



## Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization INTERBASE CONSULTANTS LTD	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) IBI GROUP INC.	Procurement Business Number [REDACTED] 007
Organization's North American Industry Classification System (NAICS) Code N° 54133	Total number of employees in Canada (Full-Time/Part-Time/Temporary)    1511  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-scian021-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-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.) 230 RICHMOND STREET WEST, 5TH FLOOR	City TORONTO	Province ON	Postal Code M5V1V6
	Telephone Number 416-596-1930	Fax Number 416-596-0644	

EMPLOYMENT EQUITY CONTACT	
Name (print) JANE SILLBERG	Title GLOBAL DIRECTOR, HUMAN RESOURCES
Telephone Number 416-596-1930	E-mail Address JANE.SILLBERG@IBIGROUP.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.shtm">http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtm</a>
<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.

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) KEVIN BEBENEK	Title <i>Regional Director, Central Canada</i>
Telephone Number [REDACTED]	E-mail Address KEBEBENEK@IBIGROUP.COM
	Date <i>May 5/2014</i>

RETURN INSTRUCTIONS
<b>IMPORTANT</b> <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: <a href="mailto:ee-eme@hrsdc-rhdcc.gc.ca">ee-eme@hrsdc-rhdcc.gc.ca</a></li> </ul>



OFFICIAL USE ONLY

Agreement N°:

## Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization INTERBASE CONSULTANTS LTD	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) IBI GROUP INC.	Business Number [REDACTED] PG006 Total number of employees in Canada (Permanent Full-Time and Part-Time) 1391
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sciar/2007/list-liste-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sciar/2007/list-liste-eng.htm</a> 5413	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 55 ST. CLAIR AVE. WEST, 7TH FLOOR	City TORONTO	Province ON	Postal Code M4V 2Y7
Telephone Number 416-596-1930			

EMPLOYMENT EQUITY CONTACT			
Name (print) PETER GILPIN	Title SENIOR HR CONSULTANT		
Telephone Number 416-596-1930	E-mail Address PETER.GILPIN@IBIGROUP.COM	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> <li>• having a combined workforce of 100 or more permanent full-time and permanent part-time employees 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> :
<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.

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.												
<table style="width: 100%;"> <tr> <td style="width: 45%;">               Name (print)                JANE SILLBERG             </td> <td colspan="3">               Title                GLOBAL DIRECTOR, HUMAN RESOURCES             </td> </tr> <tr> <td>               Telephone Number                416-596-1930             </td> <td>               E-mail Address                JANE.SILLBERG@IBIGROUP.COM             </td> <td colspan="2">               Preferred Language of Correspondence  <input checked="" type="checkbox"/> English <input type="checkbox"/> French             </td> </tr> <tr> <td>               Signature                [REDACTED]             </td> <td colspan="3">               Date (YYYY-MM-DD)                2015-07-16             </td> </tr> </table>	Name (print) JANE SILLBERG	Title GLOBAL DIRECTOR, HUMAN RESOURCES			Telephone Number 416-596-1930	E-mail Address JANE.SILLBERG@IBIGROUP.COM	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French		Signature [REDACTED]	Date (YYYY-MM-DD) 2015-07-16		
Name (print) JANE SILLBERG	Title GLOBAL DIRECTOR, HUMAN RESOURCES											
Telephone Number 416-596-1930	E-mail Address JANE.SILLBERG@IBIGROUP.COM	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French										
Signature [REDACTED]	Date (YYYY-MM-DD) 2015-07-16											

<b>Privacy Notice:</b> The information you provide on this form is collected under the authority of section 42 of the <i>Employment Equity Act</i> to determine your eligibility for the Federal Contractors Program (FCP). Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract. The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you. Your personal information is administered in accordance with the <i>Privacy Act</i> and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled <i>Info Source</i> , which is available at the following website address: <a href="http://www.infosource.gc.ca">http://www.infosource.gc.ca</a> . <i>Info Source</i> may also be accessed online at any Service Canada Centre.
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RETURN INSTRUCTIONS
<b>IMPORTANT</b> <ul style="list-style-type: none"> <li>• The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: <a href="mailto:ee-eme@hrsdc-rhdcc.gc.ca">ee-eme@hrsdc-rhdcc.gc.ca</a>.</li> </ul>



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

Reporting Period 2015-11-30 to 2017-10-31

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	941	23	0	964	Calgary	94	7	0	101
Québec	1	0	0	1	Edmonton	79	7	0	86
Nova Scotia	3	2	0	5	Halifax	2	2	0	4
Manitoba	1	0	0	1	Toronto	744	19	0	763
British Columbia	172	4	0	176	Vancouver	171	4	0	175
Alberta	185	15	0	200	Winnipeg	1	0	0	1
Total Employees in Canada				1347	Kingston	3	1	0	4
					Ottawa - Gatineau	56	0	0	56
					Oshawa	6	0	0	6
					Hamilton	42	0	0	42
					St. Catharines - Niagara	2	0	0	2
					Kitchener - Cambridge - Waterloo	41	2	0	43
					London	13	0	0	13
					Brantford	2	0	0	2
					Guelph	1	0	0	1
					Barrie	3	0	0	3



IBI Group Professional Services (Canada) Inc. (certificate # 060210)

Form 1

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

Reporting Period 2015-11-30 to 2017-10-31

	Census Metropolitan Areas			Total Number of Employees
	Permanent Full-time	Permanent Part-time	Temporary	
Alta. less CMAs	12	1	0	13
B.C. less CMAs	1	0	0	1
N.S. less CMA	1	0	0	1
Ont. less CMAs	29	1	0	30
Total Employees in Canada				1347



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2015-11-30 to 2017-10-31

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: \$100,000 and over  Bottom Range: \$100,000 and over	4	2	2										
	3												
	2	6	5	1									
	1	1	1										
	<b>Total</b>	9	8	1									
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$ 75,000 - \$79,999	4	1	1										
	3												
	2	30	28	2									
	1	44	24	20							4	2	2
	<b>Total</b>	75	53	22							4	2	2
<b>Professionals</b>  Top Range: \$100,000 and over  Bottom Range: \$ 35,000 - \$39,999	4	1	1										
	3	5	5										
	2	83	70	13				1	1		4	4	
	1	255	158	97	1	1					50	26	24
	<b>Total</b>	344	234	110	1	1		1	1		54	30	24
<b>Semi-Professionals and Technicians</b>  Top Range: \$100,000 and over  Bottom Range: \$ 30,000 - \$34,999	4	7	6	1									
	3	27	19	8				1	1		2	2	
	2	204	146	58				2	1	1	26	18	8
	1	193	107	86	2		2	2	2		29	17	12
	<b>Total</b>	431	278	153	2		2	5	4	1	57	37	20



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2015-11-30 to 2017-10-31

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: \$ 85,000 - \$89,999  Bottom Range: \$ 50,000 - \$54,999	4	2	1	1							1	1	
	3												
	2												
	1	1		1									
	<b>Total</b>	3	1	2							1	1	
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$100,000 and over  Bottom Range: \$ 30,000 - \$34,999	4	1	1										
	3												
	2	23	3	20							3		3
	1	33		33	1		1				5		5
	<b>Total</b>	57	4	53	1		1				8		8
<b>Clerical Personnel</b>  Top Range: \$100,000 and over  Bottom Range: \$ 30,000 - \$34,999	4	1	1										
	3												
	2	3		3									
	1	18	4	14							4	2	2
	<b>Total</b>	22	5	17							4	2	2
<b>Total Number of Employees</b>		<b>941</b>	<b>583</b>	<b>358</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>5</b>	<b>1</b>	<b>128</b>	<b>72</b>	<b>56</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Ontario

Reporting Period 2015-11-30 to 2017-10-31

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>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$ 90,000 - \$94,999	4	1	1										
	3	1	1										
	2	3	3										
	1	2	2										
	<b>Total</b>	7	7										
<b>Professionals</b>  Top Range: \$100,000 and over  Bottom Range: \$ 50,000 - \$54,999	4	2	2										
	3	1	1										
	2	2	2										
	1	6	2	4									
	<b>Total</b>	11	7	4									
<b>Semi-Professionals and Technicians</b>  Top Range: \$100,000 and over  Bottom Range: \$ 35,000 - \$39,999	4	1		1									
	3												
	2												
	1	3	2	1							1	1	
	<b>Total</b>	4	2	2							1	1	
<b>Clerical Personnel</b>  Top Range: \$ 10,000 - \$14,999  Bottom Range: \$ 10,000 - \$14,999	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									



IBI Group Professional Services (Canada) Inc. (certificate # 060210)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Ontario

Reporting Period 2015-11-30 to 2017-10-31

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>		23	16	7							1	1	





**IBI Group Professional Services (Canada) Inc. (certificate # 060210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Québec**  
**Reporting Period 2015-11-30 to 2017-10-31**

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>Professionals</b>  Top Range: \$100,000 and over  Bottom Range: \$100,000 and over	<b>4</b>												
	<b>3</b>												
	<b>2</b>												
	<b>1</b>	1	1										
	<b>Total</b>	1	1										
<b>Total Number of Employees</b>		1	1										



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Nova Scotia

Reporting Period 2015-11-30 to 2017-10-31

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>Professionals</b>  Top Range: \$ 90,000 - \$94,999  Bottom Range: \$ 90,000 - \$94,999	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 60,000 - \$64,999  Bottom Range: \$ 45,000 - \$49,999	4	1	1										
	3												
	2												
	1	1	1										
	<b>Total</b>	2	2										
<b>Total Number of Employees</b>		3	2	1									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Nova Scotia

Reporting Period 2015-11-30 to 2017-10-31

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>Professionals</b>  Top Range: \$ 40,000 - \$44,999  Bottom Range: \$ 40,000 - \$44,999	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 75,000 - \$79,999  Bottom Range: \$ 75,000 - \$79,999	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Total Number of Employees</b>		2	1	1									



**IBI Group Professional Services (Canada) Inc. (certificate # 060210)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Manitoba  
 Reporting Period 2015-11-30 to 2017-10-31

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>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$100,000 and over	<b>4</b>												
	<b>3</b>												
	<b>2</b>												
	<b>1</b>	1		1									
	<b>Total</b>	1		1									
<b>Total Number of Employees</b>		1		1									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia

Reporting Period 2015-11-30 to 2017-10-31

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: \$100,000 and over  Bottom Range: \$100,000 and over	4	1	1										
	3												
	2	1	1										
	1	1		1									
	<b>Total</b>	3	2	1									
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$ 60,000 - \$64,999	4	1	1										
	3	3	3										
	2	5	4	1									
	1	8	6	2							2	2	
	<b>Total</b>	17	14	3							2	2	
<b>Professionals</b>  Top Range: \$100,000 and over  Bottom Range: \$ 50,000 - \$54,999	4	7	6	1							2	1	1
	3	7	5	2							2	1	1
	2	13	2	11				1		1	4		4
	1	20	10	10							10	5	5
	<b>Total</b>	47	23	24				1		1	18	7	11
<b>Semi-Professionals and Technicians</b>  Top Range: \$100,000 and over  Bottom Range: \$ 40,000 - \$44,999	4	1	1										
	3	4	3	1				1	1				
	2	35	26	9							15	9	6
	1	53	27	26	1	1					17	11	6
	<b>Total</b>	93	57	36	1	1		1	1		32	20	12



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia

Reporting Period 2015-11-30 to 2017-10-31

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: \$100,000 and over  Bottom Range: \$ 45,000 - \$49,999	4	1	1										
	3												
	2	2		2									
	1	6	2	4				1		1			
	<b>Total</b>	9	3	6				1		1			
<b>Clerical Personnel</b>  Top Range: \$ 55,000 - \$59,999  Bottom Range: \$ 45,000 - \$49,999	4	1		1							1		1
	3	1		1							1		1
	2												
	1	1		1									
	<b>Total</b>	3		3							2		2
<b>Total Number of Employees</b>		172	99	73	1	1		3	1	2	54	29	25



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / British Columbia

Reporting Period 2015-11-30 to 2017-10-31

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>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$100,000 and over	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 90,000 - \$94,999  Bottom Range: \$ 90,000 - \$94,999	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 65,000 - \$69,999  Bottom Range: \$ 30,000 - \$34,999	4	1		1									
	3												
	2												
	1	1		1									
	<b>Total</b>	2		2									
<b>Total Number of Employees</b>		4	1	3									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Alberta

Reporting Period 2015-11-30 to 2017-10-31

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: \$100,000 and over  Bottom Range: \$100,000 and over	4	1	1										
	3												
	2												
	1	1	1										
	<b>Total</b>	2	2										
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$ 90,000 - \$94,999	4	3	3										
	3	3	3										
	2	3	2	1									
	1	3	1	2							1	1	
	<b>Total</b>	12	9	3							1	1	
<b>Professionals</b>  Top Range: \$100,000 and over  Bottom Range: \$ 50,000 - \$54,999	4	4	4								1	1	
	3	10	10				1	1		1	1		
	2	18	14	4			1	1		5	3	2	
	1	36	21	15	2	1	1	1	1	7	3	4	
	<b>Total</b>	68	49	19	2	1	1	3	3		14	8	6
<b>Semi-Professionals and Technicians</b>  Top Range: \$100,000 and over  Bottom Range: \$ 40,000 - \$44,999	4	1	1										
	3	1	1										
	2	7	7		1	1							
	1	77	57	20							11	9	2
	<b>Total</b>	86	66	20	1	1					11	9	2





FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Alberta

Reporting Period 2015-11-30 to 2017-10-31

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: \$ 75,000 - \$79,999  Bottom Range: \$ 40,000 - \$44,999	4	4	1	3							1	1	
	3	3		3	1		1						
	2	2		2									
	1	2		2							1		1
	<b>Total</b>		11	1	10	1		1			2	1	1
<b>Clerical Personnel</b>  Top Range: \$ 75,000 - \$79,999  Bottom Range: \$ 30,000 - \$34,999	4	1		1							1		1
	3												
	2	3		3									
	1	2	1	1							1		1
	<b>Total</b>		6	1	5						2		2
<b>Total Number of Employees</b>		<b>185</b>	<b>128</b>	<b>57</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>		<b>30</b>	<b>19</b>	<b>11</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Alberta

Reporting Period 2015-11-30 to 2017-10-31

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>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$100,000 and over	4	1	1										
	3												
	2												
	1	1	1										
	<b>Total</b>	<b>2</b>	<b>2</b>										
<b>Professionals</b>  Top Range: \$ 80,000 - \$84,999  Bottom Range: \$ 50,000 - \$54,999	4	2	1	1									
	3												
	2												
	1	1		1									
	<b>Total</b>	<b>3</b>	<b>1</b>	<b>2</b>									
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 65,000 - \$69,999  Bottom Range: \$ 35,000 - \$39,999	4	5	2	3									
	3	2	2								1	1	
	2	1		1									
	1	1		1									
	<b>Total</b>	<b>9</b>	<b>4</b>	<b>5</b>							<b>1</b>	<b>1</b>	
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 70,000 - \$74,999  Bottom Range: \$ 70,000 - \$74,999	4												
	3												
	2												
	1	1		1				1		1			
	<b>Total</b>	<b>1</b>		<b>1</b>				<b>1</b>		<b>1</b>			



IBI Group Professional Services (Canada) Inc. (certificate # 060210)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Alberta

Reporting Period 2015-11-30 to 2017-10-31

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>		15	7	8				1		1	1	1	



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

Reporting Period 2015-11-30 to 2017-10-31

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
\$ 30,000 - \$34,999	3	2	1							1	1	
\$ 35,000 - \$37,499	8	1	7				1	1		2		2
\$ 37,500 - \$39,999	8	5	3									
\$ 40,000 - \$44,999	34	13	21							4	2	2
\$ 45,000 - \$49,999	37	17	20							5	3	2
\$ 50,000 - \$59,999	164	79	85	2		2	1	1		32	15	17
\$ 60,000 - \$69,999	171	90	81	1		1	1		1	35	17	18
\$ 70,000 - \$84,999	197	128	69							25	17	8
\$ 85,000 - \$99,999	107	75	32	1	1		1	1		14	8	6
\$100,000 and over	212	173	39				2	2		10	9	1
<b>Total Number of Employees</b>	<b>941</b>	<b>583</b>	<b>358</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>5</b>	<b>1</b>	<b>128</b>	<b>72</b>	<b>56</b>



IBI Group Professional Services (Canada) Inc. (certificate # 060210)

Form 3 B

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Ontario

Reporting Period 2015-11-30 to 2017-10-31

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
\$ 10,000 - \$12,499	1		1									
\$ 35,000 - \$39,999	1	1								1	1	
\$ 50,000 and over	21	15	6									
<b>Total Number of Employees</b>	<b>23</b>	<b>16</b>	<b>7</b>							<b>1</b>	<b>1</b>	



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Québec

Reporting Period 2015-11-30 to 2017-10-31

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>\$100,000 and over</b>	1	1										
<b>Total Number of Employees</b>	1	1										



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Nova Scotia

Reporting Period 2015-11-30 to 2017-10-31

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
\$ 45,000 - \$49,999	1	1										
\$ 60,000 - \$69,999	1	1										
\$ 85,000 - \$99,999	1		1									
<b>Total Number of Employees</b>	<b>3</b>	<b>2</b>	<b>1</b>									



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Nova Scotia

Reporting Period 2015-11-30 to 2017-10-31

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
\$ 40,000 - \$49,999	1		1									
\$ 50,000 and over	1	1										
<b>Total Number of Employees</b>	<b>2</b>	<b>1</b>	<b>1</b>									





FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Manitoba

Reporting Period 2015-11-30 to 2017-10-31

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>\$100,000 and over</b>	1		1									
<b>Total Number of Employees</b>	1		1									



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / British Columbia

Reporting Period 2015-11-30 to 2017-10-31

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
\$ 40,000 - \$44,999	3		3							1		1
\$ 45,000 - \$49,999	7	1	6				1		1	3	1	2
\$ 50,000 - \$59,999	26	11	15	1	1					6	2	4
\$ 60,000 - \$69,999	39	22	17							15	10	5
\$ 70,000 - \$84,999	41	26	15							18	11	7
\$ 85,000 - \$99,999	20	10	10				1		1	6	2	4
\$100,000 and over	36	29	7				1	1		5	3	2
<b>Total Number of Employees</b>	<b>172</b>	<b>99</b>	<b>73</b>	<b>1</b>	<b>1</b>		<b>3</b>	<b>1</b>	<b>2</b>	<b>54</b>	<b>29</b>	<b>25</b>



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / British Columbia

Reporting Period 2015-11-30 to 2017-10-31

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
\$ 30,000 - \$34,999	1		1									
\$ 50,000 and over	3	1	2									
<b>Total Number of Employees</b>	<b>4</b>	<b>1</b>	<b>3</b>									



IBI Group Professional Services (Canada) Inc. (certificate # 060210)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Alberta

Reporting Period 2015-11-30 to 2017-10-31

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
\$ 30,000 - \$34,999	1	1										
\$ 40,000 - \$44,999	5	1	4							3	1	2
\$ 45,000 - \$49,999	6	3	3									
\$ 50,000 - \$59,999	43	24	19	1		1	1	1		7	5	2
\$ 60,000 - \$69,999	35	21	14	2	1	1				4	2	2
\$ 70,000 - \$84,999	34	24	10							8	5	3
\$ 85,000 - \$99,999	16	13	3							4	3	1
\$100,000 and over	45	41	4	1	1		2	2		4	3	1
<b>Total Number of Employees</b>	<b>185</b>	<b>128</b>	<b>57</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>		<b>30</b>	<b>19</b>	<b>11</b>

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**

Part-Time / Alberta

Reporting Period 2015-11-30 to 2017-10-31

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>\$ 35,000 - \$39,999</b>	1		1									
<b>\$ 50,000 and over</b>	14	7	7				1		1	1	1	
<b>Total Number of Employees</b>	15	7	8				1		1	1	1	

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Ontario

Reporting Period 2015-11-30 to 2017-10-31

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	8	3	5									
Professionals	120	69	51							30	15	15
Semi-Professionals and Technicians	166	99	67	2		2	2	2		36	21	15
Administrative and Senior Clerical Personnel	12		12							2		2
Clerical Personnel	6		6							1		1
<b>Total Number of Employees Hired</b>	<b>312</b>	<b>171</b>	<b>141</b>	<b>2</b>		<b>2</b>	<b>2</b>	<b>2</b>		<b>69</b>	<b>36</b>	<b>33</b>



IBI Group Professional Services (Canada) Inc. (certificate # 060210)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / Ontario

Reporting Period 2015-11-30 to 2017-10-31

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
Clerical Personnel	1		1									
<b>Total Number of Employees Hired</b>	<b>1</b>		<b>1</b>									



IBI Group Professional Services (Canada) Inc. (certificate # 060210)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Québec

Reporting Period 2015-11-30 to 2017-10-31

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>Semi-Professionals and Technicians</b>	1	1										
<b>Total Number of Employees Hired</b>	1	1										





IBI Group Professional Services (Canada) Inc. (certificate # 060210)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Nova Scotia

Reporting Period 2015-11-30 to 2017-10-31

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>Semi-Professionals and Technicians</b>	1	1										
<b>Total Number of Employees Hired</b>	1	1										



IBI Group Professional Services (Canada) Inc. (certificate # 060210)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / British Columbia

Reporting Period 2015-11-30 to 2017-10-31

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>	1		1									
<b>Professionals</b>	15	6	9							4	2	2
<b>Semi-Professionals and Technicians</b>	42	23	19	1	1		1	1		12	7	5
<b>Administrative and Senior Clerical Personnel</b>	6	4	2									
<b>Total Number of Employees Hired</b>	<b>64</b>	<b>33</b>	<b>31</b>	<b>1</b>	<b>1</b>		<b>1</b>	<b>1</b>		<b>16</b>	<b>9</b>	<b>7</b>



IBI Group Professional Services (Canada) Inc. (certificate # 060210)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / British Columbia

Reporting Period 2015-11-30 to 2017-10-31

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>Semi-Professionals and Technicians</b>	1		1									
<b>Total Number of Employees Hired</b>	1		1									



IBI Group Professional Services (Canada) Inc. (certificate # 060210)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Alberta

Reporting Period 2015-11-30 to 2017-10-31

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	3	2	1							1	1	
Professionals	15	10	5				1	1		3	1	2
Semi-Professionals and Technicians	23	16	7							1	1	
Administrative and Senior Clerical Personnel	4		4							1		1
<b>Total Number of Employees Hired</b>	<b>45</b>	<b>28</b>	<b>17</b>				<b>1</b>	<b>1</b>		<b>6</b>	<b>3</b>	<b>3</b>



**IBI Group Professional Services (Canada) Inc. (certificate # 060210)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

**Part-Time / Alberta**

**Reporting Period 2015-11-30 to 2017-10-31**

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>Professionals</b>	1		1									
<b>Semi-Professionals and Technicians</b>	1		1									
<b>Total Number of Employees Hired</b>	<b>2</b>		<b>2</b>									



**IBI Group Professional Services (Canada) Inc. (certificate # 060210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Ontario**  
**Reporting Period 2015-11-30 to 2017-10-31**

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
<b>Middle and Other Managers</b>	15	13	2							1	1	
<b>Professionals</b>	75	54	21	1	1		1	1		10	6	4
<b>Semi-Professionals and Technicians</b>	58	36	22				1	1		6	3	3
<b>Supervisors</b>	1		1									
<b>Administrative and Senior Clerical Personnel</b>	4	2	2									
<b>Total Number of Employees Promoted</b>	153	105	48	1	1		2	2		17	10	7
<b>Total Number of Promotions</b>	162	111	51	1	1		2	2		19	12	7



**IBI Group Professional Services (Canada) Inc. (certificate # 060210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Québec**  
**Reporting Period 2015-11-30 to 2017-10-31**

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
<b>Professionals</b>	1	1										
<b>Total Number of Employees Promoted</b>	1	1										
<b>Total Number of Promotions</b>	1	1										



**IBI Group Professional Services (Canada) Inc. (certificate # 060210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / British Columbia**  
**Reporting Period 2015-11-30 to 2017-10-31**

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
<b>Middle and Other Managers</b>	3	2	1									
<b>Professionals</b>	9	6	3				1		1	3	2	1
<b>Semi-Professionals and Technicians</b>	15	9	6							4	2	2
<b>Administrative and Senior Clerical Personnel</b>	1		1									
<b>Total Number of Employees Promoted</b>	28	17	11				1		1	7	4	3
<b>Total Number of Promotions</b>	31	19	12				1		1	8	5	3





**IBI Group Professional Services (Canada) Inc. (certificate # 060210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Alberta**  
**Reporting Period 2015-11-30 to 2017-10-31**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Middle and Other Managers	2	2										
Professionals	16	13	3	1	1		1	1		3	1	2
Semi-Professionals and Technicians	11	9	2							2	2	
Administrative and Senior Clerical Personnel	4		4									
Clerical Personnel	2		2							2		2
<b>Total Number of Employees Promoted</b>	<b>36</b>	<b>25</b>	<b>11</b>	<b>1</b>	<b>1</b>		<b>1</b>	<b>1</b>		<b>7</b>	<b>3</b>	<b>4</b>
<b>Total Number of Promotions</b>	<b>39</b>	<b>26</b>	<b>13</b>	<b>1</b>	<b>1</b>		<b>1</b>	<b>1</b>		<b>9</b>	<b>3</b>	<b>6</b>



**IBI Group Professional Services (Canada) Inc. (certificate # 060210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Part-Time / Alberta**  
**Reporting Period 2015-11-30 to 2017-10-31**

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
<b>Semi-Professionals and Technicians</b>	1		1									
<b>Total Number of Employees Promoted</b>	1		1									
<b>Total Number of Promotions</b>	1		1									



**IBI Group Professional Services (Canada) Inc. (certificate # 060210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / Ontario**  
**Reporting Period 2015-11-30 to 2017-10-31**

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>	14	10	4									
<b>Professionals</b>	97	63	34							12	9	3
<b>Semi-Professionals and Technicians</b>	95	59	36							10	5	5
<b>Administrative and Senior Clerical Personnel</b>	12		12							1		1
<b>Clerical Personnel</b>	8		8				1		1			
<b>Total Number of Employees Terminated</b>	226	132	94				1		1	23	14	9



**IBI Group Professional Services (Canada) Inc. (certificate # 060210)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

**Part-Time / Ontario**

**Reporting Period 2015-11-30 to 2017-10-31**

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>	1	1										
<b>Semi-Professionals and Technicians</b>	1	1										
<b>Total Number of Employees Terminated</b>	<b>2</b>	<b>2</b>										



**IBI Group Professional Services (Canada) Inc. (certificate # 060210)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

**Full-Time / Québec**

**Reporting Period 2015-11-30 to 2017-10-31**

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>Semi-Professionals and Technicians</b>	1	1										
<b>Total Number of Employees Terminated</b>	1	1										

