management consulting	National	442	202	45.7 %	42.0 %	186	16	National
1123 : Professional occupations in advertising, marketing and public relations	National	29	25	86.2 %	66.4 %	19	6	National
2147 : Computer engineers (except software engineers and designers)	National	1	0	0.0 %	12.6 %	0	0	National
2171 : Information systems analysts and consultants	National	12	3	25.0 %	28.3 %	3	0	National
2172 : Database analysts and data administrators	National	1	1	100.0 %	35.2 %	0	1	National
2174 : Computer programmers and interactive media developers	National	4	1	25.0 %	17.9 %	1	0	National
4021 : College and other vocational instructors	National	3	2	66.7 %	53.8 %	2	0	National
4112 : Lawyers and Quebec notaries	National	4	3	75.0 %	42.5 %	2	1	National
4163 : Business development officers and marketing researchers and consultants	National	33	22	66.7 %	50.7 %	17	5	National
5125 : Translators, terminologists and interpreters	National	42	31	73.8 %	69.9 %	29	2	National
<b>04 : Semi-Professionals and Technicians</b>		63	21	33.3 %	33.6 %	21	0	
2282 : User support technicians	Alberta	5	2	40.0 %	26.7 %	1	1	Alberta
2282 : User support technicians	British Columbia	4	3	75.0 %	25.1 %	1	2	British Columbia
2282 : User support technicians	Manitoba	1	0	0.0 %	27.1 %	0	0	Manitoba
2282 : User support technicians	Nova Scotia	1	0	0.0 %	32.1 %	0	0	Nova Scotia
2282 : User support technicians	Ontario	26	6	23.1 %	24.2 %	6	0	Ontario
2282 : User support technicians	Québec	10	1	10.0 %	19.6 %	2	-1	Québec
2282 : User support technicians	Saskatchewan	1	0	0.0 %	27.1 %	0	0	Saskatchewan
4211 : Paralegal and related occupations	British Columbia	2	0	0.0 %	84.2 %	2	-2	British Columbia

Workplace Equity Information Management System - Ernst & Young LLP  
**Workforce Analysis - Detailed Report**

Date: 2018-01-04

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Gap #	Recruitment Area
			#	%	Availability #	%		
4211 : Paralegal and related occupations	Ontario	6	3	50.0 %	5	82.0 %	-2	Ontario
5241 : Graphic designers and illustrators	British Columbia	2	2	100.0 %	1	43.7 %	1	British Columbia
5241 : Graphic designers and illustrators	Ontario	4	3	75.0 %	2	44.9 %	1	Ontario
5241 : Graphic designers and illustrators	Québec	1	1	100.0 %	0	47.2 %	1	Québec
05 : Supervisors	Calgary	11	9	81.8 %	6	52.8 %	3	
Employment Equity Occupational Group	Calgary	2	1	50.0 %	1	55.0 %	0	Calgary
Employment Equity Occupational Group	Montréal	3	3	100.0 %	2	50.8 %	1	Montréal
Employment Equity Occupational Group	Saskatoon	1	1	100.0 %	1	53.4 %	0	Saskatoon
Employment Equity Occupational Group	Toronto	5	4	80.0 %	3	53.0 %	1	Toronto
07 : Administrative and Senior Clerical Personnel		272	260	95.6 %	219	80.6 %	41	
Employment Equity Occupational Group	Calgary	17	17	100.0 %	14	80.5 %	3	Calgary
Employment Equity Occupational Group	Edmonton	9	9	100.0 %	8	84.6 %	1	Edmonton
Employment Equity Occupational Group	Halifax	6	6	100.0 %	5	81.4 %	1	Halifax
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	5	5	100.0 %	4	83.0 %	1	Kitchener - Cambridge
Employment Equity Occupational Group	London	6	6	100.0 %	5	82.5 %	1	London
Employment Equity Occupational Group	Moncton	4	4	100.0 %	3	80.9 %	1	Moncton
Employment Equity Occupational Group	Montréal	52	52	100.0 %	42	80.8 %	10	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	1	100.0 %	1	86.1 %	0	N.B. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	11	10	90.9 %	8	77.2 %	2	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	6	6	100.0 %	5	80.9 %	1	Québec
Employment Equity Occupational Group	Saint John	2	1	50.0 %	2	83.6 %	-1	Saint John
Employment Equity Occupational Group	Saskatoon	12	12	100.0 %	10	84.0 %	2	Saskatoon
Employment Equity Occupational Group	St. John's	2	2	100.0 %	2	82.5 %	0	St. John's
Employment Equity Occupational Group	Toronto	107	98	91.6 %	86	80.1 %	12	Toronto



Workplace Equity Information Management System - Ernst & Young LLP  
**Workforce Analysis - Detailed Report**

Date: 2018-01-04

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Availability #	Gap #	Recruitment Area
			#	%	%	%			
Employment Equity Occupational Group	Vancouver	28	27	96.4%	79.0%	22	5	Vancouver	
Employment Equity Occupational Group	Winnipeg	4	4	100.0%	81.1%	3	1	Winnipeg	
10 : Clerical Personnel		182	120	65.9%	66.3%	121	-1		
Employment Equity Occupational Group	Calgary	14	9	64.3%	70.2%	10	-1	Calgary	
Employment Equity Occupational Group	Edmonton	3	2	66.7%	70.3%	2	0	Edmonton	
Employment Equity Occupational Group	Halifax	1	0	0.0%	67.7%	1	-1	Halifax	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	3	3	100.0%	67.9%	2	1	Kitchener - Cambridge	
Employment Equity Occupational Group	London	4	4	100.0%	71.4%	3	1	London	
Employment Equity Occupational Group	Moncton	1	0	0.0%	62.4%	1	-1	Moncton	
Employment Equity Occupational Group	Montréal	18	15	83.3%	62.5%	11	4	Montréal	
Employment Equity Occupational Group	Ottawa - Gatineau	6	3	50.0%	65.8%	4	-1	Ottawa - Gatineau	
Employment Equity Occupational Group	Québec	2	2	100.0%	61.6%	1	1	Québec	
Employment Equity Occupational Group	Saint John	1	1	100.0%	70.5%	1	0	Saint John	
Employment Equity Occupational Group	Saskatoon	8	4	50.0%	70.2%	6	-2	Saskatoon	
Employment Equity Occupational Group	St. John's	5	3	60.0%	72.6%	4	-1	St. John's	
Employment Equity Occupational Group	Toronto	102	63	61.8%	65.2%	67	-4	Toronto	
Employment Equity Occupational Group	Vancouver	9	7	77.8%	70.0%	6	1	Vancouver	
Employment Equity Occupational Group	Winnipeg	5	4	80.0%	67.9%	3	1	Winnipeg	
11 : Intermediate Sales and Service Personnel		4	4	100.0%	62.4%	2	2		
Employment Equity Occupational Group	Montréal	3	3	100.0%	61.8%	2	1	Montréal	
Employment Equity Occupational Group	Vancouver	1	1	100.0%	64.2%	1	0	Vancouver	

**Workforce Analysis - Detailed Report**

Date: 2018-01-04

**Women**

Employment Equity Occupational Group	Internal Location		All Employees		Representation		Women		Availability		Gap		Recruitment Area	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Total	4793		2488	51.9 %			2382	49.7 %			106			

Total may not equal sum of components due to rounding.

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

Workplace Equity Information Management System - Ernst & Young LLP  
**Workforce Analysis - Detailed Report**

Date: 2018-01-04

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Recruitment Area
			Representation #	Representation %	Availability #	Gap #	
<b>01 : Senior Managers</b>	National	614	0	0.0 %	18	-18	National
<b>02 : Middle and Other Managers</b>	National	744	6	0.8 %	16	-10	National
<b>03 : Professionals</b>		2903	19	0.7 %	41	-22	
1111 : Financial auditors and accountants	National	2250	15	0.7 %	29	-14	National
1121 : Human resources professionals	National	82	0	0.0 %	2	-2	National
1122 : Professional occupations in business management consulting	National	442	3	0.7 %	7	-4	National
1123 : Professional occupations in advertising, marketing and public relations	National	29	0	0.0 %	1	-1	National
2147 : Computer engineers (except software engineers and designers)	National	1	0	0.0 %	0	0	National
2171 : Information systems analysts and consultants	National	12	0	0.0 %	0	0	National
2172 : Database analysts and data administrators	National	1	0	0.0 %	0	0	National
2174 : Computer programmers and interactive media developers	National	4	0	0.0 %	0	0	National
4021 : College and other vocational instructors	National	3	0	0.0 %	0	0	National
4112 : Lawyers and Quebec notaries	National	4	0	0.0 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	33	1	3.0 %	1	0	National
5125 : Translators, terminologists and interpreters	National	42	0	0.0 %	1	-1	National
<b>04 : Semi-Professionals and Technicians</b>		63	1	1.6 %	1	0	
2282 : User support technicians	Alberta	5	0	0.0 %	0	0	Alberta
2282 : User support technicians	British Columbia	4	0	0.0 %	0	0	British Columbia
2282 : User support technicians	Manitoba	1	0	0.0 %	0	0	Manitoba
2282 : User support technicians	Nova Scotia	1	0	0.0 %	0	0	Nova Scotia
2282 : User support technicians	Ontario	26	1	3.8 %	0	1	Ontario
2282 : User support technicians	Québec	10	0	0.0 %	0	0	Québec
2282 : User support technicians	Saskatchewan	1	0	0.0 %	0	0	Saskatchewan
4211 : Paralegal and related occupations	British Columbia	2	0	0.0 %	0	0	British Columbia

Workplace Equity Information Management System - Ernst & Young LLP  
**Workforce Analysis - Detailed Report**

