Emploi et Développement social Canada OFFICIAL USE ONLY
Agreement N°:

Labour Program
Federal Contractors Program

Agreement to Implement Employment Equity

✓ New Agreement					
Revised Agreement					
	ORGAN	IZATION			
Legal Name of Organization INTERBASE CONSULTANTS LTD		22	Parent company is	located outside	Canada
			****	*	**************************************
Operating Name (if different from Legal Name of Organ IBI GROUP INC.	ization)		Procurement Bus	iness Number	
			Total number of er	nployees in Car	3007 nada
Organization's North American Industry Classification S	votom (NAICS) Codo N	10	(Fuli-Time/Part-Tir		1511 Code Number please
54133	ysiem (NACS) Code N			atcan.gc.ca/sul	bjects-sujets/standard-
Official use only (if information above is incorrect)					
Procurement Business Number	Total number of em	ployees in Canad	a	Organization's	NAICS Code No
	HEAD	OFFICE			
Address (building number, street, suite, etc.)		ity		Province	Postal Code
230 RICHMOND STREET WEST, 5TH FLOOR		ORONTO		ON	M5V1V6
		'elephone Number 116-596-193		Fax Number 416-596-	-0644
	EMPLOYMENT E	OUITY CONT			
Name (print)		itte	AUI		
JANE SILLBERG			CTOR, HUMAN	RESOURCES	
Telephone Number 416-596-1930		-mail Address	RG@IBIGROUP.	~^*	
410 000 1000		AND. SIDBOD	WCIDIONOOI.	JOP2	
The share of the state of the s	CERTIF	ICATION			
The above-named organization: • having a combined workforce of 100 or more 12 weeks or more in Canada, AND	permanent full-time,	permanent part-	time and tempora	ry employees	having worked
 intending to bid on, or being in receipt of, a fe Supply Arrangement, valued at \$1,000,000 or 			contract, standing	offer or contr	act issued under a
Hereby certifies its commitment to implement or n instrument, in keeping with the Federal Contractor please refer to: http://www.esdc.gc.ca/eng/labour.	ors Program requirem	ents. For more			
Important note: If an audit of the Agreement to In the procurement instrument(s) with the Government	mplement Employme	nt Equity uncove	ers misrepresenta	tion on the pa	rt of the organization,
······································	SIGNA	ATORY			
NOTE: The signatory must be the Chief Executive contract on behalf of the organization.	e Officer OR an auth	orized person in	n an executive pos	ition with lega	al authority to sign a
Name (print)	T	itle Racina	()	1	01101
KEVIN BEBENEK Telephone Number	E	-mail Address	ial win	(10×-1	Catral Consider
41C EDC 1020	K	BEBENEK@IB	IGROUP.COM		
	D	May 3	5/2014		
	RETURN INS	STRUCTIONS			
IMPORTANT		***************************************			***************************************
The original copy of the signed Agreemen			form must be s	ent to the Lai	oour Program fax,
at: (819) 953-8768 or by e-mail at: ee-eme(@hrsdc-rhdcc.gc.ca	ı			

Emploi et Développement social Canada

Employment and Social Development Canada

Labour Program Federal Contractors Program PROTECTED WHEN COMPLETED - B
OFFICIAL USE ONLY
Agreement N°:

Agreement to Implement Employment Equity

New Agreement	(All sections r	nust be complet	ed)				
☐ Revised Agreement							
	ORG/	ANIZATION				***************************************	***************************************
Legal Name of Organization			Parent company	is located outsid	le Canad	a	100000000000000000000000000000000000000
INTERBASE CONSULTANTS LTD			Į.	Yes	✓ No		
Operating Name (if different from Legal Name IBI GROUP INC.	of Organization)		Business Numb)er	PGOC	10	
			Total number of	employees in Ca			
Organization's North American Industry Classif	icalion Sustam (NAICS) Cod	a Nismbar	(Permanent Full-				391
To find your organization's four-digit NAICS co-	de please visit:		☐ Federally F	Regulated			
http://www.statcan.gc.ca/subjects-sujets/standa 5413	3101101110111013-30011200771	isirasiereng (au)	☑ Provincially	/ Regulated			
	VEA	D OFFICE					
Address (building number, street, suite, etc.)	*****	City	······································	Province	Post	al Code	***************************************
55 ST. CLAIR AVE. WEST, 7TH	FLOOR	TORONTO	***************************************	ON	M4V	2 2 2 7	
		Telephone Number					
		416-596-1930	}				
•	EMPLOYMENT	EQUITY CONT	ACT				
Name (print) PETER GILPIN		Time SENIOR HR CO	NSULTANT				
Telephone Number	E-mail Address		~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	Preferred Langu	age of Co	orrespondeni	ce
416-596-1930	PETER.GILPIN@IBIG	ROUP.COM		[7] English		French	
		IFICATION			······································		
Supply Arrangement, valued at \$1,000 hereby certifies its commitment to implement instrument, in keeping with the Federal Ciplease refer to: http://www.esdc.gc.ca/eng/important note: If an audit of the Agreem	ent or maintain employme ontractors Program requir /labour/equality/fcp/index. ent to Implement Employr	nt equity on an on- ements. For more i shtml: nent Equity uncove	nformation on hi	ow to implemen	nt emplo	yment equi	ity
the procurement instrument(s) with the Go	vernment of Canada may	be terminated.					***************************************
		NATORY		·····			
NOTE: The signatory must be the Chief E contract on behalf of the organiza		uthorized person in	an executive po	sition with lega	al autho	ity to sign a	3
Name (print) JANE SILLBERG		Tille GLOBAL DIREC	יייטרוט מאייי	necomoceo			
Telephone Number	E-mail Address	loovona pina	. 1 / 1/1/ 11 / 11 / 11 / 11 / 11 / 11	Preferred Lang		Corresponde	nce
416-596-1930	JANE.SILLBERG@IB	IGROUP.COM		[7] Engl	lish	French	i.
Signatur		Date (YYYY-MM-DC))	<u> </u>			***************************************
		2015 - 0	7-16				
Privacy ixunes.	-	<u></u>			***************************************	***************************************	
The information you provide on this form is colle Contractors Program (FCP).	ected under the authority of s	ection 42 of the Emph	oyment Equity Act	lo determine yo	ur eligibil	ity for the Fe	deral
Completion of this form is mandatory. Refusal to to Bid List, loss of the right to bid on federal gov	o provide personal informatio rernment goods or services o	n will result in the org ontracts of any value	anization's name l and may also resu	being placed on I Jit in the terminal	the FCP tion of the	Umited Eligit a contract.	bility
The information you provide may be used and/odisclosures of your personal information will ne	or disclosed for policy analysi ver result in an administrative	s, research and/or evi decision being made	aluation purposes. about you.	. However, these	addition	al uses and/o	or
Your personal information is administered in ac your personal information, which is described in government publication entitled <i>Info Source</i> , wi accessed online at any Service Canada Centre	cordance with the <i>Privacy Ac</i> Personal Information Bank F ich is available at the followin	t and other applicable ESDC PPU 721, Instr ng website address: h	laws. You have the uctions for obtaining the state of the	he right to the prong this information of the properties of the pr	otection on are out ource ma	of, and acces Jined in the y also be	is to,
	RETURN I	NSTRUCTIONS		***************************************			***************************************
IMPORTANT							
The signed Agreement to Implement e-mail at: ee-eme@hrsdc-rhdcc.gc.		rm must be sent to	o the Labour Pi	rogram by			

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2015-11-30 to 2017-10-31

Province

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	l	Province		
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	941	23	0	964
Québec	1	0	0	1
Nova Scotia	3	2	0	5
Manitoba	1	0	0	1
British Columbia	172	4	0	176
Alberta	185	15	0	200
Total Employees in	Canada			1347

	Cens	sus Metropolitan	Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Calgary	94	7	0	101
Edmonton	79	7	0	86
Halifax	2	2	0	4
Toronto	744	19	0	763
Vancouver	171	4	0	175
Winnipeg	1	0	0	1
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

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2015-11-30 to 2017-10-31

Census Metropolitan Areas

	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Alta. less CMA	s 12	1	0	13
B.C. less CMA	s 1	0	0	1
N.S. less CMA	1	0	0	1
Ont. less CMA	s 29	1	0	30
Total Employe	es in Canada)		1347

IBI Group Professional Services (Canada) Inc. (certificate # 060210) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

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

Occupational Group		ļ	All Employees			original Peop	oles	Perso	ons with Disa	bilities	Members of Visible Minorities		
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col, 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Senior Managers	4	2	2										
Top Range: \$100,000 and over	3												
Bottom Range: \$100,000 and over	2	6	5	1									
	1	1	1										
	Total	9	8	1									
Middle and Other Managers	4	1	1										
Top Range: \$100,000 and over	3												
Bottom Range: \$ 75,000 - \$79,999	2	30	28	2									
	1	44	24	20							4	2	2
	Total	75	53	22							4	2	2
Professionals	4	1	1										
Top Range: \$100,000 and over	3	5	5										
Bottom Range: \$ 35,000 - \$39,999	2	83	70	13				1	1		4	4	
	1	255	158	97	1	1					50	26	24
	Total	344	234	110	1	1		1	1		54	30	24
Semi-Professionals and Technicians	4	7	6	1									
Top Range: \$100,000 and over	3	27	19	8				1	1		2	2	
Bottom Range: \$ 30,000 - \$34,999	2	204	146	58				2	1	1	26	18	8
	1	193	107	86	2		2	2	2		29	17	12
	Total	431	278	153	2		2	5	4	1	57	37	20