**IBI Group Professional Services (Canada) Inc. (certificate # 060210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / British Columbia**  
**Reporting Period 2015-11-30 to 2017-10-31**

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>	1		1									
<b>Professionals</b>	16	9	7							6	3	3
<b>Semi-Professionals and Technicians</b>	20	12	8							8	5	3
<b>Administrative and Senior Clerical Personnel</b>	2	1	1									
<b>Clerical Personnel</b>	1		1									
<b>Total Number of Employees Terminated</b>	40	22	18							14	8	6

**IBI Group Professional Services (Canada) Inc. (certificate # 060210)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / Alberta**  
**Reporting Period 2015-11-30 to 2017-10-31**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Professionals	27	20	7							6	3	3
Semi-Professionals and Technicians	21	14	7				1	1		2	2	
Administrative and Senior Clerical Personnel	4	1	3									
Clerical Personnel	2		2							2		2
<b>Total Number of Employees Terminated</b>	<b>55</b>	<b>36</b>	<b>19</b>				<b>1</b>	<b>1</b>		<b>10</b>	<b>5</b>	<b>5</b>

Workplace Equity Information Management System - IBI Group Professional Services (Canada) Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-11

**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	14	2	14.3 %	27.4 %	4	-2	National
<b>02 : Middle and Other Managers</b>	National	115	29	25.2 %	38.9 %	45	-16	National
<b>03 : Professionals</b>		476	161	33.8 %	27.4 %	130	31	
1111 : Financial auditors and accountants	National	26	17	65.4 %	55.1 %	14	3	National
1112 : Financial and investment analysts	National	2	1	50.0 %	50.1 %	1	0	National
1114 : Other financial officers	National	1	0	0.0 %	44.1 %	0	0	National
1121 : Human resources professionals	National	4	2	50.0 %	71.1 %	3	-1	National
1122 : Professional occupations in business management consulting	National	1	1	100.0 %	42.0 %	0	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	6	6	100.0 %	66.4 %	4	2	National
2131 : Civil engineers	National	121	27	22.3 %	15.3 %	19	8	National
2132 : Mechanical engineers	National	8	1	12.5 %	9.0 %	1	0	National
2133 : Electrical and electronics engineers	National	24	5	20.8 %	11.3 %	3	2	National
2147 : Computer engineers (except software engineers and designers)	National	2	0	0.0 %	12.6 %	0	0	National
2151 : Architects	National	134	52	38.8 %	28.9 %	39	13	National
2152 : Landscape architects	National	20	10	50.0 %	39.4 %	8	2	National
2153 : Urban and land use planners	National	50	20	40.0 %	42.2 %	21	-1	National
2154 : Land surveyors	National	5	1	20.0 %	6.5 %	0	1	National
2171 : Information systems analysts and consultants	National	11	3	27.3 %	28.3 %	3	0	National
2172 : Database analysts and data administrators	National	6	2	33.3 %	35.2 %	2	0	National
2173 : Software engineers and designers	National	21	4	19.0 %	17.4 %	4	0	National
2174 : Computer programmers and interactive media developers	National	27	6	22.2 %	17.9 %	5	1	National
2175 : Web designers and developers	National	1	0	0.0 %	32.9 %	0	0	National
4021 : College and other vocational instructors	National	1	0	0.0 %	53.8 %	1	-1	National
4112 : Lawyers and Quebec notaries	National	3	1	33.3 %	42.5 %	1	0	National



Workplace Equity Information Management System - IBI Group Professional Services (Canada) Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-11

**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
5111 : Librarians	National	1	1	100.0 %	83.1 %	1	0	National
5121 : Authors and writers	National	1	1	100.0 %	54.9 %	1	0	National
<b>04 : Semi-Professionals and Technicians</b>		<b>628</b>	<b>217</b>	<b>34.6 %</b>	<b>29.0 %</b>	<b>182</b>	<b>35</b>	
2225 : Landscape and horticulture technicians and specialists	Alberta	11	5	45.5 %	41.7 %	5	0	Alberta
2225 : Landscape and horticulture technicians and specialists	Ontario	14	4	28.6 %	30.9 %	4	0	Ontario
2231 : Civil engineering technologists and technicians	Alberta	19	5	26.3 %	21.2 %	4	1	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	1	0	0.0 %	13.3 %	0	0	British Columbia
2231 : Civil engineering technologists and technicians	Ontario	91	32	35.2 %	15.7 %	14	18	Ontario
2232 : Mechanical engineering technologists and technicians	Alberta	2	0	0.0 %	11.6 %	0	0	Alberta
2232 : Mechanical engineering technologists and technicians	Ontario	16	1	6.3 %	6.3 %	1	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Alberta	2	0	0.0 %	9.9 %	0	0	Alberta
2241 : Electrical and electronics engineering technologists and technicians	Ontario	13	2	15.4 %	12.1 %	2	0	Ontario
2242 : Electronic service technicians (household and business equipment)	Alberta	1	0	0.0 %	9.8 %	0	0	Alberta
2251 : Architectural technologists and technicians	Alberta	21	1	4.8 %	33.9 %	7	-6	Alberta
2251 : Architectural technologists and technicians	British Columbia	51	23	45.1 %	21.3 %	11	12	British Columbia
2251 : Architectural technologists and technicians	Nova Scotia	1	0	0.0 %	31.0 %	0	0	Nova Scotia
2251 : Architectural technologists and technicians	Ontario	151	57	37.7 %	29.6 %	45	12	Ontario
2252 : Industrial designers	Alberta	1	0	0.0 %	34.2 %	0	0	Alberta
2252 : Industrial designers	Ontario	1	0	0.0 %	26.5 %	0	0	Ontario
2253 : Drafting technologists and technicians	Alberta	11	2	18.2 %	32.8 %	4	-2	Alberta
2253 : Drafting technologists and technicians	British Columbia	28	6	21.4 %	21.8 %	6	0	British Columbia
2253 : Drafting technologists and technicians	Nova Scotia	1	0	0.0 %	19.3 %	0	0	Nova Scotia
2253 : Drafting technologists and technicians	Ontario	53	18	34.0 %	26.4 %	14	4	Ontario
2254 : Land survey technologists and technicians	Alberta	1	0	0.0 %	11.3 %	0	0	Alberta

## Workforce Analysis - Detailed Report

Date: 2017-12-11

### Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2255 : Technical occupations in geomatics and meteorology	Ontario	4	1	25.0 %	28.8 %	1	0	Ontario
2264 : Construction inspectors	Alberta	10	1	10.0 %	17.3 %	2	-1	Alberta
2264 : Construction inspectors	British Columbia	4	2	50.0 %	9.1 %	0	2	British Columbia
2264 : Construction inspectors	Nova Scotia	1	0	0.0 %	3.4 %	0	0	Nova Scotia
2264 : Construction inspectors	Ontario	18	1	5.6 %	8.6 %	2	-1	Ontario
2281 : Computer network technicians	Alberta	1	0	0.0 %	20.3 %	0	0	Alberta
2281 : Computer network technicians	Ontario	5	0	0.0 %	20.8 %	1	-1	Ontario
2282 : User support technicians	Alberta	3	0	0.0 %	26.7 %	1	-1	Alberta
2282 : User support technicians	British Columbia	1	0	0.0 %	25.1 %	0	0	British Columbia
2282 : User support technicians	Ontario	16	2	12.5 %	24.2 %	4	-2	Ontario
4211 : Paralegal and related occupations	Ontario	1	1	100.0 %	82.0 %	1	0	Ontario
5211 : Library and public archive technicians	Ontario	2	2	100.0 %	89.2 %	2	0	Ontario
5223 : Graphic arts technicians	Ontario	1	0	0.0 %	32.2 %	0	0	Ontario
5241 : Graphic designers and illustrators	Alberta	4	3	75.0 %	51.7 %	2	1	Alberta
5241 : Graphic designers and illustrators	British Columbia	5	3	60.0 %	43.7 %	2	1	British Columbia
5241 : Graphic designers and illustrators	Ontario	10	5	50.0 %	44.9 %	4	1	Ontario
5242 : Interior designers and interior decorators	Alberta	8	8	100.0 %	86.4 %	7	1	Alberta
5242 : Interior designers and interior decorators	British Columbia	4	3	75.0 %	75.5 %	3	0	British Columbia
5242 : Interior designers and interior decorators	Ontario	40	29	72.5 %	78.6 %	31	-2	Ontario
<b>05 : Supervisors</b>		3	2	66.7 %	53.0 %	2	0	
<b>Employment Equity Occupational Group</b>	Toronto	3	2	66.7 %	53.0 %	2	0	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		80	72	90.0 %	81.2 %	65	7	
<b>Employment Equity Occupational Group</b>	Alta. less CMAs	1	1	100.0 %	89.0 %	1	0	Alta. less CMAs
<b>Employment Equity Occupational Group</b>	B.C. less CMAs	1	0	0.0 %	87.5 %	1	-1	B.C. less CMAs

Workplace Equity Information Management System - IBI Group Professional Services (Canada) Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-11

**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Barrie	1	1	100.0 %	84.8 %	1	0	Barrie
Employment Equity Occupational Group	Brantford	1	1	100.0 %	88.2 %	1	0	Brantford
Employment Equity Occupational Group	Calgary	4	4	100.0 %	80.5 %	3	1	Calgary
Employment Equity Occupational Group	Edmonton	7	6	85.7 %	84.6 %	6	0	Edmonton
Employment Equity Occupational Group	Hamilton	3	3	100.0 %	83.5 %	3	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	4	4	100.0 %	83.0 %	3	1	Kitchener - Cambridge
Employment Equity Occupational Group	London	2	2	100.0 %	82.5 %	2	0	London
Employment Equity Occupational Group	Ont. less CMAs	2	2	100.0 %	87.1 %	2	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	2	2	100.0 %	77.2 %	2	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	42	38	90.5 %	80.1 %	34	4	Toronto
Employment Equity Occupational Group	Vancouver	10	8	80.0 %	79.0 %	8	0	Vancouver
<b>10 : Clerical Personnel</b>		31	25	80.6 %	67.5 %	21	4	
Employment Equity Occupational Group	Calgary	4	3	75.0 %	70.2 %	3	0	Calgary
Employment Equity Occupational Group	Edmonton	2	2	100.0 %	70.3 %	1	1	Edmonton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	2	100.0 %	67.9 %	1	1	Kitchener - Cambridge
Employment Equity Occupational Group	Ont. less CMAs	3	3	100.0 %	72.4 %	2	1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	65.8 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	16	11	68.8 %	65.2 %	10	1	Toronto
Employment Equity Occupational Group	Vancouver	3	3	100.0 %	70.0 %	2	1	Vancouver
<b>Total</b>		1347	508	37.7 %	33.3 %	449	59	

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 - IBI Group Professional Services (Canada) Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-11

**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
<b>01 : Senior Managers</b>	National	14	0	0.0 %	2.9 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	115	0	0.0 %	2.2 %	3	-3	National
<b>03 : Professionals</b>		476	3	0.6 %	1.1 %	5	-2	
1111 : Financial auditors and accountants	National	26	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	2	0	0.0 %	0.9 %	0	0	National
1114 : Other financial officers	National	1	0	0.0 %	1.3 %	0	0	National
1121 : Human resources professionals	National	4	0	0.0 %	2.7 %	0	0	National
1122 : Professional occupations in business management consulting	National	1	0	0.0 %	1.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	6	1	16.7 %	2.1 %	0	1	National
2131 : Civil engineers	National	121	0	0.0 %	1.0 %	1	-1	National
2132 : Mechanical engineers	National	8	0	0.0 %	0.7 %	0	0	National
2133 : Electrical and electronics engineers	National	24	1	4.2 %	0.7 %	0	1	National
2147 : Computer engineers (except software engineers and designers)	National	2	0	0.0 %	0.9 %	0	0	National
2151 : Architects	National	134	0	0.0 %	0.6 %	1	-1	National
2152 : Landscape architects	National	20	0	0.0 %	0.0 %	0	0	National
2153 : Urban and land use planners	National	50	0	0.0 %	2.7 %	1	-1	National
2154 : Land surveyors	National	5	1	20.0 %	4.1 %	0	1	National
2171 : Information systems analysts and consultants	National	11	0	0.0 %	1.1 %	0	0	National
2172 : Database analysts and data administrators	National	6	0	0.0 %	1.3 %	0	0	National
2173 : Software engineers and designers	National	21	0	0.0 %	0.6 %	0	0	National
2174 : Computer programmers and interactive media developers	National	27	0	0.0 %	1.0 %	0	0	National
2175 : Web designers and developers	National	1	0	0.0 %	1.5 %	0	0	National
4021 : College and other vocational instructors	National	1	0	0.0 %	2.4 %	0	0	National
4112 : Lawyers and Quebec notaries	National	3	0	0.0 %	1.6 %	0	0	National