Date: 2018-01-04

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
4211 : Paralegal and related occupations	Ontario	6	0	0.0 %	1.5 %	0	Ontario	
5241 : Graphic designers and illustrators	British Columbia	2	0	0.0 %	2.7 %	0	British Columbia	
5241 : Graphic designers and illustrators	Ontario	4	0	0.0 %	1.6 %	0	Ontario	
5241 : Graphic designers and illustrators	Québec	1	0	0.0 %	1.2 %	0	Québec	
05 : Supervisors	Calgary	11	0	0.0 %	2.2 %	0		
Employment Equity Occupational Group	Calgary	2	0	0.0 %	3.1 %	0	Calgary	
Employment Equity Occupational Group	Montréal	3	0	0.0 %	0.8 %	0	Montréal	
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	10.8 %	0	Saskatoon	
Employment Equity Occupational Group	Toronto	5	0	0.0 %	1.0 %	0	Toronto	
07 : Administrative and Senior Clerical Personnel		272	8	2.9 %	1.6 %	4	4	
Employment Equity Occupational Group	Calgary	17	1	5.9 %	2.6 %	0	1 Calgary	
Employment Equity Occupational Group	Edmonton	9	0	0.0 %	3.6 %	0	Edmonton	
Employment Equity Occupational Group	Halifax	6	1	16.7 %	2.2 %	0	1 Halifax	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	5	0	0.0 %	1.6 %	0	0 Kitchener - Cambridge	
Employment Equity Occupational Group	London	6	0	0.0 %	0.8 %	0	0 London	
Employment Equity Occupational Group	Moncton	4	0	0.0 %	1.2 %	0	0 Moncton	
Employment Equity Occupational Group	Montréal	52	1	1.9 %	0.7 %	0	1 Montréal	
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	2.7 %	0	0 N.B. less CMA	
Employment Equity Occupational Group	Ottawa - Gatineau	11	0	0.0 %	3.2 %	0	0 Ottawa - Gatineau	
Employment Equity Occupational Group	Québec	6	0	0.0 %	0.7 %	0	0 Québec	
Employment Equity Occupational Group	Saint John	2	0	0.0 %	1.1 %	0	0 Saint John	
Employment Equity Occupational Group	Saskatoon	12	1	8.3 %	6.4 %	1	0 Saskatoon	
Employment Equity Occupational Group	St. John's	2	0	0.0 %	2.5 %	0	0 St. John's	
Employment Equity Occupational Group	Toronto	107	2	1.9 %	0.8 %	1	1 Toronto	

Workplace Equity Information Management System - Ernst & Young LLP  
**Workforce Analysis - Detailed Report**

Date: 2018-01-04

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
Employment Equity Occupational Group	Vancouver	28	1	3.6 %	2.1 %	1	0	Vancouver
Employment Equity Occupational Group	Winnipeg	4	1	25.0 %	8.5 %	0	1	Winnipeg
10 : Clerical Personnel		182	6	3.3 %	1.8 %	3	3	
Employment Equity Occupational Group	Calgary	14	0	0.0 %	3.0 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	3	0	0.0 %	5.1 %	0	0	Edmonton
Employment Equity Occupational Group	Halifax	1	0	0.0 %	2.7 %	0	0	Halifax
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	3	0	0.0 %	0.9 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	4	0	0.0 %	1.6 %	0	0	London
Employment Equity Occupational Group	Moncton	1	0	0.0 %	2.0 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	18	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	6	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	2	0	0.0 %	0.6 %	0	0	Québec
Employment Equity Occupational Group	Saint John	1	0	0.0 %	3.3 %	0	0	Saint John
Employment Equity Occupational Group	Saskatoon	8	2	25.0 %	8.4 %	1	1	Saskatoon
Employment Equity Occupational Group	St. John's	5	1	20.0 %	1.4 %	0	1	St. John's
Employment Equity Occupational Group	Toronto	102	3	2.9 %	0.7 %	1	2	Toronto
Employment Equity Occupational Group	Vancouver	9	0	0.0 %	2.4 %	0	0	Vancouver
Employment Equity Occupational Group	Winnipeg	5	0	0.0 %	9.8 %	0	0	Winnipeg
11 : Intermediate Sales and Service Personnel		4	0	0.0 %	1.2 %	0	0	
Employment Equity Occupational Group	Montréal	3	0	0.0 %	0.9 %	0	0	Montréal
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	2.3 %	0	0	Vancouver

## Workforce Analysis - Detailed Report

Date: 2018-01-04

### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples		Availability #	Gap #	Recruitment Area
			Representation #	%			
Total		4,793	40	0.9 %	83	-43	

Total may not equal sum of components due to rounding.

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

Workplace Equity Information Management System - Ernst & Young LLP  
**Workforce Analysis - Detailed Report**

Date: 2018-01-04

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area	
			Representation #	%				
<b>01 : Senior Managers</b>	National	614	81	13.2 %	10.1 %	62	19	National
<b>02 : Middle and Other Managers</b>	National	744	253	34.0 %	15.0 %	112	141	National
<b>03 : Professionals</b>		2903	1024	35.3 %	26.0 %	755	269	
1111 : Financial auditors and accountants	National	2250	787	35.0 %	27.5 %	619	168	National
1121 : Human resources professionals	National	82	25	30.5 %	14.1 %	12	13	National
1122 : Professional occupations in business management consulting	National	442	185	41.9 %	21.6 %	95	90	National
1123 : Professional occupations in advertising, marketing and public relations	National	29	6	20.7 %	16.9 %	5	1	National
2147 : Computer engineers (except software engineers and designers)	National	1	1	100.0 %	38.2 %	0	1	National
2171 : Information systems analysts and consultants	National	12	2	16.7 %	31.4 %	4	-2	National
2172 : Database analysts and data administrators	National	1	1	100.0 %	32.3 %	0	1	National
2174 : Computer programmers and interactive media developers	National	4	3	75.0 %	31.5 %	1	2	National
4021 : College and other vocational instructors	National	3	0	0.0 %	13.4 %	0	0	National
4112 : Lawyers and Quebec notaries	National	4	3	75.0 %	12.5 %	1	2	National
4163 : Business development officers and marketing researchers and consultants	National	33	10	30.3 %	21.9 %	7	3	National
5125 : Translators, terminologists and interpreters	National	42	1	2.4 %	22.2 %	9	-8	National
<b>04 : Semi-Professionals and Technicians</b>		63	19	30.2 %	28.2 %	18	1	
2282 : User support technicians	Alberta	5	4	80.0 %	28.2 %	1	3	Alberta
2282 : User support technicians	British Columbia	4	2	50.0 %	32.5 %	1	1	British Columbia
2282 : User support technicians	Manitoba	1	0	0.0 %	17.3 %	0	0	Manitoba
2282 : User support technicians	Nova Scotia	1	0	0.0 %	11.3 %	0	0	Nova Scotia
2282 : User support technicians	Ontario	26	8	30.8 %	35.9 %	9	-1	Ontario
2282 : User support technicians	Québec	10	1	10.0 %	18.2 %	2	-1	Québec
2282 : User support technicians	Saskatchewan	1	0	0.0 %	7.9 %	0	0	Saskatchewan
4211 : Paralegal and related occupations	British Columbia	2	0	0.0 %	28.3 %	1	-1	British Columbia

Workplace Equity Information Management System - Ernst & Young LLP  
**Workforce Analysis - Detailed Report**

Date: 2018-01-04

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area	
			Representation #	%				
4211 : Paralegal and related occupations	Ontario	6	3	50.0 %	22.3 %	1	2	Ontario
5241 : Graphic designers and illustrators	British Columbia	2	1	50.0 %	28.0 %	1	0	British Columbia
5241 : Graphic designers and illustrators	Ontario	4	0	0.0 %	24.0 %	1	-1	Ontario
5241 : Graphic designers and illustrators	Québec	1	0	0.0 %	11.2 %	0	0	Québec
05 : Supervisors	Québec	11	1	9.1 %	31.0 %	3	-2	Québec
Employment Equity Occupational Group	Calgary	2	0	0.0 %	27.4 %	1	-1	Calgary
Employment Equity Occupational Group	Montréal	3	1	33.3 %	16.7 %	1	0	Montréal
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	7.2 %	0	0	Saskatoon
Employment Equity Occupational Group	Toronto	5	0	0.0 %	45.8 %	2	-2	Toronto
07 : Administrative and Senior Clerical Personnel	Toronto	272	68	25.0 %	23.6 %	64	4	Toronto
Employment Equity Occupational Group	Calgary	17	4	23.5 %	16.5 %	3	1	Calgary
Employment Equity Occupational Group	Edmonton	9	2	22.2 %	13.4 %	1	1	Edmonton
Employment Equity Occupational Group	Halifax	6	0	0.0 %	5.8 %	0	0	Halifax
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	5	1	20.0 %	9.5 %	0	1	Kitchener - Cambridge
Employment Equity Occupational Group	London	6	1	16.7 %	7.3 %	0	1	London
Employment Equity Occupational Group	Moncton	4	0	0.0 %	2.2 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	52	5	9.6 %	12.2 %	6	-1	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	1.0 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	11	1	9.1 %	12.2 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	6	1	16.7 %	1.5 %	0	1	Québec
Employment Equity Occupational Group	Saint John	2	0	0.0 %	1.9 %	0	0	Saint John
Employment Equity Occupational Group	Saskatoon	12	1	8.3 %	5.5 %	1	0	Saskatoon
Employment Equity Occupational Group	St. John's	2	0	0.0 %	0.7 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	107	40	37.4 %	37.3 %	40	0	Toronto



Workplace Equity Information Management System - Ernst & Young LLP  
**Workforce Analysis - Detailed Report**

Date: 2018-01-04

**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability		Gap #	Recruitment Area
			Representation #	%	#	%		
Employment Equity Occupational Group	Vancouver	28	12	42.9 %	35.3 %	10	2	Vancouver
Employment Equity Occupational Group	Winnipeg	4	0	0.0 %	11.1 %	0	0	Winnipeg
10 : Clerical Personnel		182	69	37.9 %	34.7 %	63	6	
Employment Equity Occupational Group	Calgary	14	4	28.6 %	24.3 %	3	1	Calgary
Employment Equity Occupational Group	Edmonton	3	1	33.3 %	17.5 %	1	0	Edmonton
Employment Equity Occupational Group	Halifax	1	1	100.0 %	7.3 %	0	1	Halifax
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	3	0	0.0 %	11.5 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	4	0	0.0 %	9.1 %	0	0	London
Employment Equity Occupational Group	Moncton	1	0	0.0 %	1.5 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	18	3	16.7 %	17.4 %	3	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	6	3	50.0 %	14.7 %	1	2	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	2	0	0.0 %	2.0 %	0	0	Québec
Employment Equity Occupational Group	Saint John	1	0	0.0 %	1.8 %	0	0	Saint John
Employment Equity Occupational Group	Saskatoon	8	4	50.0 %	7.1 %	1	3	Saskatoon
Employment Equity Occupational Group	St. John's	5	0	0.0 %	0.8 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	102	47	46.1 %	48.1 %	49	-2	Toronto
Employment Equity Occupational Group	Vancouver	9	4	44.4 %	42.3 %	4	0	Vancouver
Employment Equity Occupational Group	Winnipeg	5	2	40.0 %	17.0 %	1	1	Winnipeg
11 : Intermediate Sales and Service Personnel		4	0	0.0 %	28.5 %	1	-1	
Employment Equity Occupational Group	Montréal	3	0	0.0 %	22.2 %	1	-1	Montréal
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	47.5 %	0	0	Vancouver

## Workforce Analysis - Detailed Report

Date: 2018-01-04

### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Gap #	Recruitment Area
			Representation #	Availability %		
Total		4793	1515	31.6 %	1078	437

Total may not equal sum of components due to rounding.