Page 1 of 15 Canada

IBI Group Professional Services (Canada) Inc. (certificate # 060210) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

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

Occupational Group		,	All Employees	3	Ab	original Peo	oles	Perso	ons with Disa	bilities	Member	s of Visible N	1inorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors	4	2	1	1							1	1	
Top Range: \$ 85,000 - \$89,999	3												
Bottom Range: \$ 50,000 - \$54,999	2												
	1	1		1									
	Total	3	1	2							1	1	
Administrative and Senior Clerical Personnel	4	1	1										
Top Range: \$100,000 and over	3												
Bottom Range: \$ 30,000 - \$34,999	2	23	3	20							3		3
	1	33		33	1		1				5		5
	Total	57	4	53	1		1				8		8
Clerical Personnel	4	1	1										
Top Range: \$100,000 and over	3												
Bottom Range: \$ 30,000 - \$34,999	2	3		3									
	1	18	4	14							4	2	2
	Total	22	5	17							4	2	2
Total Number of Employees		941	583	358	4	1	3	6	5	1	128	72	56

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		,	All Employees			original Peor	oles	Perso	ons with Disa	bilities	Members of Visible Minorities		
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Middle and Other Managers	4	1	1										
Top Range: \$100,000 and over	3	1	1					-					
Bottom Range: \$ 90,000 - \$94,999	2	3	3										
	1	2	2										
	Total	7	7										
Professionals	4	2	2										
Top Range: \$100,000 and over	3	1	1										
Bottom Range: \$ 50,000 - \$54,999	2	2	2										
	1	6	2	4									
	Total	11	7	4									
Semi-Professionals and Technicians	4	1		1									
Top Range: \$100,000 and over	3												
Bottom Range: \$ 35,000 - \$39,999	2												
	1	3	2	1							1	1	
	Total	4	2	2							1	1	
Clerical Personnel	4												
Top Range: \$ 10,000 - \$14,999	3												
Bottom Range: \$ 10,000 - \$14,999	2												
	1	1		1									
	Total	1		1									

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FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Ontario

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

Occupational Group		,	All Employees	S	Ab	original Peop	les	Perso	ns with Disal	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Total Number of Employees		23	16	7							1	1	

Canada

Form 2 B

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		All Employees			Aboriginal Peoples			Perso	ons with Disa	bilities	Members of Visible Minorities		
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col, 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Professionals	4												
Top Range: \$100,000 and over	3												
Bottom Range: \$100,000 and over	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		1	1										

IBI Group Professional Services (Canada) Inc. (certificate # 060210) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Nova Scotia

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

Occupational Group		,	All Employee:	S	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	rs of Visible N	Minorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Professionals	4												
Top Range: \$ 90,000 - \$94,999	3												
Bottom Range: \$ 90,000 - \$94,999	2												
	1	1		1									
	Total	1		1									
Semi-Professionals and Technicians	4	1	1										
Top Range: \$ 60,000 - \$64,999	3												
Bottom Range: \$ 45,000 - \$49,999	2												
	1	1	1					***************************************					
	Total	2	2										
Total Number of Employees		3	2	1									

IBI Group Professional Services (Canada) Inc. (certificate # 060210) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Nova Scotia

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

Occupational Group		,	All Employee	S	Ab	original Peor	oles	Perso	ons with Disa	bilities	Member	rs of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Professionals	4												
Top Range: \$ 40,000 - \$44,999	3												
Bottom Range: \$ 40,000 - \$44,999	2												
	1	1		1									
	Total	1		1									
Semi-Professionals and Technicians	4												
Top Range: \$ 75,000 - \$79,999	3												
Bottom Range: \$ 75,000 - \$79,999	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		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			All Employee	es	Ab	original Peor	oles	Perso	ons with Disa	bilities	Member	rs of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Middle and Other Managers	4												
Top Range: \$100,000 and over	3												
Bottom Range: \$100,000 and over	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		1		1									