## Workforce Analysis - Detailed Report

Date: 2017-12-11

### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
5111 : Librarians	National	1	0	0.0 %	2.0 %	0	0	National
5121 : Authors and writers	National	1	0	0.0 %	1.9 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		<b>628</b>	<b>4</b>	<b>0.6 %</b>	<b>2.0 %</b>	<b>13</b>	<b>-9</b>	
2225 : Landscape and horticulture technicians and specialists	Alberta	11	0	0.0 %	7.3 %	1	-1	Alberta
2225 : Landscape and horticulture technicians and specialists	Ontario	14	0	0.0 %	3.2 %	0	0	Ontario
2231 : Civil engineering technologists and technicians	Alberta	19	1	5.3 %	4.1 %	1	0	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	1	0	0.0 %	3.5 %	0	0	British Columbia
2231 : Civil engineering technologists and technicians	Ontario	91	0	0.0 %	2.2 %	2	-2	Ontario
2232 : Mechanical engineering technologists and technicians	Alberta	2	0	0.0 %	3.5 %	0	0	Alberta
2232 : Mechanical engineering technologists and technicians	Ontario	16	0	0.0 %	1.4 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Alberta	2	0	0.0 %	2.1 %	0	0	Alberta
2241 : Electrical and electronics engineering technologists and technicians	Ontario	13	0	0.0 %	1.8 %	0	0	Ontario
2242 : Electronic service technicians (household and business equipment)	Alberta	1	0	0.0 %	3.3 %	0	0	Alberta
2251 : Architectural technologists and technicians	Alberta	21	0	0.0 %	2.1 %	0	0	Alberta
2251 : Architectural technologists and technicians	British Columbia	51	0	0.0 %	3.2 %	2	-2	British Columbia
2251 : Architectural technologists and technicians	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2251 : Architectural technologists and technicians	Ontario	151	1	0.7 %	0.9 %	1	0	Ontario
2252 : Industrial designers	Alberta	1	0	0.0 %	0.0 %	0	0	Alberta
2252 : Industrial designers	Ontario	1	0	0.0 %	0.6 %	0	0	Ontario
2253 : Drafting technologists and technicians	Alberta	11	0	0.0 %	2.7 %	0	0	Alberta
2253 : Drafting technologists and technicians	British Columbia	28	1	3.6 %	2.3 %	1	0	British Columbia
2253 : Drafting technologists and technicians	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2253 : Drafting technologists and technicians	Ontario	53	0	0.0 %	1.3 %	1	-1	Ontario
2254 : Land survey technologists and technicians	Alberta	1	0	0.0 %	6.7 %	0	0	Alberta

## Workforce Analysis - Detailed Report

Date: 2017-12-11

### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation		Availability			
			#	%	%	#		
2255 : Technical occupations in geomatics and meteorology	Ontario	4	0	0.0 %	4.7 %	0	0	Ontario
2264 : Construction inspectors	Alberta	10	0	0.0 %	5.5 %	1	-1	Alberta
2264 : Construction inspectors	British Columbia	4	0	0.0 %	3.2 %	0	0	British Columbia
2264 : Construction inspectors	Nova Scotia	1	0	0.0 %	6.8 %	0	0	Nova Scotia
2264 : Construction inspectors	Ontario	18	0	0.0 %	2.7 %	0	0	Ontario
2281 : Computer network technicians	Alberta	1	0	0.0 %	2.7 %	0	0	Alberta
2281 : Computer network technicians	Ontario	5	0	0.0 %	1.4 %	0	0	Ontario
2282 : User support technicians	Alberta	3	0	0.0 %	3.8 %	0	0	Alberta
2282 : User support technicians	British Columbia	1	0	0.0 %	1.8 %	0	0	British Columbia
2282 : User support technicians	Ontario	16	1	6.3 %	1.6 %	0	1	Ontario
4211 : Paralegal and related occupations	Ontario	1	0	0.0 %	1.5 %	0	0	Ontario
5211 : Library and public archive technicians	Ontario	2	0	0.0 %	1.3 %	0	0	Ontario
5223 : Graphic arts technicians	Ontario	1	0	0.0 %	2.4 %	0	0	Ontario
5241 : Graphic designers and illustrators	Alberta	4	0	0.0 %	2.5 %	0	0	Alberta
5241 : Graphic designers and illustrators	British Columbia	5	0	0.0 %	2.7 %	0	0	British Columbia
5241 : Graphic designers and illustrators	Ontario	10	0	0.0 %	1.6 %	0	0	Ontario
5242 : Interior designers and interior decorators	Alberta	8	0	0.0 %	2.3 %	0	0	Alberta
5242 : Interior designers and interior decorators	British Columbia	4	0	0.0 %	1.0 %	0	0	British Columbia
5242 : Interior designers and interior decorators	Ontario	40	0	0.0 %	1.2 %	0	0	Ontario
<b>05 : Supervisors</b>		3	0	0.0 %	1.0 %	0	0	
<b>Employment Equity Occupational Group</b>	Toronto	3	0	0.0 %	1.0 %	0	0	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		80	2	2.5 %	1.7 %	1	1	
<b>Employment Equity Occupational Group</b>	Alta. less CMAs	1	0	0.0 %	6.0 %	0	0	Alta. less CMAs
<b>Employment Equity Occupational Group</b>	B.C. less CMAs	1	0	0.0 %	7.7 %	0	0	B.C. less CMAs

## Workforce Analysis - Detailed Report

Date: 2017-12-11

### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area	
			Representation #	%	Availability %			
Employment Equity Occupational Group	Barrie	1	0	0.0 %	2.0 %	0	0	Barrie
Employment Equity Occupational Group	Brantford	1	0	0.0 %	4.8 %	0	0	Brantford
Employment Equity Occupational Group	Calgary	4	0	0.0 %	2.6 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	7	1	14.3 %	3.6 %	0	1	Edmonton
Employment Equity Occupational Group	Hamilton	3	0	0.0 %	1.5 %	0	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	4	0	0.0 %	1.6 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	2	1	50.0 %	0.8 %	0	1	London
Employment Equity Occupational Group	Ont. less CMAs	2	0	0.0 %	4.1 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	42	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	10	0	0.0 %	2.1 %	0	0	Vancouver
<b>10 : Clerical Personnel</b>		<b>31</b>	<b>0</b>	<b>0.0 %</b>	<b>1.9 %</b>	<b>1</b>	<b>-1</b>	
Employment Equity Occupational Group	Calgary	4	0	0.0 %	3.0 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	2	0	0.0 %	5.1 %	0	0	Edmonton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	0	0.0 %	0.9 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	Ont. less CMAs	3	0	0.0 %	4.7 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	16	0	0.0 %	0.7 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	3	0	0.0 %	2.4 %	0	0	Vancouver
<b>Total</b>		<b>1347</b>	<b>9</b>	<b>0.6 %</b>	<b>1.7 %</b>	<b>23</b>	<b>-14</b>	

Total may not equal sum of components due to rounding.

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

## Workforce Analysis - Detailed Report

Date: 2017-12-11

### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
<b>01 : Senior Managers</b>	National	14	0	0.0 %	10.1 %	1	-1	National
<b>02 : Middle and Other Managers</b>	National	115	7	6.1 %	15.0 %	17	-10	National
<b>03 : Professionals</b>		476	86	18.1 %	24.7 %	118	-32	
1111 : Financial auditors and accountants	National	26	8	30.8 %	27.5 %	7	1	National
1112 : Financial and investment analysts	National	2	0	0.0 %	35.4 %	1	-1	National
1114 : Other financial officers	National	1	0	0.0 %	21.7 %	0	0	National
1121 : Human resources professionals	National	4	1	25.0 %	14.1 %	1	0	National
1122 : Professional occupations in business management consulting	National	1	0	0.0 %	21.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	6	3	50.0 %	16.9 %	1	2	National
2131 : Civil engineers	National	121	17	14.0 %	26.0 %	31	-14	National
2132 : Mechanical engineers	National	8	1	12.5 %	28.6 %	2	-1	National
2133 : Electrical and electronics engineers	National	24	4	16.7 %	34.9 %	8	-4	National
2147 : Computer engineers (except software engineers and designers)	National	2	0	0.0 %	38.2 %	1	-1	National
2151 : Architects	National	134	30	22.4 %	23.6 %	32	-2	National
2152 : Landscape architects	National	20	3	15.0 %	13.6 %	3	0	National
2153 : Urban and land use planners	National	50	5	10.0 %	12.8 %	6	-1	National
2154 : Land surveyors	National	5	0	0.0 %	8.6 %	0	0	National
2171 : Information systems analysts and consultants	National	11	0	0.0 %	31.4 %	3	-3	National
2172 : Database analysts and data administrators	National	6	2	33.3 %	32.3 %	2	0	National
2173 : Software engineers and designers	National	21	5	23.8 %	40.5 %	9	-4	National
2174 : Computer programmers and interactive media developers	National	27	7	25.9 %	31.5 %	9	-2	National
2175 : Web designers and developers	National	1	0	0.0 %	22.8 %	0	0	National
4021 : College and other vocational instructors	National	1	0	0.0 %	13.4 %	0	0	National
4112 : Lawyers and Quebec notaries	National	3	0	0.0 %	12.5 %	0	0	National



Workplace Equity Information Management System - IBI Group Professional Services (Canada) Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-11

**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
5111 : Librarians	National	1	0	0.0 %	11.9 %	0	0	National
5121 : Authors and writers	National	1	0	0.0 %	10.7 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		<b>628</b>	<b>102</b>	<b>16.2 %</b>	<b>24.4 %</b>	<b>153</b>	<b>-51</b>	
2225 : Landscape and horticulture technicians and specialists	Alberta	11	1	9.1 %	4.3 %	0	1	Alberta
2225 : Landscape and horticulture technicians and specialists	Ontario	14	4	28.6 %	7.8 %	1	3	Ontario
2231 : Civil engineering technologists and technicians	Alberta	19	2	10.5 %	23.0 %	4	-2	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	1	1	100.0 %	26.5 %	0	1	British Columbia
2231 : Civil engineering technologists and technicians	Ontario	91	10	11.0 %	22.7 %	21	-11	Ontario
2232 : Mechanical engineering technologists and technicians	Alberta	2	0	0.0 %	21.3 %	0	0	Alberta
2232 : Mechanical engineering technologists and technicians	Ontario	16	1	6.3 %	20.5 %	3	-2	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Alberta	2	0	0.0 %	22.2 %	0	0	Alberta
2241 : Electrical and electronics engineering technologists and technicians	Ontario	13	3	23.1 %	31.4 %	4	-1	Ontario
2242 : Electronic service technicians (household and business equipment)	Alberta	1	0	0.0 %	23.2 %	0	0	Alberta
2251 : Architectural technologists and technicians	Alberta	21	4	19.0 %	24.2 %	5	-1	Alberta
2251 : Architectural technologists and technicians	British Columbia	51	14	27.5 %	36.2 %	18	-4	British Columbia
2251 : Architectural technologists and technicians	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2251 : Architectural technologists and technicians	Ontario	151	14	9.3 %	24.7 %	37	-23	Ontario
2252 : Industrial designers	Alberta	1	1	100.0 %	25.6 %	0	1	Alberta
2252 : Industrial designers	Ontario	1	0	0.0 %	25.5 %	0	0	Ontario
2253 : Drafting technologists and technicians	Alberta	11	2	18.2 %	28.6 %	3	-1	Alberta
2253 : Drafting technologists and technicians	British Columbia	28	14	50.0 %	33.4 %	9	5	British Columbia
2253 : Drafting technologists and technicians	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2253 : Drafting technologists and technicians	Ontario	53	11	20.8 %	30.2 %	16	-5	Ontario
2254 : Land survey technologists and technicians	Alberta	1	0	0.0 %	8.0 %	0	0	Alberta

Workplace Equity Information Management System - IBI Group Professional Services (Canada) Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-11

**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
2255 : Technical occupations in geomatics and meteorology	Ontario	4	0	0.0 %	15.3 %	1	-1	Ontario
2264 : Construction inspectors	Alberta	10	1	10.0 %	7.1 %	1	0	Alberta
2264 : Construction inspectors	British Columbia	4	0	0.0 %	13.9 %	1	-1	British Columbia
2264 : Construction inspectors	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2264 : Construction inspectors	Ontario	18	3	16.7 %	13.9 %	3	0	Ontario
2281 : Computer network technicians	Alberta	1	0	0.0 %	25.1 %	0	0	Alberta
2281 : Computer network technicians	Ontario	5	0	0.0 %	34.1 %	2	-2	Ontario
2282 : User support technicians	Alberta	3	0	0.0 %	28.2 %	1	-1	Alberta
2282 : User support technicians	British Columbia	1	0	0.0 %	32.5 %	0	0	British Columbia
2282 : User support technicians	Ontario	16	3	18.8 %	35.9 %	6	-3	Ontario
4211 : Paralegal and related occupations	Ontario	1	0	0.0 %	22.3 %	0	0	Ontario
5211 : Library and public archive technicians	Ontario	2	0	0.0 %	14.5 %	0	0	Ontario
5223 : Graphic arts technicians	Ontario	1	0	0.0 %	24.0 %	0	0	Ontario
5241 : Graphic designers and illustrators	Alberta	4	1	25.0 %	15.4 %	1	0	Alberta
5241 : Graphic designers and illustrators	British Columbia	5	2	40.0 %	28.0 %	1	1	British Columbia
5241 : Graphic designers and illustrators	Ontario	10	0	0.0 %	24.0 %	2	-2	Ontario
5242 : Interior designers and interior decorators	Alberta	8	0	0.0 %	9.1 %	1	-1	Alberta
5242 : Interior designers and interior decorators	British Columbia	4	1	25.0 %	24.6 %	1	0	British Columbia
5242 : Interior designers and interior decorators	Ontario	40	9	22.5 %	19.6 %	8	1	Ontario
<b>05 : Supervisors</b>		3	1	33.3 %	45.8 %	1	0	
<b>Employment Equity Occupational Group</b>	Toronto	3	1	33.3 %	45.8 %	1	0	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		80	10	12.5 %	27.5 %	22	-12	
<b>Employment Equity Occupational Group</b>	Alta. less CMAs	1	0	0.0 %	3.4 %	0	0	Alta. less CMAs
<b>Employment Equity Occupational Group</b>	B.C. less CMAs	1	0	0.0 %	3.4 %	0	0	B.C. less CMAs

Workplace Equity Information Management System - IBI Group Professional Services (Canada) Inc.