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

Workplace Equity Information Management System - Ernst & Young LLP  
**Workforce Analysis - Detailed Report**  
 Date: 2018-01-04

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities		Availability #	Gap #	Recruitment Area
			Representation #	%			
01/02 : Managers	National	1358	11	0.8 %	58	-47	National
03 : Professionals	National	2903	15	0.5 %	110	-95	National
04 : Semi-Professionals and Technicians	National	63	0	0.0 %	3	-3	National
05 : Supervisors	National	11	0	0.0 %	2	-2	National
07 : Administrative and Senior Clerical Personnel	National	272	0	0.0 %	9	-9	National
10 : Clerical Personnel	National	182	4	2.2 %	13	-9	National
11 : Intermediate Sales and Service Personnel	National	4	0	0.0 %	0	0	National
<b>Total</b>		<b>4793</b>	<b>30</b>	<b>0.6 %</b>	<b>195</b>	<b>-185</b>	

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: 2018-01-04

**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
11 : Intermediate Sales and Service Personnel	EEOG	CMA



## Workforce Analysis - Detailed Report

Date: 2018-01-04

### 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
11 : Intermediate Sales and Service Personnel	EEOG	National



Workplace Equity Information Management System - Ernst & Young LLP

**Workforce Analysis - Summary Report**

Date: 2018-01-04

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	614	185	30.1 %	27.4 %	168	17
02 : Middle and Other Managers	744	309	41.5 %	38.9 %	289	20
03 : Professionals	2903	1580	54.4 %	53.6 %	1556	24
04 : Semi-Professionals and Technicians	63	21	33.3 %	33.6 %	21	0
05 : Supervisors	11	9	81.8 %	52.8 %	6	3
07 : Administrative and Senior Clerical Personnel	272	260	95.6 %	80.6 %	219	41
10 : Clerical Personnel	182	120	65.9 %	66.3 %	121	-1
11 : Intermediate Sales and Service Personnel	4	4	100.0 %	62.4 %	2	2
<b>Total</b>	<b>4793</b>	<b>2488</b>	<b>51.9 %</b>	<b>49.7 %</b>	<b>2382</b>	<b>106</b>

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Ernst & Young LLP  
**Workforce Analysis - Summary Report**

Date: 2018-01-04

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees #	Representation #	Representation %	Availability %	Availability #	Gap #
01 : Senior Managers	614	0	0.0 %	2.9 %	18	-18
02 : Middle and Other Managers	744	6	0.8 %	2.2 %	16	-10
03 : Professionals	2903	19	0.7 %	1.4 %	41	-22
04 : Semi-Professionals and Technicians	63	1	1.6 %	2.1 %	1	0
05 : Supervisors	11	0	0.0 %	2.2 %	0	0
07 : Administrative and Senior Clerical Personnel	272	8	2.9 %	1.6 %	4	4
10 : Clerical Personnel	182	6	3.3 %	1.8 %	3	3
11 : Intermediate Sales and Service Personnel	4	0	0.0 %	1.2 %	0	0
<b>Total</b>	<b>4793</b>	<b>40</b>	<b>0.9 %</b>	<b>1.8 %</b>	<b>83</b>	<b>-43</b>

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Ernst & Young LLP  
**Workforce Analysis - Summary Report**  
 Date: 2018-01-04

Members of Visible Minorities

Employment Equity Occupational Group	All Employees		Members of Visible Minorities		Availability #	Gap #
	#	Representation %	#	%		
01 : Senior Managers	614	81	13.2 %	10.1 %	62	19
02 : Middle and Other Managers	744	253	34.0 %	15.0 %	112	141
03 : Professionals	2903	1024	35.3 %	26.0 %	755	269
04 : Semi-Professionals and Technicians	63	19	30.2 %	28.2 %	18	1
05 : Supervisors	11	1	9.1 %	31.0 %	3	-2
07 : Administrative and Senior Clerical Personnel	272	68	25.0 %	23.6 %	64	4
10 : Clerical Personnel	182	69	37.9 %	34.7 %	63	6
11 : Intermediate Sales and Service Personnel	4	0	0.0 %	28.5 %	1	-1
<b>Total</b>	<b>4793</b>	<b>1515</b>	<b>31.6 %</b>	<b>22.5 %</b>	<b>1078</b>	<b>437</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Ernst & Young LLP  
**Workforce Analysis - Summary Report**  
 Date: 2018-01-04

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees	Representation	Persons with Disabilities		Availability	Gap
	#	#	%	%	#	#
01/02 : Managers	1358	11	0.8 %	4.3 %	58	-47
03 : Professionals	2903	15	0.5 %	3.8 %	110	-95
04 : Semi-Professionals and Technicians	63	0	0.0 %	4.6 %	3	-3
05 : Supervisors	11	0	0.0 %	13.9 %	2	-2
07 : Administrative and Senior Clerical Personnel	272	0	0.0 %	3.4 %	9	-9
10 : Clerical Personnel	182	4	2.2 %	7.0 %	13	-9
11 : Intermediate Sales and Service Personnel	4	0	0.0 %	5.6 %	0	0
<b>Total</b>	<b>4793</b>	<b>30</b>	<b>0.6 %</b>	<b>4.1 %</b>	<b>195</b>	<b>-165</b>

Total may not equal sum of components due to rounding.



**Workforce Analysis - Summary Report**

Date: 2018-01-04

**WFA Defaults - Women, Aboriginal Peoples and Visible Minorities**

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
<b>01 : Senior Managers</b>	EEOG	National
<b>02 : Middle and Other Managers</b>	EEOG	National
<b>03 : Professionals</b>	NOC	National
<b>04 : Semi-Professionals and Technicians</b>	NOC	Provincial
<b>05 : Supervisors</b>	EEOG	CMA
<b>07 : Administrative and Senior Clerical Personnel</b>	EEOG	CMA
<b>10 : Clerical Personnel</b>	EEOG	CMA
<b>11 : Intermediate Sales and Service Personnel</b>	EEOG	CMA



## Workforce Analysis - Summary Report

Date: 2018-01-04

### 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
11 : Intermediate Sales and Service Personnel	EEOG	National

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Ernst & Young LLP**

**2018-02-08**

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	01	04

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	04

**Table 1: Women**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	516	137	27.40
02	Middle & Other Managers	649	259	38.90
03	Professionals	2,673	1,455	54.00
04	Semi-Professionals & Technicians	62	22	34.20
05	Supervisors	13	11	53.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	239	228	80.60
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	191	134	66.20
11	Intermediate Sales & Service Personnel	4	4	62.40
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>4,347</b>	<b>2,250</b>	<b>50.3</b>

**Table 5: Women**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
		614	185	27.40
		744	309	38.90
		2,903	1,580	53.60
		63	21	33.60
		11	9	52.80
		0	0	0.00
		272	260	80.60
		0	0	0.00
		0	0	0.00
		182	120	66.30
		4	4	62.40
		0	0	0.00
		0	0	0.00
		0	0	0.00
<b>Total</b>		<b>4,793</b>	<b>2,488</b>	<b>49.7</b>

**\* Source:**  
2011 National Household Survey

**\* Source:**  
2011 National Household Survey

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Ernst & Young LLP**  
**2018-02-08**

**Data from First/Previous Workforce Analysis**

↓ ↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	01	04

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	04

**Table 2: Aboriginal Peoples**

	First/Previous Workforce Analysis		
	All Employees	Aboriginal Peoples	
		Representation	Availability*
#	#	%	%
01 Senior Managers	516	0	2.90
02 Middle & Other Managers	649	4	2.20
03 Professionals	2,673	12	1.40
04 Semi-Professionals & Technicians	62	1	2.00
05 Supervisors	13	0	2.60
06 Supervisors: Crafts & Trades	0	0	0.00
07 Administrative & Senior Clerical Personnel	239	5	1.60
08 Skilled Sales & Service Personnel	0	0	0.00
09 Skilled Crafts & Trades Workers	0	0	0.00
10 Clerical Personnel	191	1	1.80
11 Intermediate Sales & Service Personnel	4	0	1.20
12 Semi-Skilled Manual Workers	0	0	0.00
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	0	0	0.00
<b>Total</b>	<b>4,347</b>	<b>23</b>	<b>1.7</b>

**Table 6: Aboriginal Peoples**

	Subsequent/Current Workforce Analysis		
	All Employees	Aboriginal Peoples	
		Representation	Availability*
#	#	%	%
614	0	2.9	
744	6	2.2	
2,903	19	1.4	
63	1	2.1	
11	0	2.2	
0	0	0.0	
272	8	1.6	
0	0	0.0	
0	0	0.0	
182	6	1.8	
4	0	1.2	
0	0	0.0	
0	0	0.0	
0	0	0.0	
<b>4,793</b>	<b>40</b>	<b>1.8</b>	