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

Occupational Group			All Employee:			original Peor			ns with Disa	bilities		s of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4	1	1										
Top Range: \$100,000 and over	3												
Bottom Range: \$100,000 and over	2	1	1										
	1	1		1									
	Total	3	2	1									
Middle and Other Managers	4	1	1										
Top Range: \$100,000 and over	3	3	3										
Bottom Range: \$ 60,000 - \$64,999	2	5	4	1									
	1	8	6	2							2	2	
	Total	17	14	3							2	2	
Professionals	4	7	6	1							2	1	1
Top Range: \$100,000 and over	3	7	5	2							2	1	1
Bottom Range: \$ 50,000 - \$54,999	2	13	2	11				1		1	4		4
	1	20	10	10							10	5	5
	Total	47	23	24				1		1	18	7	11
Semi-Professionals and Technicians	4	1	1										
Top Range: \$100,000 and over	3	4	3	1				1	1				
Bottom Range: \$ 40,000 - \$44,999	2	35	26	9							15	9	6
	1	53	27	26	1	1					17	11	6
	Total	93	57	36	1	1		1	1		32	20	12

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IBI Group Professional Services (Canada) Inc. (certificate # 060210) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia

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

Occupational Group		ļ	All Employee:	3	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible N	finorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col, 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Administrative and Senior Clerical Personnel	4	1	1										
Top Range: \$100,000 and over	3												
Bottom Range: \$ 45,000 - \$49,999	2	2		2									
	1	6	2	4				1		1			
	Total	9	3	6				1		1			
Clerical Personnel	4	1		1							1		1
Top Range: \$ 55,000 - \$59,999	3	1		1							1		1
Bottom Range: \$ 45,000 - \$49,999	2												
	1	1		1									
	Total	3		3							2		2
Total Number of Employees		172	99	73	1	1		3	1	2	54	29	25

IBI Group Professional Services (Canada) Inc. (certificate # 060210) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / British Columbia Reporting Period 2015-11-30 to 2017-10-31

Occupational Group			All Employee	s	At	original Peo	oles	Perso	ns with Disa	bilities	Membe	rs of Visible N	Minorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers	4												
Top Range: \$100,000 and over	3												
Bottom Range: \$100,000 and over	2												
	1	1	1										
	Total	1	1										
Semi-Professionals and Technicians	4												
Top Range: \$ 90,000 - \$94,999	3												
Bottom Range: \$ 90,000 - \$94,999	2												
	1	1		1									
	Total	1		1									
Administrative and Senior Clerical Personnel	4	1		1									
Top Range: \$ 65,000 - \$69,999	3												
Bottom Range: \$ 30,000 - \$34,999	2												
	1	1		1									
	Total	2		2									
Total Number of Employees		4	1	3									

IBI Group Professional Services (Canada) Inc. (certificate # 060210) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Alberta

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

Occupational Group			All Employee:			original Peor			ns with Disa	bilities		s of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4	1	1										
Top Range: \$100,000 and over	3												
Bottom Range: \$100,000 and over	2												
	1	1	1										
	Total	2	2										
Middle and Other Managers	4	3	3										
Top Range: \$100,000 and over	3	3	3										
Bottom Range: \$ 90,000 - \$94,999	2	3	2	1									
	1	3	1	2							1	1	
	Total	12	9	3							1	1	
Professionals	4	4	4								1	1	
Top Range: \$100,000 and over	3	10	10					1	1		1	1	
Bottom Range: \$ 50,000 - \$54,999	2	18	14	4				1	1		5	3	2
	1	36	21	15	2	1	1	1	1		7	3	4
	Total	68	49	19	2	1	1	3	3		14	8	6
Semi-Professionals and Technicians	4	1	1										
Top Range: \$100,000 and over	3	1	1										
Bottom Range: \$ 40,000 - \$44,999	2	7	7		1	1							
	1	77	57	20							11	9	2
	Total	86	66	20	1	1					11	9	2

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IBI Group Professional Services (Canada) Inc. (certificate # 060210) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Alberta

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

Occupational Group		F	All Employee:	5	Ab	original Peop	les	Perso	ns with Disal	oilities	Member	s of Visible M	inorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col, 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Administrative and Senior Clerical Personnel	4	4	1	3							1	1	
Top Range: \$ 75,000 - \$79,999	3	3		3	1		1						
Bottom Range: \$ 40,000 - \$44,999	2	2		2									
	1	2		2							1		1
	Total	11	1	10	1		1				2	1	1
Clerical Personnel	4	1		1							1		1
Top Range: \$ 75,000 - \$79,999	3												
Bottom Range: \$ 30,000 - \$34,999	2	3		3									
	1	2	1	1							1		1
	Total	6	1	5							2		2
Total Number of Employees		185	128	57	4	2	2	3	3		30	19	11