**Workforce Analysis - Detailed Report**

Date: 2017-12-11

**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area	
			Representation #	%	Availability %			
Employment Equity Occupational Group	Barrie	1	0	0.0 %	5.5 %	0	0	Barrie
Employment Equity Occupational Group	Brantford	1	0	0.0 %	3.4 %	0	0	Brantford
Employment Equity Occupational Group	Calgary	4	0	0.0 %	16.5 %	1	-1	Calgary
Employment Equity Occupational Group	Edmonton	7	2	28.6 %	13.4 %	1	1	Edmonton
Employment Equity Occupational Group	Hamilton	3	0	0.0 %	8.2 %	0	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	4	0	0.0 %	9.5 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	2	1	50.0 %	7.3 %	0	1	London
Employment Equity Occupational Group	Ont. less CMAs	2	0	0.0 %	1.6 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	12.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	42	7	16.7 %	37.3 %	16	-9	Toronto
Employment Equity Occupational Group	Vancouver	10	0	0.0 %	35.3 %	4	-4	Vancouver
<b>10 : Clerical Personnel</b>		31	8	25.8 %	34.6 %	11	-3	
Employment Equity Occupational Group	Calgary	4	1	25.0 %	24.3 %	1	0	Calgary
Employment Equity Occupational Group	Edmonton	2	1	50.0 %	17.5 %	0	1	Edmonton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	0	0.0 %	11.5 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	Ont. less CMAs	3	0	0.0 %	1.7 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	14.7 %	0	1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	16	3	18.8 %	48.1 %	8	-5	Toronto
Employment Equity Occupational Group	Vancouver	3	2	66.7 %	42.3 %	1	1	Vancouver
<b>Total</b>		1347	214	15.9 %	24.0 %	323	-109	

Total may not equal sum of components due to rounding.

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



## Workforce Analysis - Detailed Report

Date: 2017-12-11

### Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities			Gap #	Recruitment Area	
			Representation #	%	Availability %			
<b>01/02 : Managers</b>	National	129	0	0.0 %	4.3 %	6	-6	National
<b>03 : Professionals</b>	National	476	5	1.1 %	3.8 %	18	-13	National
<b>04 : Semi-Professionals and Technicians</b>	National	628	6	1.0 %	4.6 %	29	-23	National
<b>05 : Supervisors</b>	National	3	0	0.0 %	13.9 %	0	0	National
<b>07 : Administrative and Senior Clerical Personnel</b>	National	80	2	2.5 %	3.4 %	3	-1	National
<b>10 : Clerical Personnel</b>	National	31	0	0.0 %	7.0 %	2	-2	National
<b>Total</b>		1347	13	1.0 %	4.3 %	58	-45	

Total may not equal sum of components due to rounding.

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



## Workforce Analysis - Detailed Report

Date: 2017-12-11

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

Senior Managers, and Middle managers need to have the appropriate degree for their profession

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

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



## Workforce Analysis - Detailed Report

Date: 2017-12-11

### 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



## Workforce Analysis - Summary Report

Date: 2017-11-30

### Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	14	2	14.3 %	27.4 %	4	-2
02 : Middle and Other Managers	115	29	25.2 %	38.9 %	45	-16
03 : Professionals	476	161	33.8 %	27.4 %	130	31
04 : Semi-Professionals and Technicians	628	217	34.6 %	29.0 %	182	35
05 : Supervisors	3	2	66.7 %	53.0 %	2	0
07 : Administrative and Senior Clerical Personnel	80	72	90.0 %	81.2 %	65	7
10 : Clerical Personnel	31	25	80.6 %	67.5 %	21	4
<b>Total</b>	<b>1347</b>	<b>508</b>	<b>37.7 %</b>	<b>33.3 %</b>	<b>449</b>	<b>59</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2017-11-30

### Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees #	Representation		Availability		Gap #
		#	%	%	#	
01 : Senior Managers	14	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	115	0	0.0 %	2.2 %	3	-3
03 : Professionals	476	3	0.6 %	1.1 %	5	-2
04 : Semi-Professionals and Technicians	628	4	0.6 %	2.0 %	13	-9
05 : Supervisors	3	0	0.0 %	1.0 %	0	0
07 : Administrative and Senior Clerical Personnel	80	2	2.5 %	1.7 %	1	1
10 : Clerical Personnel	31	0	0.0 %	1.9 %	1	-1
<b>Total</b>	<b>1347</b>	<b>9</b>	<b>0.6 %</b>	<b>1.7 %</b>	<b>23</b>	<b>-14</b>

Total may not equal sum of components due to rounding.





### Workforce Analysis - Summary Report

Date: 2017-11-30

#### Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	14	0	0.0 %	10.1 %	1	-1
02 : Middle and Other Managers	115	7	6.1 %	15.0 %	17	-10
03 : Professionals	476	86	18.1 %	24.7 %	118	-32
04 : Semi-Professionals and Technicians	628	102	16.2 %	24.4 %	153	-51
05 : Supervisors	3	1	33.3 %	45.8 %	1	0
07 : Administrative and Senior Clerical Personnel	80	10	12.5 %	27.5 %	22	-12
10 : Clerical Personnel	31	8	25.8 %	34.6 %	11	-3
<b>Total</b>	<b>1347</b>	<b>214</b>	<b>15.9 %</b>	<b>24.0 %</b>	<b>323</b>	<b>-109</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2017-11-30

### Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation #	%	Availability %	#	
01/02 : Managers	129	0	0.0 %	4.3 %	6	-6
03 : Professionals	476	5	1.1 %	3.8 %	18	-13
04 : Semi-Professionals and Technicians	628	6	1.0 %	4.6 %	29	-23
05 : Supervisors	3	0	0.0 %	13.9 %	0	0
07 : Administrative and Senior Clerical Personnel	80	2	2.5 %	3.4 %	3	-1
10 : Clerical Personnel	31	0	0.0 %	7.0 %	2	-2
<b>Total</b>	<b>1347</b>	<b>13</b>	<b>1.0 %</b>	<b>4.3 %</b>	<b>58</b>	<b>-45</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2017-11-30

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

Senior Managers, and Middle managers need to have the appropriate degree for their profession

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



## Workforce Analysis - Summary Report

Date: 2017-11-30

### WFA Defaults - Persons with Disabilities

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











**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**IBI Group**

**[Date: 2017-10-31]**

Start Date of Flow Data		
YYYY	MM	DD
2015	11	30

End Date of Flow Data		
YYYY	MM	DD
2017	10	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 1: Women**

**Table 5: Women**

**Table 9: Women**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	12	7	0	0
03 Professionals	150	65	1	1
04 Semi-Professionals & Technicians	233	93	2	2
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	22	18	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	6	6	1	1
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>423</b>	<b>189</b>	<b>4</b>	<b>4</b>

Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
1	0	0	0
20	3	0	0
101	27	0	0
84	30	1	1
1	1	0	0
0	0	0	0
9	7	0	0
0	0	0	0
0	0	0	0
0	0	0	0
2	2	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>218</b>	<b>70</b>	<b>1</b>	<b>1</b>

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
1	0	0	0
15	5	1	0
140	48	0	0
137	58	1	0
0	0	0	0
0	0	0	0
18	16	0	0
0	0	0	0
0	0	0	0
11	11	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>322</b>	<b>138</b>	<b>2</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**IBI Group**

**[Date: 2017-10-31]**

Start Date of Flow Data		
YYYY	MM	DD
2015	11	30

End Date of Flow Data		
YYYY	MM	DD
2017	10	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	12	0	0	0
03 Professionals	150	0	1	0
04 Semi-Professionals & Technicians	233	3	2	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	22	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	6	0	1	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>423</b>	<b>3</b>	<b>4</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
1	0	0	0
20	0	0	0
101	2	0	0
84	0	1	0
1	0	0	0
0	0	0	0
9	0	0	0
0	0	0	0
0	0	0	0
2	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>218</b>	<b>2</b>	<b>1</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
1	0	0	0
15	0	1	0
140	0	0	0
137	0	1	0
0	0	0	0
0	0	0	0
18	0	0	0
0	0	0	0
0	0	0	0
11	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>322</b>	<b>0</b>	<b>2</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**IBI Group**

**[Date: 2017-10-31]**

Start Date of Flow Data		
YYYY	MM	DD
2015	11	30

End Date of Flow Data		
YYYY	MM	DD
2017	10	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 3: Persons with Disabilities**

**Table 7: Persons with Disabilities**

**Table 11: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	12	0	0	0
03 Professionals	150	1	1	0
04 Semi-Professionals & Technicians	233	3	2	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	22	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	6	0	1	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>423</b>	<b>4</b>	<b>4</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
1	0	0	0
20	0	0	0
101	3	0	0
84	1	1	0
1	0	0	0
0	0	0	0
9	0	0	0
0	0	0	0
0	0	0	0
2	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>218</b>	<b>4</b>	<b>1</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
1	0	0	0
15	0	1	0
140	0	0	0
137	1	1	0
0	0	0	0
0	0	0	0
18	0	0	0
0	0	0	0
0	0	0	0
11	1	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>322</b>	<b>2</b>	<b>2</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**IBI Group**

**[Date: 2017-10-31]**

Start Date of Flow Data		
YYYY	MM	DD
2015	11	30

End Date of Flow Data		
YYYY	MM	DD
2017	10	31

**Data from Form 4 - Employees Hired**

↓ ↓ ↓ ↓

**Table 4: Members of Visible Minorities**

**Data from Form 5 - Employees Promoted**

↓ ↓ ↓ ↓

**Table 8: Members of Visible Minorities**

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓

**Table 12: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	12	1	0	0
03 Professionals	150	37	1	0
04 Semi-Professionals & Technicians	233	49	2	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	22	3	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	6	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>423</b>	<b>91</b>	<b>4</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
1	0	0	0
20	1	0	0
101	16	0	0
84	12	1	0
1	0	0	0
0	0	0	0
9	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
2	2	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>218</b>	<b>31</b>	<b>1</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
1	0	0	0
15	0	1	0
140	24	0	0
137	20	1	0
0	0	0	0
0	0	0	0
18	1	0	0
0	0	0	0
0	0	0	0
11	2	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>322</b>	<b>47</b>	<b>2</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**IBI Group**

[Date: 2017-10-31]

**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†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 1: Women**

Employment Equity Occupational Group (EOG)	All Employees								First/Previous Short-term Goals								Women			
	Number	Growth (New Positions)			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	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		YYYY - YYYY							
	2015-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-11-30	Annually	Over 3 Years	2015	2018								
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01 Senior Managers	15	-2.3%	0.0%	0	6.9%	0.0%	0	0	2	0.0%	0	2	0	27.4%	27.4%	-2	-2	13.3%	13.3%	
02 Middle & Other Managers	119	-1.1%	0.0%	0	13.7%	0.0%	0	0	25	0.0%	0	21	0	38.9%	38.9%	-21	-21	21.0%	21.0%	
03 Professionals	503	-1.8%	0.0%	0	28.6%	0.0%	0	0	155	0.0%	0	-23	0	0.0%	26.3%	23	23	30.8%	30.8%	
04 Semi-Professionals & Tech	581	2.6%	0.0%	0	22.8%	0.0%	0	0	181	0.0%	0	-8	0	0.0%	29.8%	8	8	31.2%	31.2%	
05 Supervisors	5	-15.7%	0.0%	0	0.0%	0.0%	0	0	3	0.0%	0	0	0	0.0%	53.4%	0	0	60.0%	60.0%	
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	77	1.3%	0.0%	0	22.9%	0.0%	0	0	71	0.0%	0	-8	0	0.0%	81.3%	8	8	92.2%	92.2%	
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	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	37	-5.7%	0.0%	0	32.4%	0.0%	0	0	31	0.0%	0	-6	0	0.0%	67.9%	6	6	83.8%	83.8%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>1,337</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0</b>	<b>24.1%</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>468</b>	<b>0.0%</b>	<b>0</b>	<b>-21</b>	<b>0</b>	<b>0.0%</b>	<b>33.4%</b>	<b>21</b>	<b>21</b>	<b>35.0%</b>	<b>35.0%</b>	

† 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 (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	27.4	2	0.0	
02 Middle & Other Managers	0	38.9	19	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	

Federal Contractors Program Achievement Report

Part 3: Goals

IBI Group

[Date: 2017-10-31]

14	Other Manual Workers	0	0.0	0	0.0
Total		0		21	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**IBI Group**

**[Date: 2017-10-31]**

**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†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	

**Table 3: Aboriginal Peoples**

**First/Previous Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			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
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		YYYY - YYYY						
	2015-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-11-30	Annually	Over 3 Years	2015	2018							
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	15	-2.3%	2.9%	1	6.9%	0.0%	0	1	0	0.0%	0	0	0	2.9%	2.9%	0	0	0.0%	0.0%
02 Middle & Other Managers	119	-1.1%	2.2%	8	13.7%	0.0%	0	8	0	0.0%	0	3	0	2.2%	2.2%	-3	-3	0.0%	0.0%
03 Professionals	503	-1.8%	1.1%	17	28.6%	0.0%	0	17	5	0.0%	0	1	0	1.1%	1.1%	-1	-1	1.0%	1.0%
04 Semi-Professionals & Tech	581	2.6%	2.0%	35	22.8%	0.0%	0	35	3	0.0%	0	10	0	2.0%	2.1%	-9	-10	0.5%	0.5%
05 Supervisors	5	-15.7%	1.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	1.0%	1.4%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	77	1.3%	1.7%	4	22.9%	0.0%	0	4	3	0.0%	0	-2	0	1.7%	1.8%	2	2	3.9%	3.7%
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	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	37	-5.7%	1.9%	2	32.4%	0.0%	0	2	1	0.0%	0	0	0	1.9%	2.5%	0	0	2.7%	2.6%
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
<b>Total</b>	<b>1,337</b>	<b>0.2%</b>	<b>0.2%</b>	<b>0</b>	<b>24.1%</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>0.0%</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>0.0%</b>	<b>1.7%</b>	<b>-11</b>	<b>-11</b>	<b>0.9%</b>	<b>0.9%</b>