\* Source: 2011 National Household Survey

\* Source: 2011 National Household Survey

**Federal Contractors Program Achievement Report**

**Part I: Workforce Analysis**

**Ernst & Young LLP**

**2018-02-08**

**Data from First/Previous Workforce Analysis**

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	01	04

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	04

**Employment Equity Occupational Group (EEOG)**

	All Employees	Members of Visible Minorities	
		Representation	Availability*
01 Senior Managers	516	58	10.10
02 Middle & Other Managers	649	224	15.00
03 Professionals	2,673	906	26.20
04 Semi-Professionals & Technicians	62	19	28.20
05 Supervisors	13	0	31.10
06 Supervisors: Crafts & Trades	0	0	0.00
07 Administrative & Senior Clerical Personnel	239	54	23.00
08 Skilled Sales & Service Personnel	0	0	0.00
09 Skilled Crafts & Trades Workers	0	0	0.00
10 Clerical Personnel	191	69	34.20
11 Intermediate Sales & Service Personnel	4	0	28.50
12 Semi-Skilled Manual Workers	0	0	0.00
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	0	0	0.00
<b>Total</b>	<b>4,347</b>	<b>1,330</b>	<b>22.8</b>

**Table 3: Members of Visible Minorities**

**First/Previous Workforce Analysis**

	All Employees	Members of Visible Minorities	
		Representation	Availability*
01 Senior Managers	614	81	10.1
02 Middle & Other Managers	744	253	15.0
03 Professionals	2,903	1,024	26.0
04 Semi-Professionals & Technicians	63	19	28.2
05 Supervisors	11	1	31.0
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	272	68	23.6
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	182	69	34.7
11 Intermediate Sales & Service Personnel	4	0	28.5
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
<b>Total</b>	<b>4,793</b>	<b>1,515</b>	<b>22.5</b>

**Table 7: Members of Visible Minorities**

**Subsequent/Current Workforce Analysis**

**\* Source:**

2011 National Household Survey

**\* Source:**

2011 National Household Survey

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Ernst & Young LLP**  
**2018-02-08**

**Data from First/Previous Workforce Analysis**

↓ ↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	01	04

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	04

**Table 4: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis		
	All Employees	Persons with Disabilities	Availability*
	#	Representation	%
01/02 Managers	1,165	8	4.30
03 Professionals	2,673	12	3.80
04 Semi-Professionals & Technicians	62	0	4.60
05 Supervisors	13	0	13.90
06 Supervisors: Crafts & Trades	0	0	0.00
07 Administrative & Senior Clerical Personnel	239	0	3.40
08 Skilled Sales & Service Personnel	0	0	0.00
09 Skilled Crafts & Trades Workers	0	0	0.00
10 Clerical Personnel	191	3	7.00
11 Intermediate Sales & Service Personnel	4	0	5.60
12 Semi-Skilled Manual Workers	0	0	0.00
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	0	0	0.00
<b>Total</b>	<b>4,347</b>	<b>23</b>	<b>4.1</b>

**Table 8: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Subsequent/Current Workforce Analysis		
	All Employees	Persons with Disabilities	Availability*
	#	Representation	%
01/02 Managers	1,358	11	4.3
03 Professionals	2,903	15	3.8
04 Semi-Professionals & Technicians	63	0	4.6
05 Supervisors	11	0	13.9
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	272	0	3.4
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	182	4	7.0
11 Intermediate Sales & Service Personnel	4	0	5.6
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
<b>Total</b>	<b>4,793</b>	<b>30</b>	<b>4.1</b>

\* Source:  
2012 Canadian Survey on Disability

\* Source:  
2012 Canadian Survey on Disability



Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Ernst & Young LLP

2018-02-08

Start Date of Flow Data			
YYYY	MM	DD	
2016	01	04	

End Date of Flow Data			
YYYY	MM	DD	
2018	01	04	

**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 Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated				
01 Senior Managers	77	23	0	0	84	44	3	3	25	8	0	0	25	8	0	0	25	8	0					
02 Middle & Other Managers	194	65	2	2	247	95	4	4	203	60	6	5	203	60	6	5	203	60	6					
03 Professionals	1,215	619	3	2	1,180	604	6	5	990	518	11	10	990	518	11	10	990	518	11					
04 Semi-Professionals & Technicians	14	7	0	0	4	0	0	0	9	4	0	0	9	4	0	0	9	4	0					
05 Supervisors	4	4	0	0	4	4	0	0	6	6	0	0	6	6	0	0	6	6	0					
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
07 Administrative & Senior Clerical Personnel	101	93	1	1	189	182	4	4	74	69	3	3	74	69	3	3	74	69	3					
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0					
10 Clerical Personnel	64	33	1	0	28	18	0	0	50	29	1	0	50	29	1	0	50	29	1					
11 Intermediate Sales & Service Personnel	1	1	0	0	0	0	0	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	0	0	0	0	0	0	0					
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
<b>Total</b>	<b>1,670</b>	<b>845</b>	<b>7</b>	<b>5</b>	<b>1,736</b>	<b>947</b>	<b>17</b>	<b>16</b>	<b>1,357</b>	<b>694</b>	<b>21</b>	<b>18</b>	<b>1,357</b>	<b>694</b>	<b>21</b>	<b>18</b>	<b>1,357</b>	<b>694</b>	<b>21</b>					



Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Ernst & Young LLP

2018-02-08

Start Date of Flow Data			
YYYY	MM	DD	
2016	01	04	

End Date of Flow Data			
YYYY	MM	DD	
2018	01	04	

Data from Form 4 - Employees Hired

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	77	0	0	0
02 Middle & Other Managers	194	2	2	0
03 Professionals	1,215	11	3	0
04 Semi-Professionals & Technicians	14	0	0	0
05 Supervisors	4	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	101	3	1	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	64	5	1	0
11 Intermediate Sales & Service Personnel	1	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
<b>Total</b>	<b>1,670</b>	<b>21</b>	<b>7</b>	<b>0</b>

Data from Form 5 - Employees Promoted

Employment Equity Occupational Group (EEOG)	Table 6: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
01 Senior Managers	84	0	3	0
02 Middle & Other Managers	247	2	4	0
03 Professionals	1,180	6	6	0
04 Semi-Professionals & Technicians	4	0	0	0
05 Supervisors	4	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	189	5	4	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	28	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>1,736</b>	<b>13</b>	<b>17</b>	<b>0</b>

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
01 Senior Managers	25	0	0	0
02 Middle & Other Managers	203	1	6	0
03 Professionals	990	6	11	0
04 Semi-Professionals & Technicians	9	0	0	0
05 Supervisors	6	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	74	1	3	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	50	1	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
<b>Total</b>	<b>1,357</b>	<b>9</b>	<b>21</b>	<b>0</b>

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Ernst & Young LLP

2018-02-08

Start Date of Flow Data			
YYYY	MM	DD	
2016	01	04	

End Date of Flow Data			
YYYY	MM	DD	
2018	01	04	

**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				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
01 Senior Managers	77	0	0	0	84	1	3	0	25	0	0	0
02 Middle & Other Managers	194	4	2	0	247	3	4	0	203	2	6	0
03 Professionals	1,215	7	3	0	1,180	4	6	0	990	3	11	0
04 Semi-Professionals & Technicians	14	0	0	0	4	0	0	0	9	0	0	0
05 Supervisors	4	0	0	0	4	0	0	0	6	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	101	1	1	0	189	0	4	0	74	1	3	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	64	2	1	0	28	0	0	0	50	2	1	0
11 Intermediate Sales & Service Personnel	1	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
<b>Total</b>	<b>1,670</b>	<b>14</b>	<b>7</b>	<b>0</b>	<b>1,736</b>	<b>8</b>	<b>17</b>	<b>0</b>	<b>1,357</b>	<b>8</b>	<b>21</b>	<b>0</b>

**Federal Contractors Program Achievement Report**  
**Part 2: Flow Data Analysis**  
**Ernst & Young LLP**  
**2018-02-08**

Start Date of Flow Data			
YYYY	MM	DD	
2016	01	04	

End Date of Flow Data			
YYYY	MM	DD	
2018	01	04	

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
01 Senior Managers	77	19	0	0	84	15	3	1	25	3	0	0
02 Middle & Other Managers	194	71	2	2	247	91	4	1	203	82	6	4
03 Professionals	1,215	471	3	3	1,180	423	6	0	990	385	11	2
04 Semi-Professionals & Technicians	14	2	0	0	4	2	0	0	9	1	0	0
05 Supervisors	4	0	0	0	4	1	0	0	6	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	101	29	1	1	189	44	4	2	74	20	3	2
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	64	32	1	0	28	8	0	0	50	20	1	0
11 Intermediate Sales & Service Personnel	1	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
<b>Total</b>	<b>1,670</b>	<b>624</b>	<b>7</b>	<b>4</b>	<b>1,736</b>	<b>584</b>	<b>17</b>	<b>4</b>	<b>1,357</b>	<b>511</b>	<b>21</b>	<b>8</b>

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Ernst & Young LLP**  
**2018-02-08**

003942

**Data for First/Previous Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>5</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>4</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	

**Table 1: Women**

Employment Equity Occupational Group (EEOG)	All Employees										First/Previous Short-term Goals									
	Growth (New Positions)					Turnover (Replacement of Terminated Employees)					Turnover (Replacement of Terminated Employees)					Women				
	Number YYYY-MM-DD 2016-01-04	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	Anticipated Hires Over 3 Years	Number YYYY-MM-DD 2016-01-04	Turnover Annually	Over 3 Years	Hires Over 3 Years	3 Year Goals From - To YYYY - YYYY 2016	2019	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
01 Senior Managers	516	6.0%	1.5%	23	4.4%	7.3%	113	136	137	7.3%	30	41	36	26.7%	27.4%	-4	-5	26.6%	26.5%	
02 Middle & Other Managers	649	4.7%	0.0%	0	30.0%	0.0%	0	0	259	0.0%	0	-7	0	38.9%	7	7	7	39.9%	39.9%	
03 Professionals	2,673	2.8%	0.0%	0	35.9%	0.0%	0	0	1,455	0.0%	0	-12	0	54.0%	12	12	12	54.4%	54.4%	
04 Semi-Professionals & Tech	62	0.5%	0.0%	0	14.4%	0.0%	0	0	22	0.0%	0	-1	0	34.2%	1	1	1	35.5%	35.5%	
05 Supervisors	13	-5.4%	0.0%	0	50.0%	0.0%	0	0	11	0.0%	0	-4	0	53.0%	4	4	4	84.6%	84.6%	
06 Supervisors, Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	228	0.0%	0	-35	0	80.6%	35	35	35	95.4%	95.4%	
07 Administrative & Sr Clerical	239	4.4%	0.0%	0	30.1%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	
10 Clerical Personnel	191	-1.6%	0.0%	0	27.3%	0.0%	0	0	134	0.0%	0	-8	0	66.2%	8	8	8	70.2%	70.2%	
11 Intermediate Sales & Service	4	0.0%	0.0%	0	0.0%	0.0%	0	0	4	0.0%	0	-2	0	62.4%	2	2	2	100.0%	100.0%	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	
Total	4,347	3.3%	0.0%	0	30.2%	7.3%	0	0	2,250	0.0%	0	-63	0	50.3%	63	63	63	51.8%	51.8%	