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			All Employee:			original Peor			ns with Disa	bilities		s of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers	4	1	1										
Top Range: \$100,000 and over	3												
Bottom Range: \$100,000 and over	2												
	1	1	1										
	Total	2	2										
Professionals	4	2	1	1									
Top Range: \$ 80,000 - \$84,999	3												
Bottom Range: \$ 50,000 - \$54,999	2												
	1	1		1									
	Total	3	1	2									
Semi-Professionals and Technicians	4	5	2	3									
Top Range: \$ 65,000 - \$69,999	3	2	2								1	1	
Bottom Range: \$ 35,000 - \$39,999	2	1		1									
	1	1		1									
	Total	9	4	5							1	1	
Administrative and Senior Clerical Personnel	4												
Top Range: \$ 70,000 - \$74,999	3												
Bottom Range: \$ 70,000 - \$74,999	2												
	1	1		1				1		1			
	Total	1		1				1		1			

Page 14 of 15 Canada

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		,	All Employee	s	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	rs of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Total Number of Employees		15	7	8				1		1	1	1	

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FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Ontario

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

		All Employees		Al	original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	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
Total Number of Employees	941	583	358	4	1	3	6	5	1	128	72	56

Form 3 B

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

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / Ontario

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

		All Employees		А	boriginal Peopl	les	Pers	ons with Disab	ilities	Membe	rs of Visible M	inorities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 10,000 - \$12,499	1		1									
\$ 35,000 - \$39,999	1	1								1	1	
\$ 50,000 and over	21	15	6									
Total Number of Employees	23	16	7							1	1	

Form 3 A

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

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Québec

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

		All Employees		Al	original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$100,000 and over	1	1										
Total Number of Employees	1	1										

Form 3 A

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

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Nova Scotia

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

		All Employees		А	poriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible M	inorities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 45,000 - \$49,999	1	1										
\$ 60,000 - \$69,999	1	1										
\$ 85,000 - \$99,999	1		1									
Total Number of Employees	3	2	1									

Form 3 B

IBI Group Professional Services (Canada) Inc. (certificate # 060210) FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Nova Scotia

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

		All Employees		Al	poriginal Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	inorities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 40,000 - \$49,999	1		1									
\$ 50,000 and over	1	1										
Total Number of Employees	2	1	1									

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Manitoba

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

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$100,000 and over	1		1									
Total Number of Employees	1		1									

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / British Columbia

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

		All Employees		Al	poriginal Peop	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 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
Total Number of Employees	172	99	73	1	1		3	1	2	54	29	25

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / British Columbia

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

		All Employees	:	А	boriginal Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	inorities
Salary Range	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	J 3011 #	1				000.7	000,0	00170	JOJIX 70		
\$ 50,000 and over	3	1	2							## ## ## ## ## ## ## ## ## ## ## ## ##		
Total Number of Employees	4	1	3									

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Alberta

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

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 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
Total Number of Employees	185	128	57	4	2	2	3	3		30	19	11

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / Alberta

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

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 35,000 - \$39,999	1		1									
\$ 50,000 and over	14	7	7				1		1	1	1	
Total Number of Employees	15	7	8				1		1	1	1	

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Ontario

		All Employees		At	original Peop	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	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
Total Number of Employees Hired	312	171	141	2		2	2	2		69	36	33

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / Ontario

		All Employees	;	А	poriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible M	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Clerical Personnel	1		1									
Total Number of Employees Hired	1		1									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Québec

		All Employees		Al	original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Semi-Professionals and Technicians	1	1										
Total Number of Employees Hired	1	1										



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Nova Scotia

		All Employees	•	А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Semi-Professionals and Technicians	1	1										
Total Number of Employees Hired	1	1										



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / British Columbia

		All Employees		А	boriginal Peop	les	Pers	ons with Disab	ilities	Membe	rs of Visible M	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	1		1									
Professionals	15	6	9							4	2	2
Semi-Professionals and Technicians	42	23	19	1	1		1	1		12	7	5
Administrative and Senior Clerical Personnel	6	4	2									
Total Number of Employees Hired	64	33	31	1	1		1	1		16	9	7



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / British Columbia

	All Employees Occupational Group Total Men Women					es	Pers	ons with Disab	ilities	Membe	rs of Visible M	norities
Occupational Group			Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Semi-Professionals and Technicians	1		1									
Total Number of Employees Hired	1		1									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Alberta

	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	3	2	1							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
Total Number of Employees Hired	45	28	17				1	1		6	3	3



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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / Alberta