† 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 (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	2.2	2	0.0	
03 Professionals	0	1.2	1	0.0	
04 Semi-Professionals & Tech	0	2.1	9	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	2.4	1	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	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**IBI Group**

**[Date: 2017-10-31]**

14	Other Manual Workers	0	0.0	0	0.0
Total		0		13	



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**IBI Group**

[Date: 2017-10-31]

**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>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	All Employees																		
	First/Previous Short-term Goals																		
	Number	Growth (New Positions)			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
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Annually	Over 3 Years					
	2015-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2015-11-30	Annually	Over 3 Years	#	2015	2018	%	%	#	#	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%
01/02 Managers	134	-1.7%	4.3%	17	10.3%		0	17	1	0.0%	0	5	0	4.3%	3.8%	-5	-5	0.7%	0.7%
03 Professionals	503	-1.8%	3.8%	57	28.6%		0	57	7	0.0%	0	15	0	3.8%	4.6%	-12	-19	1.4%	1.3%
04 Semi-Professionals & Tech	581	2.6%	4.6%	80	22.8%		0	80	8	0.0%	0	30	0	4.6%	13.9%	-19	-84	1.4%	1.2%
05 Supervisors	5	-15.7%	13.9%	2	0.0%		0	2	0	0.0%	0	1	0	13.9%	0.0%	-1	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	3.4%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	77	1.3%	3.4%	8	22.9%		0	8	3	0.0%	0	0	0	3.4%	0.0%	0	3	3.9%	3.5%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	7.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	37	-5.7%	7.0%	8	32.4%		0	8	3	0.0%	0	0	0	7.0%	0.0%	0	3	8.1%	6.7%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	4.3%	0	0	#DIV/0!	#DIV/0!
Total	1,337	0.2%		0	24.1%		0	0	22	0.0%	0	#REF!	0	0.0%	#REF!	-35	#REF!	1.6%	1.6%

† 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 6: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	0	4.3	5	0.0	
03 Professionals	0	3.8	9	0.0	
04 Semi-Professionals & Tech	0	4.6	19	0.0	
05 Supervisors	0	3.4	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	7.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0		33		

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**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†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	All Employees																		First/Previous Short-term Goals																		Members of Visible Minorities																	
	Number	Growth (New Positions)			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																																			
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Over 3 Years			From - To	Present Availability		Present Gap	Projected Gap						Present Representation	Projected Representation in 3 Years																																	
		2015-11-30	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	2015		2018	Present Availability						Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years																															
	#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%																																					
01 Senior Managers	15	-2.3%	10.1%	5	6.9%		0	5	1	0.0%	0	1	0	10.1%	10.1%	-1	-1	6.7%	5.0%																																			
02 Middle & Other Managers	119	-1.1%	15.0%	54	13.7%		0	54	17	0.0%	0	9	0	15.0%	15.0%	-1	-9	14.3%	9.8%																																			
03 Professionals	503	-1.8%	24.7%	373	28.6%		0	373	163	0.0%	0	50	0	24.7%	24.3%	41	-50	32.4%	18.6%																																			
04 Semi-Professionals & Tech	581	2.6%	24.4%	425	22.8%		0	425	219	0.0%	0	20	0	24.4%	23.8%	81	-20	37.7%	21.8%																																			
05 Supervisors	5	-15.7%	45.8%	7	0.0%		0	7	2	0.0%	0	3	0	45.8%	42.1%	0	-3	40.0%	16.7%																																			
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!																																			
07 Administrative & Sr Clerical	77	1.3%	27.5%	64	22.9%		0	64	13	0.0%	0	24	0	27.5%	26.4%	-7	-24	16.9%	9.2%																																			
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!																																			
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!																																			
10 Clerical Personnel	37	-5.7%	34.6%	38	32.4%		0	38	18	0.0%	0	4	0	34.6%	29.4%	7	-4	48.6%	24.0%																																			
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!																																			
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!																																			
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!																																			
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!																																			
<b>Total</b>	<b>1,337</b>	<b>0.2%</b>		<b>0</b>	<b>24.1%</b>		<b>0</b>	<b>0</b>	<b>433</b>	<b>0.0%</b>	<b>0</b>	<b>-120</b>	<b>0</b>	<b>0.0%</b>	<b>23.4%</b>	<b>120</b>	<b>120</b>	<b>32.4%</b>	<b>32.4%</b>																																			

† 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 (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	10.1	2	0.0	
02 Middle & Other Managers	0	15.0	11	0.0	
03 Professionals	0	24.1	23	0.0	
04 Semi-Professionals & Tech	0	23.6	50	0.0	
05 Supervisors	0	42.7	2	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	26.5	9	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	31.0	3	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	

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14	Other Manual Workers	0	0.0	0	0.0
Total		0		100	

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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
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	

**Table 9: Women**

Employment Equity Occupational Group (EOG)	All Employees										Subsequent/Current Short-term Goals										Women			
	Number	Growth (New Positions)			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					
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		YYYY - YYYY											
	2017-11-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-11-31	Annually	Over 3 Years	2017	2020												
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%						
01 Senior Managers	14	-2.3%	0.0%	0	6.9%	0.0%	0	0	2	0.0%	0	2	0	27.4%	27.4%	-2	-2	14.3%	14.3%					
02 Middle & Other Managers	115	-1.1%	1.5%	5	13.7%	0.0%	0	5	29	0.0%	0	18	2	38.9%	38.9%	-16	-16	25.2%	25.8%					
03 Professionals	476	-1.8%	0.0%	0	28.6%	0.0%	0	0	161	0.0%	0	-31	0	27.4%	27.4%	31	31	33.8%	33.8%					
04 Semi-Professionals & Tech	628	2.6%	0.0%	0	22.8%	0.0%	0	0	217	0.0%	0	-35	0	29.0%	29.0%	35	35	34.6%	34.6%					
05 Supervisors	3	-15.7%	0.0%	0	0.0%	0.0%	0	0	2	0.0%	0	0	0	53.0%	53.0%	0	0	66.7%	66.7%					
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	#DIV/0!	#DIV/0!					
07 Administrative & Sr Clerical	80	1.3%	0.0%	0	22.9%	0.0%	0	0	72	0.0%	0	-7	0	81.2%	81.2%	7	7	90.0%	90.0%					
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	#DIV/0!	#DIV/0!					
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!					
10 Clerical Personnel	31	-5.7%	0.0%	0	32.4%	0.0%	0	0	25	0.0%	0	-4	0	67.5%	67.5%	4	4	80.6%	80.6%					
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	#VALUE!	0.0%	0	#VALUE!	#DIV/0!	#VALUE!					
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	#DIV/0!	#DIV/0!					
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!					
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!					
<b>Total</b>	<b>1,347</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0</b>	<b>24.1%</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>508</b>	<b>0.0%</b>	<b>0</b>	<b>-59</b>	<b>0</b>	<b>33.3%</b>	<b>33.3%</b>	<b>59</b>	<b>59</b>	<b>37.7%</b>	<b>37.7%</b>					

† 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 ÷ ((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 (EOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.3	27.4	We anticipate no growth or turnover of senior staff within 3 years. We envision after the 3 year period there will be a need for 2 senior managers. To stimulate this growth and need, we have implemented a Women's Network to review and identify potential growth opportunities for Women in the organization.
02 Middle & Other Managers	0.4	38.9	We anticipate a growth rate of 1.5% across the firm. To stimulate this growth and need, we have implemented a Women's Network to review and identify potential growth opportunities for Women in the organization. This may increase the number of internal promotions along with our external recruitment.
03 Professionals	0.3	0.0	
04 Semi-Professionals & Tech	0.3	0.0	
05 Supervisors	0.5	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.8	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.7	0.0	
11 Intermediate Sales & Service	0.0	0.0	

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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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**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
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 11: Aboriginal Peoples**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			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
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2017-11-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-11-31	Annually	Over 3 Years	Years	2017	2020						
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	14	-2.3%	1.5%	1	6.9%	0	1	0	0.0%	0	0	0	0	2.9%	2.9%	0	0	0.0%	0.0%
02 Middle & Other Managers	115	-1.1%	1.5%	5	13.7%	0	5	0	0.0%	0	3	0	0	2.2%	2.2%	-3	-3	0.0%	0.0%
03 Professionals	476	-1.8%	1.5%	21	28.6%	0	21	3	0.0%	0	2	0	0	1.1%	1.1%	-2	-2	0.6%	0.6%
04 Semi-Professionals & Tech	628	2.6%	1.5%	28	22.8%	0	28	4	0.0%	0	9	1	0	2.0%	2.0%	-9	-8	0.6%	0.8%
05 Supervisors	3	-15.7%	1.5%	0	0.0%	0	0	0	0.0%	0	0	0	0	1.0%	1.0%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	80	1.3%	1.5%	4	22.9%	0	4	2	0.0%	0	-1	0	0	1.7%	1.7%	1	1	2.5%	2.4%
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	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	31	-5.7%	1.5%	1	32.4%	0	1	0	0.0%	0	1	0	0	1.9%	1.9%	-1	-1	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total	1,347	0.2%	0	24.1%	0	0	9	0	0.0%	0	14	0	0	1.7%	1.7%	-14	-14	0.7%	0.7%

† 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 12: Aboriginal Peoples**

Employment Equity Occupational Group (EOG)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	2.2	We are expecting a modest growth over the next 3 years. We have the potential for increasing our staff including the need to hire aboriginal people.
03 Professionals	0.0	1.1	We are expecting a modest growth over the next 3 years. We have the potential for increasing our staff including the need to hire aboriginal people.
04 Semi-Professionals & Tech	0.0	2.0	We are expecting a modest growth over the next 3 years. We have the potential for increasing our staff including the need to hire aboriginal people.
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	1.9	We are expecting a modest growth over the next 3 years. We have the potential for increasing our staff including the need to hire aboriginal people.
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	

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Total		0.0			
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[Date: 2017-10-31]

**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
Data sources:	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 Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 13: Persons with Disabilities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Persons with Disabilities											
	Number	Growth (New Positions)			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	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		YYYY - YYYY							
	2017-11-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-11-31	Annually	Over 3 Years	2017	2020								
	#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%			
01/02 Managers	129	-1.7%	1.5%	6	10.3%		0	6	0	0.0%	0	6	0	4.3%	4.3%	-6	-6	0.0%	0.0%	
03 Professionals	476	-1.8%	1.5%	21	28.6%		0	21	5	0.0%	0	14	1	3.8%	3.8%	-13	-13	1.1%	1.2%	
04 Semi-Professionals & Tech	628	2.6%	1.5%	28	22.8%		0	28	6	0.0%	0	24	1	4.6%	4.6%	-23	-23	1.0%	1.1%	
05 Supervisors	3	-15.7%	1.5%	0	0.0%		0	0	0	0.0%	0	0	0	13.9%	13.9%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	80	1.3%	1.5%	4	22.9%		0	4	2	0.0%	0	1	0	3.4%	3.4%	-1	-1	2.5%	2.4%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	31	-5.7%	1.5%	1	32.4%		0	1	0	0.0%	0	2	0	7.0%	7.0%	-2	-2	0.0%	0.0%	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>1,347</b>	<b>0.2%</b>		<b>0</b>	<b>24.1%</b>		<b>0</b>	<b>0</b>	<b>13</b>	<b>0.0%</b>	<b>0</b>	<b>45</b>	<b>0</b>	<b>4.3%</b>	<b>4.3%</b>	<b>-45</b>	<b>-45</b>	<b>1.0%</b>	<b>1.0%</b>	

† 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 14: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers		0.0		4.3	We are expecting a modest growth over the next 3 years. We have the potential for increasing our staff including the need to hire persons with disabilities.
03 Professionals		0.0		3.8	We are expecting a modest growth over the next 3 years. We have the potential for increasing our staff including the need to hire persons with disabilities.
04 Semi-Professionals & Tech		0.0		4.6	We are expecting a modest growth over the next 3 years. We have the potential for increasing our staff including the need to hire persons with disabilities.
05 Supervisors		0.1		0.0	
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical		0.0		3.4	We are expecting a modest growth over the next 3 years. We have the potential for increasing our staff including the need to hire persons with disabilities.
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		0.0		0.0	
10 Clerical Personnel		0.1		7.0	We are expecting a modest growth over the next 3 years. We have the potential for increasing our staff including the need to hire persons with disabilities.
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	
<b>Total</b>		<b>0.0</b>		<b>0.0</b>	