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

**Table 2: Women**

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals #	%	Long-term Goals #	%	
01 Senior Managers	37	26.7	0	27.4	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors, Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	37	26.7	0	27.4	



**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Ernst & Young LLP**  
**2018-02-08**

003943

**Data for First/Previous Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
		From Workforce Analysis	From Workforce Analysis <sup>5</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>6</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 3: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	All Employees										Aboriginal Peoples																									
	Number		Growth (New Positions)		Turnover (Replacement of Employees)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires		3 Year Goals		Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years									
	2016-01-04	#	Annually	%	Projected Annually	%	Over 3 Years	#	Annually	%	Over 3 Years	#	Annually	%	Over 3 Years	#	2016	2019	%	Present Availability	%	#	%	Projected Gap	%	Present Representation	%	Projected Representation in 3 Years								
01 Senior Managers	516	6.0%	1.5%	23	4.4%	7.3%	113	136	7.3%	0	16	4	2.9%	2.9%	-15	-12	0.0%	0.7%																		
02 Middle & Other Managers	649	4.7%	1.5%	29	30.0%	7.2%	140	169	7.2%	1	12	4	2.2%	2.2%	-10	-8	0.6%	1.0%																		
03 Professionals	2,673	2.8%	1.5%	120	35.9%	18.2%	1,459	1,579	18.2%	7	34	22	1.4%	1.4%	-25	-12	0.4%	1.0%																		
04 Semi-Professionals & Tech	62	0.5%		0	14.4%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	1.6%																		
05 Supervisors	13	-5.4%		0	50.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	2.6%																		
06 Supervisors, Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	0.0%																		
07 Administrative & Sr Clerical	239	4.4%	0.0%	0	30.1%		0	0	0.0%	0	-1	0	0.0%	0.0%	0	0	0	1.6%																		
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	0.0%																		
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	0.0%																		
10 Clerical Personnel	191	-1.6%	1.5%	9	27.3%	17.5%	100	109	17.5%	1	4	2	1.8%	1.8%	-2	-2	0.5%	1.0%																		
11 Intermediate Sales & Service	4	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	1.2%																		
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	0.0%																		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	0.0%																		
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	0.0%																		
Total	4,347	3.3%		0	30.2%		0	0	0.0%	0	51	0	0.0%	1.7%	-51	-51	0.5%	0.5%																		

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

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals	%	Long-term Goals	%	
01 Senior Managers	4	0.7%	0	2.9%	
02 Middle & Other Managers	4	1.0%	0	2.2%	
03 Professionals	22	1.0%	0	1.4%	
04 Semi-Professionals & Tech	2	0.0%	0	0.0%	
05 Supervisors	0	0.0%	0	0.0%	
06 Supervisors, Crafts & Trades	0	0.0%	0	0.0%	
07 Administrative & Sr Clerical	0	0.0%	0	0.0%	
08 Skilled Sales & Service	0	0.0%	0	0.0%	
09 Skilled Crafts & Trades	0	0.0%	0	0.0%	
10 Clerical Personnel	1	1.0%	0	1.8%	
11 Intermediate Sales & Service	0	0.0%	0	0.0%	
12 Semi-Skilled Manual	0	0.0%	0	0.0%	
13 Other Sales & Service	0	0.0%	0	0.0%	
14 Other Manual Workers	0	0.0%	0	0.0%	
Total	33		0		

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**Ernst & Young LLP**  
**2018-02-08**

003944

**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	All Employees												Persons with Disabilities							
	Growth (New Positions)			Turnover (Replacement of Employees)			Turnover (Replacement of Terminated Employees)			Hires			3 Year Goals			Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	Number	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Over 3 Years	From - To	2016	2019	%	#					
01/02 Managers	1,165	3.3%	1.5%	52	17.2%	7.2%	252	304	8	7.2%	2	46	13	4.3%	3.8%	-42	-27	0.7%	1.6%	
03 Professionals	2,673	2.8%	1.5%	120	35.9%	18.2%	1,459	1,579	12	18.2%	7	102	60	3.8%	4.6%	-90	-63	0.4%	2.3%	
04 Semi-Professionals & Tech	62	0.5%	1.5%	3	14.4%	4.8%	9	12	0	4.8%	0	3	1	4.6%	13.9%	-3	-8	0.0%	1.5%	
05 Supervisors	13	-5.4%	1.5%	1	50.0%	8.0%	3	4	0	8.0%	0	2	1	13.9%	0.0%	-2	1	0.0%	7.1%	
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	3.4%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	239	4.4%	1.5%	11	30.1%	17.5%	125	136	0	17.5%	0	8	5	3.4%	0.0%	-8	5	0.0%	2.0%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	7.0%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	5.6%	0	0	0.0%	0.0%	
10 Clerical Personnel	191	-1.6%	1.5%	9	27.3%	17.5%	100	109	3	17.5%	2	13	8	7.0%	0.0%	-10	-2	0.0%	4.5%	
11 Intermediate Sales & Service	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%	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	4.1%	0	0	0.0%	0.5%	
Total	4,347	3.3%	1.5%	52	17.2%	7.2%	252	304	23	0.9%	0	46	13	4.3%	3.8%	-42	-27	0.7%	1.6%	

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

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals	Long-term Goals	Short-term Goals	Long-term Goals	
	#	%	#	%	
01/02 Managers	13	1.6	0	4.3	
03 Professionals	60	2.3	0	3.8	
04 Semi-Professionals & Tech	1	1.5	0	4.6	
05 Supervisors	1	7.1	0	13.9	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	5	2.0	0	3.4	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	8	4.5	0	7.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	88	0.0	0	0.0	

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**Ernst & Young LLP**  
**2018-02-08**

003945

**Data for First/Previous Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>5</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>4</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	All Employees												Members of Visible Minorities							
	Growth (New Positions)			Turnover (Replacement of Employees)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years			3 Year Goals			Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	Number YYYY-MM-DD 2016-01-04	Actual Annually	Projected Annually	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	Number YYYY-MM-DD 2016-01-04	Turnover Annually	Over 3 Years	Hires Over 3 Years	From - To YYYY - YYYY 2016	2019					
01 Senior Managers	516	6.0%	0	4.4%	0	0	58	0.0%	0	-6	0	10.1%	6	6	11.2%	6	11.2%			
02 Middle & Other Managers	649	4.7%	0	30.0%	0	0	224	0.0%	0	-127	0	15.0%	127	127	34.5%	127	34.5%			
03 Professionals	2,673	2.8%	0	35.9%	0	0	906	0.0%	0	-206	0	26.2%	206	206	33.9%	206	33.9%			
04 Semi-Professionals & Tech	62	0.5%	0	14.4%	0	0	19	0.0%	0	-2	0	28.2%	2	2	30.6%	2	30.6%			
05 Supervisors	13	-5.4%	1	50.0%	1	3	0	8.0%	0	4	4	31.1%	1	1	31.1%	-4	-3	0.0%	7.1%	
06 Supervisors, Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0	-1	-1	22.6%	
07 Administrative & Sr Clerical	239	4.9%	0	1.5%	11	125	54	17.5%	28	32	31	23.0%	0	0	0.0%	0	0	0	22.8%	
08 Skilled Sales & Service	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0	0	0	0	
09 Skilled Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0	0	0	0	
10 Clerical Personnel	191	-1.6%	0	27.3%	0	0	69	0.0%	0	-4	0	34.2%	4	4	36.1%	4	4	36.1%	36.1%	
11 Intermediate Sales & Service	4	0.0%	0	17.5%	0	2	0	17.5%	0	1	1	28.5%	0	0	0.0%	0	0	0	25.0%	
12 Semi-Skilled Manual	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0	0	0	0	
13 Other Sales & Service	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0	0	0	0	
14 Other Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0	0	0	0	
Total	4,347	3.3%	0	30.2%	0	0	1,330	0.0%	0	-339	0	22.8%	339	339	30.6%	339	30.6%		30.6%	

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals	%	Long-term Goals	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	1	7.1	0	31.1	
06 Supervisors, Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	31	22.8	0	23.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	1	25.0	0	28.5	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	33	3.3	0	30.6	



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Erist & Young LLP  
2018-02-08

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Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
		From Workforce Analysis	From Workforce Analysis <sup>5</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>4</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 9: Women