		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Professionals	1		1									
Semi-Professionals and Technicians	1		1									
Total Number of Employees Hired	2		2									

IBI Group Professional Services (Canada) Inc. (certificate # 060210) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / Ontario

	Employe	ees promoted (Employees pro	moted during	the year are to	be reported or	nly in the occup	ational groups	in which or to	which they have	e been last pro	moted.)
Occupational Crown		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	15	13	2							1	1	
Professionals	75	54	21	1	1		1	1		10	6	4
Semi-Professionals and Technicians	58	36	22				1	1		6	3	3
Supervisors	1		1									
Administrative and Senior Clerical Personnel	4	2	2									
Total Number of Employees Promoted	153	105	48	1	1		2	2		17	10	7
Total Number of Promotions	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

	Employ	ees promoted ((Employees pro	omoted during	the year are to	be reported or	nly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Occupational Crown		All Employees		А	poriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible M	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Professionals	1	1										
Total Number of Employees Promoted	1	1										
Total Number of Promotions	1	1										



IBI Group Professional Services (Canada) Inc. (certificate # 060210) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / British Columbia

	Employ	ees promoted (Employees pro	omoted during	the year are to	be reported or	nly in the occup	ational groups	in which or to	which they have	e been last pro	moted.)
Ossupational Crown		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilítíes	Membe	rs of Visible M	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	3	2	1									
Professionals	9	6	3				1		1	3	2	1
Semi-Professionals and Technicians	15	9	6							4	2	2
Administrative and Senior Clerical Personnel	1		1									
Total Number of Employees Promoted	28	17	11				1		1	7	4	3
Total Number of Promotions	31	19	12				1		1	8	5	3



IBI Group Professional Services (Canada) Inc. (certificate # 060210) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / Alberta

	Employ	ees promoted (Employees pro	omoted during t	he year are to	be reported or	nly in the occup	ational groups	in which or to	which they have	e been last pro	moted.)
Oppunational Crown		All Employees		At	original Peopl	es	Pers	ons with Disab	ilítíes	Membe	rs of Visible M	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Senior Managers	1	1										
Middle and Other Managers	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
Total Number of Employees Promoted	36	25	11	1	1		1	1		7	3	4
Total Number of Promotions	39	26	13	1	1		1	1		9	3	6



IBI Group Professional Services (Canada) Inc. (certificate # 060210) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Part-Time / Alberta

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



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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Ontario

		All Employees		А	boriginal Peop	les	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	14	10	4									
Professionals	97	63	34							12	9	3
Semi-Professionals and Technicians	95	59	36							10	5	5
Administrative and Senior Clerical Personnel	12		12							1		1
Clerical Personnel	8		8				1		1			
Total Number of Employees Terminated	226	132	94				1		1	23	14	9



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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / Ontario

		All Employees		Al	poriginal Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	1	1										
Semi-Professionals and Technicians	1	1										
Total Number of Employees Terminated	2	2										



IBI Group Professional Services (Canada) Inc. (certificate # 060210) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Québec

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



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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / British Columbia

		All Employees		Д	boriginal Peop	les	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	1		1									
Professionals	16	9	7							6	3	3
Semi-Professionals and Technicians	20	12	8							8	5	3
Administrative and Senior Clerical Personnel	2	1	1									
Clerical Personnel	1		1									
Total Number of Employees Terminated	40	22	18							14	8	6



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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Alberta

		All Employees		А	boriginal Peop	les	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Senior Managers	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
Total Number of Employees Terminated	55	36	19				1	1		10	5	5

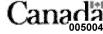


Workforce Analysis - Detailed Report

Date: 2017-12-11

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	14	2	14.3 %	27.4 %	4	-2	National
02 : Middle and Other Managers	National	115	29	25.2 %	38.9 %	45	-16	National
03 : Professionals		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

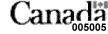


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Women

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	lability	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
04 : Semi-Professionals and Technicians		628	217	34.6 %	29.0 %	182	35	
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

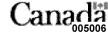


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Women

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		ability	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		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		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		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
05 : Supervisors		3	2	66.7 %	53.0 %	2	0	
Employment Equity Occupational Group	Toronto	3	2	66.7 %	53.0 %	2	0	Toronto
07 : Administrative and Senior Clerical Personnel		80	72	90.0 %	81.2 %	65	7	
Employment Equity Occupational Group	Alta, less CMAs	1	1	100.0 %	89.0 %	1	0	Alta, less CMAs
Employment Equity Occupational Group	B.C. less CMAs	1	0	0.0 %	87.5 %	1	-1	B.C. less CMAs