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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
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 15: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																		
	All Employees								Members of Visible Minorities										
	Number	Growth (New Positions)			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
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		From - To						
	2017-11-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-11-31	Annually	Over 3 Years	2017	2020	2017	2020					
#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01 Senior Managers	14	-2.3%	1.0%	0	6.9%		0	0	0.0%	0	1	0	10.1%	10.1%	-1	-1	0.0%	0.0%	
02 Middle & Other Managers	115	-1.1%	1.5%	5	13.7%		0	5	0.0%	0	11	1	15.0%	15.0%	-10	-10	6.1%	6.7%	
03 Professionals	476	-1.8%	1.5%	21	28.6%		0	21	0.0%	0	37	5	24.7%	24.7%	-32	-32	18.1%	18.3%	
04 Semi-Professionals & Tech	628	2.6%	1.5%	28	22.8%		0	28	0.0%	0	58	7	24.4%	24.4%	-51	-51	16.2%	16.6%	
05 Supervisors	3	-15.7%	1.5%	0	0.0%		0	0	0.0%	0	0	0	45.8%	45.8%	0	0	33.3%	33.3%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	80	1.3%	1.5%	4	22.9%		0	4	0.0%	0	13	1	27.5%	27.5%	-12	-12	12.5%	13.1%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	31	-5.7%	1.5%	1	32.4%		0	1	0.0%	0	3	0	34.6%	34.6%	-3	-3	25.8%	25.0%	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>1,347</b>	<b>0.2%</b>		<b>0</b>	<b>24.1%</b>		<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>109</b>	<b>0</b>	<b>24.0%</b>	<b>24.0%</b>	<b>-109</b>	<b>-109</b>	<b>15.9%</b>	<b>15.9%</b>	

† 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 16: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.1	10.1	We are expecting a modest growth over the next 3 years. We have the potential for increasing our staff including the need to hire members of the visible minorities.
02 Middle & Other Managers	0.2	15.0	We are expecting a modest growth over the next 3 years. We have the potential for increasing our staff including the need to hire members of the visible minorities.
03 Professionals	0.2	24.7	We are expecting a modest growth over the next 3 years. We have the potential for increasing our staff including the need to hire members of the visible minorities.
04 Semi-Professionals & Tech	0.2	24.4	We are expecting a modest growth over the next 3 years. We have the potential for increasing our staff including the need to hire members of the visible minorities.
05 Supervisors	0.5	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.3	27.5	We are expecting a modest growth over the next 3 years. We have the potential for increasing our staff including the need to hire members of the visible minorities.
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.3	34.6	We are expecting a modest growth over the next 3 years. We have the potential for increasing our staff including the need to hire members of the visible minorities.
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	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**IBI Group**

**[Date: 2017-10-31]**

Total		0.0	0.0
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**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**IBI Group**

**[Date: 2017-10-31]**

<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	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	%	#	%	#	#	%	#	#	#	%	#	%	#	%	#	%	#	%	#	%	
01 Senior Managers	2015	15	2	13.3	27.4	4	-2	48.7																	
	2017	14	2	14.3	27.4	4	-2	52.1	0	0	0.0	0	0	0	1	0	0.0	0	0	1	0	0.0	0	0	0
02 Middle & Other Managers	2015	119	25	21.0	38.9	46	-21	54.0																	
	2017	115	29	25.2	38.9	45	-16	64.8	12	7	58.3	5	2	20	3	15.0	4	-1	16	5	31.3	3	2		
03 Professionals	2015	503	155	30.8	26.3	132	23	117.2																	
	2017	476	161	33.8	27.4	130	31	123.4	151	66	43.7	41	25	101	27	26.7	31	-4	140	48	34.3	43	5		
04 Semi-Professionals & Technicians	2015	581	181	31.2	29.8	173	8	104.5																	
	2017	628	217	34.6	29.0	182	35	119.2	235	95	40.4	68	27	85	31	36.5	26	5	138	58	42.0	43	15		
05 Supervisors	2015	5	3	60.0	53.4	3	0	112.4																	
	2017	3	2	66.7	53.0	2	0	125.8	0	0	0.0	0	0	1	1	100.0	1	0	0	0	0.0	0	0	0	0
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants										Goals										Comments
		Flow Data					Short-term Goals					Long-term Goals										
		All Employees	Women				All Employees	Women				All Employees	Women									
			Actual	Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met									
#	#	%	%	#	%	%	%	#	%	%	%	#	%	%	%							
01 Senior Managers	2017	0	0	0.0	0	0.0	27.4	0.0	0.0	0.0	0.0	2	0.0	0.0	0.0							
	2020	0	0	0.0	0	0.0	0.3	0.0	0.0	0.0	27.4	0.0										
02 Middle & Other Managers	2017	16	5	31.3	0	0.0	38.9	80.3	19	26.3	0.0	0.0										
	2020	16	5	31.3	0	0.0	0.4	8033.4	0	38.9	80.3											
03 Professionals	2017	112	45	40.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0								
	2020	112	45	40.2	0	0.0	0.3	14663.7	0	0.0	0.0	0.0	0.0									
04 Semi-Professionals & Technicians	2017	182	68	37.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0									
	2020	182	68	37.4	0	0.0	0.3	12883.7	0	0.0	0.0	0.0	0.0									
05 Supervisors	2017	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0									
	2020	1	1	100.0	0	0.0	0.5	18867.9	0	0.0	0.0	0.0	0.0									
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0									
	2020	0	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 4: Results - Women**

**IBI Group**

**[Date: 2017-10-31]**

<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 (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative & Senior Clerical	2015	77	71	92.2	81.3	63	8	113.4																	
	2017	80	72	90.0	81.2	65	7	110.8	22	18	81.8	18	0	9	7	77.8	8	-1	18	16	88.9	17	-1		
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0
10 Clerical Personnel	2015	37	31	83.8	67.9	25	6	123.4																	
	2017	31	25	80.6	67.5	21	4	119.5	7	7	100.0	5	2	2	2	100.0	2	0	11	11	100.0	9	2		
11 Intermediate Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Women		Women		Women		Women					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2017	13	9	69.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	13	9	69.2	0.8	8526.0	0.0	0.0						
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0		
10 Clerical Personnel	2017	-2	-2	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	-2	-2	100.0	0.7	14814.8	0.0	0.0						
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**IBI Group**

**[Date: 2017-10-31]**

<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	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#			
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
Total	2015	1,337	468	35.0	33.4	447	21	104.8																	
	2017	1,347	508	37.7	33.3	449	59	113.3	427	193	45.2	142	51	219	71	32.4	77	-6	324	138	42.6	113	25		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Women		Women				Women					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	%	#	%	%	%				
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2017	322	126	39.1	0	0.0	0.0	0.0	21	600.0	0.0	0.0		
	2020	322	126	39.1			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**IBI Group**

**[Date: 2017-10-31]**

<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	Aboriginal Peoples						All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2015	15	0	0.0	2.9	0	0	0.0																	
	2017	14	0	0.0	2.9	0	0	0.0	0	0	0.0	0	0	0	1	0	0.0	0	0	1	0	0.0	0	0	0
02 Middle & Other Managers	2015	119	0	0.0	2.2	3	-3	0.0																	
	2017	115	0	0.0	2.2	3	-3	0.0	12	0	0.0	0	0	0	20	0	0.0	0	0	16	0	0.0	0	0	0
03 Professionals	2015	503	5	1.0	1.1	6	-1	90.4																	
	2017	476	3	0.6	1.1	5	-2	57.3	151	0	0.0	2	-2	101	2	2.0	1	1	140	0	0.0	1	-1		
04 Semi-Professionals & Technicians	2015	581	3	0.5	2.1	12	-9	24.6																	
	2017	628	4	0.6	2.0	13	-9	31.8	235	3	1.3	5	-2	85	0	0.0	0	0	138	0	0.0	1	-1		
05 Supervisors	2015	5	0	0.0	1.4	0	0	0.0																	
	2017	3	0	0.0	1.0	0	0	0.0	0	0	0.0	0	0	1	0	0.0	0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals							
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples						
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	#	%	#	%	#	%					
01 Senior Managers	2017	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
02 Middle & Other Managers	2017	16	0	0.0	0	0.0	2.2	0.0	2	0.0	0.0	0.0			
	2020	16	0	0.0	0	0.0	0.0	0.0	2.2	0.0					
03 Professionals	2017	112	2	1.8	0	0.0	1.2	148.8	1	200.0	0.0	0.0			
	2020	112	2	1.8	0	0.0	0.0	16233.8	1.1	162.3					
04 Semi-Professionals & Technicians	2017	182	3	1.6	0	0.0	2.1	78.5	9	33.3	0.0	0.0			
	2020	182	3	1.6	0	0.0	0.0	8241.8	2.0	82.4					
05 Supervisors	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	2020	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**IBI Group**

**[Date: 2017-10-31]**

<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 (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires			Promotions				Terminations						
		All Employees	Aboriginal Peoples					All Employees	Aboriginal Peoples		All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples									
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#							
07 Administrative & Senior Clerical	2015	77	3	3.9	1.8	1	2	216.5																	
	2017	80	2	2.5	1.7	1	1	147.1	22	0	0.0	0	0	0	9	0	0.0	0	0	18	0	0.0	1	-1	
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
10 Clerical Personnel	2015	37	1	2.7	2.5	1	0	108.1																	
	2017	31	0	0.0	1.9	1	-1	0.0	7	0	0.0	0	0	0	2	0	0.0	0	0	11	0	0.0	0	0	
11 Intermediate Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2017	13	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0		
	2020	13	0	0.0			0.0	0.0			0.0		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0		
10 Clerical Personnel	2017	-2	0	0.0	0	0.0	2.4	0.0	1	0.0	0.0		
	2020	-2	0	0.0			0.0	0.0			1.9		
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0		



**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**IBI Group**

**[Date: 2017-10-31]**

<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	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#			
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
Total	2015	1,337	12	0.9	1.7	23	-11	52.8																	
	2017	1,347	9	0.7	1.7	23	-14	39.3	427	3	0.7	7	-4	219	2	0.9	2	0	324	0	0.0	3	-3		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	%			
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2017	322	5	1.6	0	0.0	0.0	0.0	13	38.5	0.0	0.0		
	2020	322	5	1.6			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**IBI Group**

**[Date: 2017-10-31]**

<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	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	%	#	#		
01 & 02 Managers	2015	134	1	0.7	4.3	6	-5	17.4																	
	2017	129	0	0.0	4.3	6	-6	0.0	12	0	0.0	1	-1	21	0	0.0	0	0	0	17	0	0.0	0	0	0
03 Professionals	2015	503	7	1.4	3.8	19	-12	36.6																	
	2017	476	5	1.1	3.8	18	-13	27.6	151	1	0.7	6	-5	101	3	3.0	1	2	140	0	0.0	2	-2		
04 Semi-Professionals & Technicians	2015	581	8	1.4	4.6	27	-19	29.9																	
	2017	628	6	1.0	4.6	29	-23	20.8	235	3	1.3	11	-8	85	1	1.2	1	0	138	1	0.7	2	-1		
05 Supervisors	2015	5	0	0.0	13.9	1	-1	0.0																	
	2017	3	0	0.0	13.9	0	0	0.0	0	0	0.0	0	0	1	0	0.0	0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2017	16	0	0.0	0	0.0	4.3	0.0	5	0.0	0.0	0.0		
	2020	16	0	0.0			0.0	0.0				4.3	0.0	
03 Professionals	2017	112	4	3.6	0	0.0	3.8	94.0	9	44.4	0.0	0.0		
	2020	112	4	3.6			0.0	9398.5			3.8	94.0		
04 Semi-Professionals & Technicians	2017	182	3	1.6	0	0.0	4.6	35.8	19	15.8	0.0	0.0		
	2020	182	3	1.6			0.0	3583.4			4.6	35.8		
05 Supervisors	2017	1	0	0.0	0	0.0	3.4	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0			0.1	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**IBI Group**

**[Date: 2017-10-31]**

<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 (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees		Persons with Disabilities								All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference		
07 Administrative & Senior Clerical	2015	77	3	3.9	3.4	3	0	114.6																
	2017	80	2	2.5	3.4	3	-1	73.5	22	0	0.0	1	-1	9	0	0.0	0	0	18	0	0.0	1	-1	
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2015	37	3	8.1	7.0	3	0	115.8																
	2017	31	0	0.0	7.0	2	-2	0.0	7	0	0.0	0	0	0	2	0	0.0	0	0	11	1	9.1	1	0
11 Intermediate Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities				
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	%	#	%	#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2017	13	0	0.0	0	0.0	7.0	0.0	0	0.0	0.0	0.0		
	2020	13	0	0.0			0.0	0.0			3.4	0.0		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2017	-2	-1	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	-2	-1	50.0			0.1	71428.6			7.0	714.3		
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**IBI Group**

**[Date: 2017-10-31]**

<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 (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference					
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#		
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	2015	1,337	22	1.6	4.3	57	-35	38.3																		
	2017	1,347	13	1.0	4.3	58	-45	22.4	427	4	0.9	18	-14	219	4	1.8	4	0	324	2	0.6	5	-3			

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	%	%	%	%	%	%	%				
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2017	322	6	1.9	0	0.0	0.0	0.0	33	18.2	0.0	0.0		
	2020	322	6	1.9			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**IBI Group**