Employment Equity Occupational Group (EEOG)	All Employees										Subsequent/Current Short-term Goals										Women									
	Number		Growth (New Positions)		Turnover (Replacement of Employees)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years		3 Year Goals		Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years			
	2018-01-04	#	Annually	%	Projected Annually	%	Actual Annually	%	Projected Annually	%	Over 3 Years	#	Annually	%	Over 3 Years	#	From - To	2018	2021	%	#	%	#	%	#	%	#	%		
01 Senior Managers	614	6.0%			0	4.4%		0	0	0	185	0.0%		0	-17	0	0	0	27.4%	17	17	30.1%	30.1%	17	30.1%	41.5%	41.5%	30.1%	30.1%	
02 Middle & Other Managers	744	4.7%			0	30.0%		0	0	0	309	0.0%		0	-20	0	0	0	38.9%	20	20	41.5%	41.5%	20	41.5%	54.4%	54.4%	41.5%	41.5%	
03 Professionals	2,903	2.8%			0	35.9%		0	0	0	1,580	0.0%		0	-24	0	0	0	53.6%	24	24	54.4%	54.4%	24	54.4%	33.3%	33.3%	54.4%	54.4%	
04 Semi-Professionals & Tech	63	0.5%			0	14.4%		0	0	0	21	0.0%		0	0	0	0	0	33.6%	0	0	33.3%	33.3%	0	33.3%	81.8%	81.8%	33.3%	33.3%	
05 Supervisors	11	-5.4%			0	50.0%		0	0	0	9	0.0%		0	-3	0	0	0	52.8%	3	3	81.8%	81.8%	3	81.8%	95.6%	95.6%	81.8%	81.8%	
06 Supervisors, Crafts & Trades	0	0.0%			0	0.0%		0	0	0	0	0.0%		0	0	0	0	0	0.0%	0	0	0.0%	0.0%	0	0.0%	95.6%	95.6%	0.0%	0.0%	
07 Administrative & Sr Clerical	272	4.4%			0	30.1%		0	0	0	260	0.0%		0	-41	0	0	0	80.6%	41	41	95.6%	95.6%	41	95.6%	65.9%	65.9%	95.6%	95.6%	
08 Skilled Sales & Service	0	0.0%			0	0.0%		0	0	0	0	0.0%		0	0	0	0	0	0.0%	0	0	0.0%	0.0%	0	0.0%	100.0%	100.0%	0.0%	0.0%	
09 Skilled Crafts & Trades	0	0.0%			0	0.0%		0	0	0	0	0.0%		0	0	0	0	0	0.0%	0	0	0.0%	0.0%	0	0.0%	100.0%	100.0%	0.0%	0.0%	
10 Clerical Personnel	182	-1.6%			8	27.3%		75	83	83	120	13.7%		55	55	55	55	66.3%	-1	-1	65.9%	65.9%	0	66.3%	65.9%	65.9%	66.3%	66.3%	65.9%	65.9%
11 Intermediate Sales & Service	4	0.0%			0	0.0%		0	0	0	4	0.0%		0	-2	0	0	0	62.4%	2	2	100.0%	100.0%	0	100.0%	100.0%	100.0%	100.0%	100.0%	
12 Semi-Skilled Manual	0	0.0%			0	0.0%		0	0	0	0	0.0%		0	0	0	0	0	0.0%	0	0	0.0%	0.0%	0	0.0%	100.0%	100.0%	0.0%	0.0%	
13 Other Sales & Service	0	0.0%			0	0.0%		0	0	0	0	0.0%		0	0	0	0	0	0.0%	0	0	0.0%	0.0%	0	0.0%	100.0%	100.0%	0.0%	0.0%	
14 Other Manual Workers	0	0.0%			0	0.0%		0	0	0	0	0.0%		0	0	0	0	0	0.0%	0	0	0.0%	0.0%	0	0.0%	100.0%	100.0%	0.0%	0.0%	
Total	4,793	3.3%			0	30.2%		0	0	0	2,488	0.0%		-106	0	0	0	0	49.7%	106	106	51.9%	51.9%	106	51.9%	51.9%	51.9%	51.9%	51.9%	

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

Table 10: Women

Employment Equity Occupational Group (EEOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors, Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	66.3	66.3	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	



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**Ernst & Young LLP**  
**2018-02-08**

003947

**Data for Subsequent/Current Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
		From Workforce Analysis	From Workforce Analysis <sup>5</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Sr Workforce Analysis <sup>4</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 11: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	All Employees										Aboriginal Peoples																	
	Number		Growth (New Positions)		Turnover (Replacement of Employees)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires		3 Year Goals		Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years	
	2018-01-04	#	Annually	%	Projected Annually	%	Over 3 Years	#	Annually	%	Over 3 Years	#	Annually	%	Over 3 Years	#	2018	From - To	2021	%	Present	%	Present	%	Present	%	Present	%
01 Senior Managers	614	6.0%	4.7%	1.5%	28	4.4%	3.5%	64	92	0	3.5%	0	19	3	2.9%	2.9%	-18	-16	0.0%	2.9%	1.8%	-46	-46	0.0%	0.8%	0.5%		
02 Middle & Other Managers	744	4.7%	1.5%	1.5%	33	30.0%	4.8%	107	140	6	4.8%	1	12	3	2.2%	2.2%	-10	-9	0.8%	2.2%	2.2%	-10	-9	0.8%	1.0%			
03 Professionals	2,903	2.8%	2.8%	1.5%	131	35.9%	18.8%	1,637	1,768	19	18.8%	11	34	25	1.4%	1.4%	-22	-9	0.7%	1.4%	1.4%	0	0	0.7%	1.1%			
04 Semi-Professionals & Tech	63	0.5%	0.5%	0.0%	0	14.4%	0.0%	0	0	1	0.0%	0	0	0	0.0%	2.1%	0	0	1.6%	2.1%	2.2%	0	0	0.0%	1.6%			
05 Supervisors	11	-5.4%	0.0%	0.0%	0	50.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%			
06 Supervisors, Crafts & Trades	0	0.0%	0.0%	0.0%	0	0.0%	0.0%	0	0	8	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%			
07 Administrative & Sr Clerical	272	4.4%	0.0%	0.0%	0	30.1%	0.0%	0	0	0	0.0%	0	-4	0	0.0%	0.0%	4	4	2.9%	0.0%	0.0%	0	0	2.9%	2.9%			
08 Skilled Sales & Service	0	0.0%	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%			
09 Skilled Crafts & Trades	0	0.0%	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%			
10 Clerical Personnel	182	-1.6%	0.0%	0.0%	0	27.3%	0.0%	0	0	6	0.0%	0	-3	0	0.0%	1.8%	3	3	3.3%	1.8%	1.8%	0	0	3.3%	3.3%			
11 Intermediate Sales & Service	4	0.0%	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	1.2%	0	0	0.0%	1.2%	0.0%	0	0	0.0%	0.0%			
12 Semi-Skilled Manual	0	0.0%	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%			
13 Other Sales & Service	0	0.0%	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%			
14 Other Manual Workers	0	0.0%	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0.0%			
Total	4,793	3.3%			0	30.2%		0	0	40	0.0%	0	46	0	1.8%		-46	-46	0.8%	1.8%	1.8%	-46	-46	0.8%	0.8%			

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

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	2.9	2.9	
02 Middle & Other Managers	2.2	2.2	
03 Professionals	1.4	1.4	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors, Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Ernst & Young LLP**  
**2018-02-08**

003948

**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	All Employees												Persons with Disabilities							
	Number		Growth (New Positions)			Turnover (Replacement of Employees)			Turnover (Replacement of Terminated Employees)			Hires			Present Availability			Present Representation		
	2018-01-04	#	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	Required Over 3 Years	From - To	2018	2021	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
01/02 Managers	1,338	5.3%	1.5%	61	17.2%	4.8%	196	257	11	4.8%	2	52	11	4.3%	4.3%	4.3%	-47	-41	0.8%	1.4%
03 Professionals	2,903	2.8%	1.5%	131	35.9%	18.8%	1,637	1,768	15	18.8%	8	108	67	3.8%	3.8%	3.8%	-95	-41	0.5%	2.4%
04 Semi-Professionals & Tech	63	0.5%	1.5%	3	14.4%	5.2%	10	13	0	5.2%	0	3	1	4.6%	4.6%	4.6%	-2	-2	0.0%	1.5%
05 Supervisors	11	-5.4%	1.5%	0	50.0%	13.7%	5	5	0	13.7%	0	2	1	13.9%	13.9%	13.9%	-2	-1	0.0%	9.1%
06 Supervisors: Crafts & Trades	0	0.0%	1.5%	0	0.0%	13.7%	0	0	0	0.0%	0	0	0	3.4%	3.4%	3.4%	0	0	0.0%	#DIV/0!
07 Administrative & Sr Clerical	272	4.4%	1.5%	12	30.1%	13.7%	112	124	0	13.7%	0	10	4	7.0%	7.0%	7.0%	-9	-5	0.0%	1.4%
08 Skilled Sales & Service	0	0.0%	1.5%	0	0.0%	13.7%	0	0	0	0.0%	0	0	0	7.0%	7.0%	7.0%	0	0	0.0%	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	1.5%	0	0.0%	13.7%	0	0	0	0.0%	0	0	0	7.0%	7.0%	7.0%	0	0	0.0%	#DIV/0!
10 Clerical Personnel	182	-1.6%	1.5%	8	27.3%	13.7%	75	83	4	13.7%	2	11	6	7.0%	7.0%	7.0%	0	0	0.0%	4.2%
11 Intermediate Sales & Service	4	0.0%	1.5%	0	0.0%	13.7%	0	0	0	0.0%	0	0	0	7.0%	7.0%	7.0%	0	0	0.0%	0.0%
12 Semi-Skilled Manual	0	0.0%	1.5%	0	0.0%	13.7%	0	0	0	0.0%	0	0	0	7.0%	7.0%	7.0%	0	0	0.0%	#DIV/0!
13 Other Sales & Service	0	0.0%	1.5%	0	0.0%	13.7%	0	0	0	0.0%	0	0	0	7.0%	7.0%	7.0%	0	0	0.0%	#DIV/0!
14 Other Manual Workers	0	0.0%	1.5%	0	0.0%	13.7%	0	0	0	0.0%	0	0	0	7.0%	7.0%	7.0%	0	0	0.0%	#DIV/0!
Total	4,793	3.3%	1.5%	61	30.2%	13.7%	0	0	0	0.0%	0	167	0	4.1%	4.1%	4.1%	-167	-167	0.6%	0.6%

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01/02 Managers	4.3	4.3	
03 Professionals	3.8	3.8	
04 Semi-Professionals & Tech	4.6	4.6	
05 Supervisors	13.9	13.9	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	3.4	3.4	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	7.0	7.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	