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Women

Women								
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation		ilability	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
10 : Clerical Personnel		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
Total		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

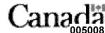


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Aboriginal Peoples

		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees	•	entation	Availa	bility	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	14	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	115	0	0.0 %	2.2 %	3	-3	National
03 : Professionals		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		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		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		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

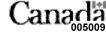


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Aboriginal Peoples

		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees #	Represe #	entation %	Availa %	ibility #	Gap #	Recruitment Area
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
04 : Semi-Professionals and Technicians		628	4	0.6 %	2.0 %	13	-9	
2225 : Landscape and horticulture technicians and specialists	Alberta	11	0	0.0 %	7.3 %	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		Ontario
2254 : Land survey technologists and technicians	Alberta	1	0	0.0 %	6.7 %	0	0	Alberta



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Aboriginal Peoples

		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees	•	entation	Availa	•	Gap	Recruitment Area
		#	#	%	%	#	#	
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		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 technicíans	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
05 : Supervisors		3	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Group	Toronto	3	0	0.0 %	1.0 %	0	0	Toronto
07 : Administrative and Senior Clerical Personnel		80	2	2.5 %	1.7 %	1	1	
Employment Equity Occupational Group	Alta, less CMAs	1	0	0.0 %	6.0 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	1	0	0.0 %	7.7 %	0	0	B.C. less CMAs



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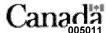
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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
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
10 : Clerical Personnel		31	0	0.0 %	1.9 %	1	-1	
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
Total		1347	9	0.6 %	1.7 %	23	-14	

Total may not equal sum of components due to rounding.

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



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Members of Visible Minorities

		Members of Visible Minorities							
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	lability Ga	Recruitment Area		
		#	#	%	%	#	‡		
01 : Senior Managers	National	14	0	0.0 %	10.1 %	1	1 National		
02 : Middle and Other Managers	National	115	7	6.1 %	15.0 %	17	0 National		
03 : Professionals		476	86	18.1 %	24.7 %	118 -3	2		
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	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 -	4 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		



Workforce Analysis - Detailed Report

Date: 2017-12-11

Members of Visible Minorities

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		lability Ga	•	
		#	#	%	%	#	#	
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	
04 : Semi-Professionals and Technicians		628	102	16.2 %	24.4 %	153 -)	
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 -	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	-I 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	



Workforce Analysis - Detailed Report

Date: 2017-12-11

Members of Visible Minorities

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	•	entation		ability	Gap	Recruitment Area
		#	#	%	%	#	#	
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
05 : Supervisors		3	1	33.3 %	45.8 %	1	0	
Employment Equity Occupational Group	Toronto	3	1	33.3 %	45.8 %	1	0	Toronto
07 : Administrative and Senior Clerical Personnel		80	10	12.5 %	27.5 %	22	-12	
Employment Equity Occupational Group	Alta. less CMAs	1	0	0.0 %	3.4 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	1	0	0.0 %	3.4 %	0	0	B.C. less CMAs



Workforce Analysis - Detailed Report

Date: 2017-12-11

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	Members of Visible Minorities ternal Location All Employees Representation Availability Gap						
Employment Equity Occupational Group	internal Eccation	#	#	%	%	#	#	Recruitment Area
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
10 : Clerical Personnel		31	8	25.8 %	34.6 %	11	-3	
Employment Equity Occupational Group	Calgary	4	1	25.0 %	24.3 %	*	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
Total		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

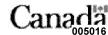
Date: 2017-12-11

Persons with Disabilities

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



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

		Women				
Employment Equity Occupational Group	All Employees	Repres	entation	Ava	ilability	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
Total	1347	508	37.7 %	33.3 %	449	59



Workforce Analysis - Summary Report

Date: 2017-11-30

Aboriginal Peoples

			Aborig	ginal Peoples	;		
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	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	
Total	1347	9	0.6 %	1.7 %	23	-14	



Workforce Analysis - Summary Report

Date: 2017-11-30

Members of Visible Minorities

	Members of Visible Minorities						
Employment Equity Occupational Group	All Employees	Repres	entation	Ava	ilability	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	
Total	1347	214	15.9 %	24.0 %	323	-109	



Workforce Analysis - Summary Report

Date: 2017-11-30

Persons with Disabilities

	Persons with Disabilities						
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	lability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	129	0	0.0 %	4.3 %	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		
10 : Clerical Personnel	31	0	0.0 %	7.0 %	2	-2	
Total	1347	13	1.0 %	4.3 %	58	-45	