**[Date: 2017-10-31]**

<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				EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	Actual			Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	%	%	#	%	#	#	%	#	#	#	%	#	#	%	#	%	#	#	%	#	#		
01 Senior Managers	2015	15	1	6.7	10.1	2	-1	66.0																
	2017	14	0	0.0	10.1	1	-1	0.0	0	0	0.0	0	0	0	1	0	0.0	0	0	1	0	0.0	0	0
02 Middle & Other Managers	2015	119	17	14.3	15.0	18	-1	95.2																
	2017	115	7	6.1	15.0	17	-10	40.6	12	1	8.3	2	-1	20	1	5.0	3	-2	16	0	0.0	2	-2	
03 Professionals	2015	503	163	32.4	24.3	122	41	133.4																
	2017	476	86	18.1	24.7	118	-32	73.1	151	37	24.5	37	0	101	16	15.8	33	-17	140	24	17.1	45	-21	
04 Semi-Professionals & Technicians	2015	581	219	37.7	23.8	138	81	158.4																
	2017	628	102	16.2	24.4	153	-51	66.6	235	49	20.9	57	-8	85	12	14.1	32	-20	138	20	14.5	52	-32	
05 Supervisors	2015	5	2	40.0	42.1	2	0	95.0																
	2017	3	1	33.3	45.8	1	0	72.8	0	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
01 Senior Managers	2017	0	0	0.0	0	0.0	10.1	0.0	2	0.0	0.0	0.0		
	2020	0	0	0.0			0.1	0.0			10.1	0.0		
02 Middle & Other Managers	2017	16	2	12.5	0	0.0	15.0	83.3	11	18.2	0.0	0.0		
	2020	16	2	12.5			0.2	8333.3			15.0	83.3		
03 Professionals	2017	112	29	25.9	0	0.0	24.1	107.4	23	126.1	0.0	0.0		
	2020	112	29	25.9			0.2	10482.9			24.7	104.8		
04 Semi-Professionals & Technicians	2017	182	41	22.5	0	0.0	23.6	95.5	50	82.0	0.0	0.0		
	2020	182	41	22.5			0.2	9232.6			24.4	92.3		
05 Supervisors	2017	1	0	0.0	0	0.0	42.7	0.0	2	0.0	0.0	0.0		
	2020	1	0	0.0			0.5	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**IBI Group**

**[Date: 2017-10-31]**

<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 (EOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires				Promotions				Terminations						
		All Employees	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	%	#	%	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#		
07 Administrative & Senior Clerical	2015	77	13	16.9	26.4	20	-7	64.0																	
	2017	80	10	12.5	27.5	22	-12	45.5	22	3	13.6	6	-3	9	0	0.0	2	-2	18	1	5.6	3	-2		
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
10 Clerical Personnel	2015	37	18	48.6	29.4	11	7	165.5																	
	2017	31	8	25.8	34.6	11	-3	74.6	7	1	14.3	2	-1	2	2	100.0	1	1	11	2	18.2	5	-3		
11 Intermediate Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2017	13	2	15.4	0	0.0	26.5	58.1	9	22.2	0.0	0.0		
	2020	13	2	15.4	0.3	5594.4			27.5	55.9				
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
10 Clerical Personnel	2017	-2	1	-50.0	0	0.0	31.0	-161.3	3	33.3	0.0	0.0		
	2020	-2	1	-50.0	0.3	-14450.9			34.6	-144.5				
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**IBI Group**

**[Date: 2017-10-31]**

<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			Gap	EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Availability				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#				
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0																	
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0																	
Total	2015	1,337	433	32.4	23.4	313	120	138.4																	
	2017	1,347	214	15.9	24.0	323	-109	66.2	427	91	21.3	102	-11	219	31	14.2	71	-40	324	47	14.5	105	-58		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	%	#	%	%	%				
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2017	322	75	23.3	0	0.0	0.0	0.0	100	75.0	0.0	0.0		
	2020	322	75	23.3			0.0	0.0			0.0	0.0		

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>IBI Group</b>
<b>[Date: 2017-10-31]</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):

Initiated a Women's Network to promote the experience and diversity of women within the organization. To put a heightened awareness of the professional women within the organization with the idea of promoting more women into senior roles.

## 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.

N/A

- Any reorganization or other corporate structural changes.

Since our initial filing, the firm has segregated its professional staff into three distinct entities, Professional services (Engineering, Urban Planning, Interior design), Architecture, and Geomatics.

- Acquisitions, mergers or transfers of employees.

Please see note above.

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

N/A

[Redacted]

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

N/A

- Other.

[Redacted]

**Additional Details**

Please provide any additional information (optional):

[Redacted]

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

**Employer Name:** IBI Group Professional Services

**Primary Location:** Toronto, Ontario

**Number of Employees(Permanent full-time + permanent part-time) :** 1347

Ontario – 941

Quebec – 1

Manitoba – 1

British Columbia – 176

Alberta – 200

Nova Scotia – 5

**Organization Overview:**

**NAICS:** 5413 (Architectural, engineering, and related services)

IBI Group designs high rises to industrial buildings, schools, hospitals, transit stations, highways, airports, bike lanes and parks. They hire architects, engineers, planners, designers, and technology professionals. The company has 13 offices in Canada with Toronto, Ontario being their Head office.

**Key Dates – First Year Assessment**

Initiated: 2015-03-03

Received: 2015-09-16

Closed: 2015-12-18

WFA: 2015-09-03

**Key Dates – Subsequent Assessment**

Initiated: 2017-10-12

Received: 2018-01-30

WFA: 2017-11-30

**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:

Minor discrepancies were noted in the Flow data Analysis – Achievement report and the Forms 4, 5 and 6. Corrections were made based on the data entered on these forms. After the

correction was made - the data from the current workforce analysis included in the Achievement table was consistent with that found in Forms 1 to 6 from WEIMS.

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

Yes  No

### ASSESSMENT OF REASONABLE PROGRESS

In the previous assessment many gaps were found in different EEOG's in the designated groups such as women, Indigenous peoples and persons with disabilities. The period for which the data was submitted and analyzed between is 2015-11-30 to 2017-11-30.

#### *Women*

1.	Senior Managers	Goal not met (0.0% achieved)
2.	Middle and Other Managers	Goal met (80.3% achieved)

#### Assessment/Observations

- EEOG 1 – There was 1 new entrant and it was not a woman. The market availability is 27.4 %. The company advised that they do not anticipate any growth or turnover of senior staff within 3 years. After 3 years they envision to hire 2 senior managers.
- EEOG 2 – There were 32 new entrants, 10 were women. The market availability is 38.9 %. The company had set a goal of hiring / promoting 38.9%. They were able to achieve 80.3% of the goal set and thus met the goal.

#### *Aboriginal Peoples*

2	Middle and Other Managers	Goal not met (0.0% achieved)
3	Professionals	Goal met (66.1% achieved)
4	Semi-Professionals and Other Managers	Goal not met (44.6% achieved)

#### Assessment/Observations

- EEOG 2 – There were 32 new entrants and none were from this designated group. The market availability is 2.2%. The company had set a goal of hiring / promoting 2.2% and thus did not meet the goal.

- EEOG 3 - There were 252 new entrants, 2 were from this designated group. The market availability is 1.1%. The company had set a goal of hiring / promoting 1.2%. They were able to achieve 66.1% of the goal set and thus did not meet the goal.
- EEOG 4 - There were 320 new entrants, 3 were from this designated group. The market availability is 2.1%. The company had set a goal of hiring / promoting 2.1%. They were able to achieve 44.6% of the goal set and thus did not meet the goal.

### ***Person with Disabilities***

1/2	Managers	Goal not met (0.0% achieved)
3	Professionals	Goal not met (41.8% achieved)
4.	Semi-Professionals and Technicians	Goal not met (20.4% achieved)
5	Supervisors	Goal not met (0.0% achieved)

### Assessment/Observations

- EEOG 1/2 - There were 33 new entrants and none were from this designated group. The market availability is 4.3%. The company has set a goal hiring / promoting 4.3% and thus did not meet the goal.
- EEOG 3 – There were 252 new entrants, 4 were from this designated group. The market availability is 3.8%. The company has set a goal hiring / promoting 3.8%. They were able to achieve 41.8% of the goal set and thus did not meet the goal.
- EEOG 4 – There were 320 new entrants, 4 were from this designated group. The market availability is 4.6 %. The company has set a goal hiring / promoting 4.6%. They were able to achieve 27.2% of the goal set and thus did not meet the goal.
- EEOG 5 – There was 1 new entrant and it was not from this designated group. The market availability is 3.4%. The company has set a goal hiring / promoting 3.4% and thus did not meet the goal.

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

1	Senior Managers	Goal not met (0.0 % achieved)
2	Middle & Other Managers	Goal not met (41.7% achieved)
7	Administrative & Senior Clerical	Goal not met (24.3% achieved)

### Assessment/Observations

- EEOG 1 - There was 1 new entrant and it was not from this designated group. The market availability is 10.1%. The company has set a short term goal as 10.1% and thus did not meet the goal.
- EEOG 2 - There were 32 new entrants, 2 were from this designated group. The market availability is 15.0%. The company has set a goal hiring / promoting 15.0%. They were able to achieve 41.7% of the goal set and thus did not meet the goal.
- EEOG 7 - There were 31 new entrants, 3 were from this designated group. The market availability is 26.4%. The company has set a long term goal as 26.5%. They were able to achieve 36.5% of the goal set and thus did not meet the goal.

### ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- This assessment covers the data from 2015-11-30 to 2017-11-30. During their initial assessment, the organization had set 16 short term goals and only six (6) were achieved.
- An Assessment of reasonable effort is not possible given the duration of the period between the 1<sup>st</sup> assessment and the 2<sup>nd</sup> assessment is only 2 years. This is not enough time for the employer to fulfil his commitment. Therefore did not request the employer for an explanation.

### ASSESSMENT OF GOALS

#### *Short-term goals*

- For all the outstanding gaps, a short term goal was set at availability.
- All short-term goals are set in percentage only.

#### Women

- EEOG 1 – The Company has set a short-term goal of 27.4 % which is market availability. By achieving this goal it will reduce / eliminate the present gap.
- EEOG 2 – The Company has set a short-term goal of 38.9% which is market availability. By achieving this goal it will reduce / eliminate the present gap.

### Aboriginal Person

- EEOG 2 – The Company has set a short term goal of 2.2% which is market availability. By achieving this goal it will reduce / eliminate the present gap.
- EEOG 3: The Company has set a short-term goal of 1.1% % which is market availability. By achieving this goal it will reduce / eliminate the present gap.
- EEOG 4: The Company has set the short term goal of 2.0% which is market availability. By achieving this goal it will reduce / eliminate the present gap.
- EEOG 10: The Company has set the short term goal to increase to 1.9% which is market availability. By achieving this goal it will reduce / eliminate the present gap.

### Persons with Disabilities

- EEOG 1/2 - The Company has set the short term goal of 4.3% which is market availability. By achieving this goal it will reduce / eliminate the present gap.
- EEOG 3 – The Company has set the short term goal of 3.8% which is market availability. By achieving this goal it will reduce / eliminate the present gap.
- EEOG 4 – The Company has set the short term goal of 4.6% which is market availability. By achieving this goal it will reduce / eliminate the present gap.
- EEOG 07 – The Company has set the short term goal of 3.4% which is market availability. By achieving this goal it will reduce / eliminate the present gap.
- EEOG 10 - The Company has set the short term goal of 7.0% which is market availability. By achieving this goal it will reduce / eliminate the present gap.

### Visible Minorities

- EEOG 1 - The Company has set the short term goal of 10.1% which is market availability. By achieving this goal it will reduce / eliminate the present gap.
- EEOG 2 - The Company has set the short term goal of 15.0% which is market availability. By achieving this goal it will reduce / eliminate the present gap.
- EEOG 3 – The Company has set the short term goal of 24.7% which is market availability. By achieving this goal it will reduce / eliminate the present gap.

- EEOG 4 – The Company has set the short term goal of 24.4% which is market availability. By achieving this goal it will reduce / eliminate the present gap.
- EEOG 7 - The Company has set the short term goal of 27.5% which is market availability. By achieving this goal it will reduce / eliminate the present gap.
- EEOG 10 – The Company has set the short term goal of 34.6% which is market availability. By achieving this goal it will reduce / eliminate the present gap.

### **Long-term goals**

- A long-term goal has been set for every gap uncovered by the most recent workforce analysis.

### Assessment/Observations

- For all the outstanding gaps, a long term goal was set at availability.
- All long-term goals are set in percentage format.
- The company is expecting a modest growth over the next 3 years. They have the potential for increasing their staff by hiring persons from all four designated groups.

### **RECOMMENDATION**

I recommend that the employer be found:

- in compliance     in non-compliance

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

- Given that IBI Group Professional Services (Canada) Inc. has a number of gaps in all four designated groups, the company may want to consider conducting an employment systems review for Professionals, Semi-Professionals and Technicians and Administrative and Senior Clerical Personnel in order to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070)



- If not done already, IBI Group Professional Services Inc. might also consider partnering with universities or reaching out to professional associations in order to identify qualified potential employees that are members of the designated groups. This might help them in reducing / eliminating the gaps.

**Name of Analyst: Neena Sharan**

**Date: June 07, 2018**



**From:** Sharan, Neena N [NC] **On Behalf Of** EE-EME

**Sent:** September 20, 2018 2:31 PM

**To:** 'sstewart@ibigroup.com' <sstewart@ibigroup.com>; 'jane.sillberg@ibigroup.com' <jane.sillberg@ibigroup.com>; 'peter.gilpin@ibigroup.com' <peter.gilpin@ibigroup.com>

**Subject:** Government of Canada Agreement Number: 060210 – Notification of Compliance with the Federal Contractors Program

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

Dear Scott Stewart:

I am writing to inform you that the subsequent compliance assessment initiated on November 26, 2017 has been completed. As a result of the assessment, IBI Group 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 the IBI Group's employment equity program.

- Given that IBI Group Professional Services (Canada) Inc. has a number of gaps in all four designated groups, the company may want to consider conducting an employment systems review for Professionals, Semi-Professionals and Technicians and Administrative and Senior Clerical Personnel in order to identify any potential barriers to the recruitment and retention of individuals in these designated groups.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070)
- If not done already, IBI Group Professional Services Inc. may also consider partnering with universities or reaching out to professional associations in order to identify qualified potential employees that are members of the designated groups.

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 November 26, 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, IBI Group will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

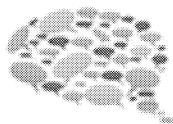
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish IBI group continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)



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