Federal Contractors Program Achievement Report  
Part 3: Goals

Ernst & Young LLP  
2018-02-08

003949

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
		From Workforce Analysis	From Workforce Analysis <sup>5</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>4</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	All Employees												Members of Visible Minorities																			
	Number		Growth (New Positions)		Turnover (Replacement of Employees)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires		3 Year Goals		Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years					
	2018-01-04	#	Annually	%	Projected	%	Actual	%	Projected	%	Over 3 Years	#	Annually	%	Over 3 Years	#	2018	From - To	2021	%	Present	#	Projected	#	%	Present	%	Projected	%			
01 Senior Managers	614	6.0%	4.7%	0	4.4%	81	0.0%	0	-19	0	10.1%	19	13.2%	13.2%	19	13.2%	0	0	0	10.1%	19	19	13.2%	13.2%	19	13.2%	13.2%	13.2%	13.2%	13.2%		
02 Middle & Other Managers	744	4.7%	2.8%	0	30.0%	253	0.0%	0	-141	0	15.0%	141	34.0%	34.0%	141	34.0%	0	0	0	15.0%	141	141	34.0%	34.0%	141	34.0%	34.0%	34.0%	34.0%	34.0%		
03 Professionals	2,903	2.8%	0.5%	0	35.9%	1,024	0.0%	0	-269	0	26.0%	269	35.3%	35.3%	269	26.0%	0	0	0	26.0%	269	269	35.3%	35.3%	269	35.3%	35.3%	35.3%	35.3%	35.3%		
04 Semi-Professionals & Tech	63	0.5%	-5.4%	0	14.4%	19	0.0%	0	-1	0	28.2%	1	30.2%	30.2%	1	28.2%	0	0	0	28.2%	1	1	1	30.2%	30.2%	1	30.2%	30.2%	30.2%	30.2%		
05 Supervisors	11	1.5%	0.0%	0	50.0%	1	13.7%	0	2	0	31.0%	2	9.1%	9.1%	2	31.0%	0	0	0	31.0%	2	-2	0	0	0	0	0	0	0	0	0	
06 Supervisors, Crafts & Trades	0	0.0%	4.4%	0	0.0%	68	0.0%	0	-4	0	23.6%	4	25.0%	25.0%	4	23.6%	0	0	0	23.6%	4	4	4	25.0%	25.0%	4	25.0%	25.0%	25.0%	25.0%		
07 Administrative & Sr Clerical	272	0.9%	0.0%	0	30.1%	0	0.0%	0	0	0	0.0%	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades	0	0.0%	-1.6%	0	27.3%	69	0.0%	0	-6	0	34.7%	6	37.9%	37.9%	6	34.7%	0	0	0	34.7%	6	6	6	37.9%	37.9%	6	37.9%	37.9%	37.9%	37.9%	37.9%	
10 Clerical Personnel	182	0.6%	0.0%	0	13.7%	0	13.7%	0	1	0	28.5%	1	28.5%	28.5%	1	28.5%	0	0	0	28.5%	1	-1	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service	4	0.0%	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0
Total	4,793	3.3%		0	30.2%	1,515	0.0%	0	-437	0	22.5%	437	31.6%	31.6%	437	22.5%	0	0	0	22.5%	437	437	437	31.6%	31.6%	437	31.6%	31.6%	31.6%	31.6%	31.6%	31.6%

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	31.0	31.0	
06 Supervisors, Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	28.5	28.5	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	

















**Federal Contractors Program Achievement Report  
Part 5: Results - Aboriginal Peoples  
Ernst & Young LLP**

003955

2018-02-08

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y													
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	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
<b>Workforce Analysis</b>																																					
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Year</b>	<b>Workforce</b>										<b>Hires</b>					<b>Flow Data Analysis</b>					<b>Terminations</b>														
			All Employees		Aboriginal Peoples		Availability		Gap		EE Result		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples										
		#	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%
13	Other Sales & Service Personnel	2016	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0
		2018	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0
14	Other Manual Workers	2016	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0
		2018	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0
<b>Total</b>		2016	4,347	23	0.5	1.7	74	-51	31.1	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0
		2018	4,793	40	0.8	1.8	86	-46	46.4	1,677	21	1.3	30	-9	1,753	13	0.7	9	4	1,378	9	0.7	7	2													

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees	Aboriginal Peoples	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
13	Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
14	Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
<b>Total</b>		2018	3,430	34	1.0	33	103.0	0.0	0.0	0	0.0	0.0	0.0	
		2021	3,430	34	1.0	33	103.0	0.0	0.0	0	0.0	0.0	0.0	

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

**Ernst & Young LLP  
2018-02-08**

003956

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis													
		Workforce						Hires						Promotions						Terminations							
		All Employees		Persons with Disabilities		Persons with Disabilities		All Employees		Persons with Disabilities		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		Persons with Disabilities		All Employees		Persons with Disabilities	
01 & Managers	2016	1,165	8	0.7	4.3	50	-42	16.0	273	4	1.5	12	-8	338	4	1.2	2	2	234	2	0.9	2	0				
	2018	1,358	11	0.8	4.3	58	-47	18.8	273	4	1.5	12	-8	338	4	1.2	2	2	234	2	0.9	2	0				
02 Professionals	2016	2,673	12	0.4	3.8	102	-90	11.8	1,218	7	0.6	46	-39	1,186	4	0.3	5	-1	1,001	3	0.3	4	-1				
	2018	2,903	15	0.5	3.8	110	-95	13.6	1,218	7	0.6	46	-39	1,186	4	0.3	5	-1	1,001	3	0.3	4	-1				
03 Semi-Professionals & Technicians	2016	62	0	0.0	4.6	3	-3	0.0	14	0	0.0	1	-1	4	0	0.0	0	0	9	0	0.0	0	0				
	2018	63	0	0.0	4.6	3	-3	0.0	14	0	0.0	1	-1	4	0	0.0	0	0	9	0	0.0	0	0				
04 Supervisors	2016	13	0	0.0	13.9	2	-2	0.0	4	0	0.0	1	-1	4	0	0.0	0	0	6	0	0.0	0	0				
	2018	11	0	0.0	13.9	2	-2	0.0	4	0	0.0	1	-1	4	0	0.0	0	0	6	0	0.0	0	0				
05 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0				
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0				

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Flow Data		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		
		All Employees	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	Actual	Goal	
01 & Managers	2018	611	8	1.3	13	61.5	1.6	81.8	0	0.0	4.3	30.4		
	2021	611	8	1.3			4.3	30.4			4.3	30.4		
02 Professionals	2018	2,404	11	0.5	60	18.3	2.3	19.9	0	0.0	3.8	12.0		
	2021	2,404	11	0.5			3.8	12.0			3.8	12.0		
03 Semi-Professionals & Technicians	2018	18	0	0.0	1	0.0	1.5	0.0	0	0.0	4.6	0.0		
	2021	18	0	0.0			4.6	0.0			4.6	0.0		
04 Supervisors	2018	8	0	0.0	1	0.0	7.1	0.0	0	0.0	13.9	0.0		
	2021	8	0	0.0			13.9	0.0			13.9	0.0		
05 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		







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

**Ernst & Young LLP  
2018-02-08**

003959

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

Employment Equity (EEOG)	Year	Workforce Analysis												Flow Data Analysis						Terminations					
		Workforce						Hires						Promotions						Terminations					
		All Employees		Visible Minorities		Gap		EE Result		All Employees		Visible Minorities		Difference		All Employees		Visible Minorities		Difference		All Employees		Visible Minorities	
#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
01 Senior Managers	2016	516	58	11.2	10.1	52	6	111.3	19	130.6	77	19	24.7	8	11	87	16	18.4	10	6	25	3	12.0	3	0
	2018	614	81	13.2	10.1	62	19	130.6	77	19	24.7	8	11	87	16	18.4	10	6	25	3	12.0	3	0	0	0
02 Middle & Other Managers	2016	649	224	34.5	15.0	97	127	230.1	196	73	37.2	29	44	251	92	36.7	87	5	209	86	41.1	72	14	0	0
	2018	744	253	34.0	15.0	112	141	226.7	196	73	37.2	29	44	251	92	36.7	87	5	209	86	41.1	72	14	0	0
03 Professionals	2016	2,673	906	33.9	26.2	700	206	129.4	1,218	472	38.8	317	155	1,186	423	35.7	402	21	1,001	387	38.7	339	48	0	0
	2018	2,903	1,024	35.3	26.0	755	269	135.7	1,218	472	38.8	317	155	1,186	423	35.7	402	21	1,001	387	38.7	339	48	0	0
04 Semi-Professionals & Technicians	2016	62	19	30.6	28.2	17	2	108.7	14	2	14.3	4	-2	4	2	50.0	1	1	9	1	11.1	3	-2	0	0
	2018	63	19	30.2	28.2	18	1	106.9	14	2	14.3	4	-2	4	2	50.0	1	1	9	1	11.1	3	-2	0	0
05 Supervisors	2016	13	0	0.0	31.1	4	-4	0.0	0	0	0.0	1	0	0	1	25.0	0	0	6	0	0.0	0	0	0	0
	2018	11	1	9.1	31.0	3	-2	29.3	4	0	0.0	1	-1	4	1	25.0	0	0	6	0	0.0	0	0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Flow Data		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		
		All Employees	Actual	Goal	%	Goal	%	Goal	%	Goal	%	Goal	%	
01 Senior Managers	2018	164	35	21.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2021	164	35	21.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
02 Middle & Other Managers	2018	447	165	36.9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2021	447	165	36.9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
03 Professionals	2018	2,404	895	37.2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2021	2,404	895	37.2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
04 Semi-Professionals & Technicians	2018	18	4	22.2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2021	18	4	22.2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
05 Supervisors	2018	8	1	12.5	1	100.0	7.1	176.1	0	0.0	31.1	40.2	0	0.0
	2021	8	1	12.5	1	100.0	7.1	176.1	0	0.0	31.0	40.3	0	0.0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

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

**Ernst & Young LLP  
2018-02-08**

003960

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis						Terminations				
		All Employees						Visible Minorities			All Employees			Visible Minorities			All Employees			Visible Minorities				
		#	#	%	#	%	#	Representation	Availability	Gap	EE Result	#	#	Actual	Expected	Difference	#	#	#	Actual	Expected	Difference	#	#
07	Administrative & Senior Clerical	2016	239	54	22.6	23.0	55	-1	98.2	102	30	29.4	24	6	193	46	23.8	44	2	77	22	28.6	17	5
08	Skilled Sales & Service Personnel	2016	272	68	25.0	23.6	64	4	105.9															
09	Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2016	191	69	36.1	34.2	65	4	105.6	65	32	49.2	23	9	28	8	28.6	10	-2	51	20	39.2	18	2
11	Intermediate Sales & Service Personnel	2016	4	4	0.0	28.5	1	-1	0.0															
12	Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - H	Part 3: Goals	E + H x 100	Part 3: Goals	E - K x 100	Part 3: Goals	F + M x 100
↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants						Goals						Comments
		Flow Data			Short-term Goals			Long-term Goals			Goals			
		All Employees	Visible Minorities	Actual	Goal	Percent of Goal Met	%	Goal	Percent of Goal Met	%	Goal	Percent of Goal Met	%	
07	Administrative & Senior Clerical	2018	295	76	25.8	31	245.2	22.8	113.0	0	0.0	23.0	112.0	
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
10	Clerical Personnel	2018	93	40	43.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	2018	1	0	0.0	1	0.0	25.0	0.0	0	0.0	28.5	0.0	
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 7: Results - Members of Visible Minorities**

**Ernst & Young LLP**

**2018-02-08**

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

Employment Equity Occupational Group (EEOG)	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									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference	Actual		Expected	Difference	Actual	Expected		Difference	Actual	Expected	Difference						
#	#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0	0.0																		
	2018	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0	0.0																		
	2018	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	0
Total	2016	4,347	1,330	30.6	22.8	991	339	134.2																			
	2018	4,793	1,515	31.6	22.5	1,078	437	140.5	1,677	628	37.4	377	251	1,753	588	33.5	536	52	1,378	519	37.7	422	97				

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 + 1 x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Goal	Visible Minorities			Goal	Visible Minorities			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
Total	2018	3,430	1,216	35.5	33	3684.8	0.0	0.0	0	0.0	0.0	0.0		
	2021	3,430	1,216	35.5			0.0	0.0						

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Ernst &amp; Young LLP</b>
<b>2018-02-08</b>

## Efforts

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

### Required measures:

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

### Other measures:

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



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

Our firm is committed to its efforts to meet its equity goals through its diversity and inclusiveness and other programs. We continuously strive to improve our diversity within our firm.

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

**Additional Details**

Please provide any additional information (optional):

**Federal Contractors Program  
Report of the Subsequent Compliance Assessment**

**Employer Name:** Ernst & Young LLP

**Primary Location:** Toronto, Ontario

**Number of Employees:** 4793

- Ontario - 2582
- Quebec - 820
- Alberta - 571
- British Columbia - 387
- Saskatchewan - 116
- Nova Scotia - 99
- New Brunswick - 90
- Manitoba - 86
- Newfoundland and Labrador - 42

**Organization Overview:**

NAICS 5412 - Accounting, tax preparation, bookkeeping and payroll services

Ernst & Young is a multinational firm headquartered in London, England. Their main service offerings are financial audit/assurance, tax services and advisory services.

**Key Dates – First Year Assessment**

Initiated: 2016-01-04  
Received: 2016-03-01  
Closed: 2016-03-02  
Workforce Analysis: 2016-01-04

**Key Dates – Subsequent Assessment**

Initiated: 2017-10-07  
Received: 2018-02-15  
Workforce Analysis: 2018-01-04

**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 was prepopulated in the Achievement Table and shared with the organization in January 2018. It is consistent with that found in the database.

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

Yes  No

## Comments:

- The workforce analysis date for the first assessment is 2016-01-04 while the reporting period start date is 2016-02-26 for the current assessment. Given that eight months have passed since the reception of the submission, it has been decided not to contact the employer for the submission of new forms.
- Overall, the data from the current workforce analysis included in the Achievement Table is consistent with that found in Forms 1 to 6 from WEIMS. A few minor discrepancies were noted in the workforce data listed in the Achievement Table. The tables were amended to reflect the Workforce Analysis before proceeding to the assessment of reasonable progress.

**ASSESSMENT OF REASONABLE PROGRESS**

- The organization had set previous goals in both numbers and percentages. For the purposes of this assessment, the percentage of goal met will reference that of the percentage goals.

**Women**

01	Senior Managers	Goal met at 160%
----	-----------------	------------------

## Assessment/Observations

- None

**Aboriginal Peoples**

01	Senior Managers	Goal not met (0% achieved)
02	Middle & Other Managers	Goal met at 90%
03	Professionals	Goal not met (71% achieved)
10	Clerical Personnel	Goal met at 538%

## Assessment/Observations

- Out of four areas of under-representation, two goals were met while two were not. All goals were set at levels well below availability. This appears to have been accepted during the previous compliance assessment.

- EEOG 01: There were 164 new entrants and none were Aboriginal persons. With an availability rate of 2.9%, at least four would have been expected.
- EEOG 03: There were 2404 new entrants and 17 were Aboriginal persons. With an availability rate of 1.4%, at least 33 would have been expected.

### ***Persons with Disabilities***

01/02	Managers	Goal met at 82%
03	Professionals	Goal not met (20% achieved)
04	Semi-Professionals & Technicians	Goal not met (0% achieved)
05	Supervisors	Goal not met (0% achieved)
07	Administrative & Senior Clerical Personnel	Goal not met (17% achieved)
10	Clerical Personnel	Goal not met (48% achieved)

### **Assessment/Observations**

- All goals required were set at levels well below labour market availability. However, this appears to have been accepted during the previous compliance assessment.
- EEOG 03: There were 2404 new entrants and 11 were persons with disabilities. At LMA rate of 3.8%, at least 91 people would have been expected.
- EEOG 04: There were 18 new entrants and none were persons with disabilities. This is to be expected given the availability of 4.6%.
- EEOG 05: There were eight new entrants and none were persons with disabilities. At LMA rate of 13.9%, at least one person would have been expected.
- EEOG 07: There were 295 new entrants and one was person with disabilities. At LMA rate of 3.4%, at least ten people would have been expected.
- EEOG 10: There were 93 new entrants and two were persons with disabilities. At LMA rate of 7.0%, at least six people would have been expected.

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

05	Supervisors	Goal met at 176%
07	Administrative & Senior Clerical Personnel	Goal met at 113%
11	Intermediate Sales & Service Personnel	Goal not met (0% achieved)

### **Assessment/Observations**

- EEOG 11: This occupational group has only four individuals. There was one new entrant and he is not a visible minority.

**ASSESSMENT OF REASONABLE EFFORTS**

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- Out of 14 goals, six were met at levels beyond 80%.
  - In two instances where the goals were not met, there were insufficient hiring and promotion opportunities to expect reasonable progress would be made.
  - There were sufficient hires and promotions in six instances to expect reasonable progress would be made.
  - Given that the organization has only had 24 months between the two compliance assessments; an assessment of reasonable efforts is not required.

**ASSESSMENT OF GOALS**

- All goals have been set in percentage format as recommended by the Labour Program. A short and long-term goal was established for every area of under-representation uncovered and all goals are equal to the respective labour market availability.

**Women**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	%	%	%
10	Clerical Personnel	-1	66.3	66.3	65.9	66.3

## Observations:

- A goal is not required given that the current representation levels exceed 50%

**Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	%	%	%
01	Senior Managers	-18	2.9	2.9	0.0	2.9
02	Middle & Other Managers	-10	2.2	2.2	0.8	2.2
03	Professionals	-22	1.4	1.4	0.7	1.4

Observations: None

**Persons with Disabilities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
01/02	Managers	-47	4.3	4.3	0.8	4.3
03	Professionals	-95	3.8	3.8	0.5	3.8
04	Semi-Professionals & Technicians	-3	4.6	4.6	0.0	4.6
05	Supervisors	-2	13.9	13.9	0.0	13.9
07	Admin & Senior Clerical Personnel	-9	3.4	3.4	0.0	3.4
10	Clerical Personnel	-9	7.0	7.0	2.2	7.0

Observations: None

**Members of Visible Minorities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
05	Supervisors	-2	31.0	31.0	9.1	31.0
11	Intermediate Sales & Service Personnel	-1	28.5	28.5	0.0	28.5

Observations: None

**RECOMMENDATION**

I recommend that the employer be found:

in compliance    in non-compliance

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

- Please note that a goal for women in EEOG 10 Clerical Personnel is not required given that current representation levels exceed the 50% benchmark for women. In these cases, a goal is not required, regardless of availability levels to avoid occupational segregation and to ensure that occupations in this group are welcoming of both men and women.
- Given that Ernst & Young LLP has a number of gaps for Aboriginal Peoples and Persons with Disabilities, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of these three groups. Guidance on the conduct of an employment systems review is available on the Labour Program website ([Step 2-2](#) of the training modules).

**Name of Analyst: Maurice N. Yakibonge**

**Date: 2018-10-19**



**From:** Yakibonge, Maurice [NC] **On Behalf Of** EE-EME  
**Sent:** October 22, 2018 1:24 PM  
**To:** 'Jeannine.Pereira@ca.ey.com' <Jeannine.Pereira@ca.ey.com>  
**Cc:** 'Gabby.Zuniga@ca.ey.com' <Gabby.Zuniga@ca.ey.com>; 'michael.bennett@ca.ey.com' <michael.bennett@ca.ey.com>  
**Subject:** Government of Canada Agreement Number: 060188 – Notification of Compliance with the Federal Contractors Program

*Cette information est également disponible en français sur demande.*

Dear Jeannine Pereira:

I am writing to inform you that the subsequent compliance assessment initiated on October 07, 2017 has been completed. As a result of the assessment, Ernst & Young LLP 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 Ernst & Young LLP's employment equity program.

- Please note that a goal for women in EEOG 10 Clerical Personnel is not required given that current representation levels exceed the 50% benchmark for women. In these cases, a goal is not required, regardless of availability levels to avoid occupational segregation and to ensure that occupations in this group are welcoming of both men and women.
- Given that Ernst & Young LLP has a number of gaps for Aboriginal Peoples and Persons with Disabilities, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of these three groups. Guidance on the conduct of an employment systems review is available on the Labour Program website (Step 2-2 of the training modules).

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 October 7, 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, Ernst & Young LLP 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@hrscd-rhdcc.gc.ca](mailto:ee-eme@hrscd-rhdcc.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish Ernst & Young LLP 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@hrscd-rhdcc.gc.ca](mailto:ee-eme@hrscd-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!