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

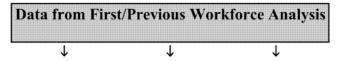
Date: 2017-11-30

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 1: Workforce Analysis IBI Group [Date: 2017-10-31]



Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2015	11	30

Data from First/Previous Workforce Analysis	Data from Subsequent/Current Workforce Analysis
YYYY MM DD	YYYY MM DD
2015 11 30	2017 11 31

		Table 1: Women					
		First/Pr	•				
Employment Equity Occupational Group (EEOG)		All Employees	Women				
z.np.	symem Equity Octupational Group (EEGG)		Representation	Availability*			
		#	#	%			
01	Senior Managers	15	2	27.40			
02	Middle & Other Managers	119	25	38.90			
03	Professionals	503	155	26.30			
04	Semi-Professionals & Technicians	581	181	29.80			
05	Supervisors	5	3	53.40			
06	Supervisors: Crafts & Trades	0	0	0.00			
07	Administrative & Senior Clerical Personnel	77	71	81.30			
08	Skilled Sales & Service Personnel	0	0	0.00			
09	Skilled Crafts & Trades Workers	0	0	0.00			
10	Clerical Personnel	37	31	67.90			
11	Intermediate Sales & Service Personnel	0	0	0.00			
12	Semi-Skilled Manual Workers	0	ol	0.00			
13	Other Sales & Service Personnel	0	0	0.00			
14	Other Manual Workers	0	0	0.00			
Гotal	-	1,337	468	33.4			

7	Table 5: Women				
Subsequent/Current Workforce Analysis					
All Employees Women					
	Representation	Availability*			
#	#	%			
14	2	27.40			
115	29	38.90			
476	161	27.40			
628	217	29.00			
3	2	53.00			
0	0	0.00			
80	72	81.20			
0	o	0.00			
0	0	0.00			
31	25	67.50			
0	0	0.00			
0	0	0.00			
0	0	0.00			
0	o	0.00			
1,347	508	33.3			

Data from Subsequent/Current Workforce

Analysis

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Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

IBI Group

[Date: 2017-10-31]

Data from First/Previous Workforce Analysis

↓ ↓

2015	11	30
YYYY	MM	DD
Data from Fi	rst/Previous Work	orce Analysis

<u> </u>	Analysis	I
	Analysis	
Data from Su	bsequent/Curre	nt Workforce

2017	11	31
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table	2: Aboriginal Po	eoples
		First/Pr	evious Workforce A	Analysis
Emple	syment Fauity Occupational Cycup (FFOC)	All Employees	Aborigina	l Peoples
Embio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	15	0	2.90
02	Middle & Other Managers	119	0	2.20
03	Professionals	503	5	1.10
04	Semi-Professionals & Technicians	581	3	2.10
05	Supervisors	5	ol	1.40
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	77	3	1.80
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	o	0.00
10	Clerical Personnel	37	1	2.50
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	ol	0.00
14	Other Manual Workers	0	0	0.00
Total	•	1,337	12	1.7

Table	6: Aboriginal Pe	eoples
	/Current Workford	A
All Employees	Aborigina	l Peoples
	Representation	Availability*
#	#	%
14	0	2.9
115	0	2.2
476	3	1.1
628	4	2.0
3	0	1.0
0	0	0.0
80	2	1.7
0	0	0.0
0	0	0.0
31	0	1.9
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
1,347	9	1.7

Source:	

* Source:		
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Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

IBI Group

[Date: 2017-10-31]

Data from First/Previous Workforce Analysis

2015	11	30
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

Data from Subsequent/Current Workforce Analysis

2017	11	31
YYYY	MM	DD
Data from Subse	quent/Current Wo	orkforce Analysis

		Table 3: Me	mbers of Visible	e Minorities
		First/Pro	evious Workforce A	Analysis
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Members of Vis	ible Minorities
Embio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	15	1	10.10
02	Middle & Other Managers	119	17	15.00
03	Professionals	503	163	24.30
04	Semi-Professionals & Technicians	581	219	23.80
05	Supervisors	5	2	42.10
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	77	13	26.40
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	37	18	29.40
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total	•	1,337	433	23.4

Table 7: Me	mbers of Visible	Minorities
Subsequent	/Current Workford	e Analysis
All Employees	Members of Vis	ible Minorities
	Representation	Availability*
#	#	%
14	0	10.1
115	7	15.0
476	86	24.7
628	102	24.4
3	1	45.8
0	0	0.0
80	10	27.5
0	0	0.0
0	0	0.0
31	8	34.6
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
1,347	214	24.0

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Federal Contractors Program Achievement Report Part 1: Workforce Analysis IBI Group [Date: 2017-10-31]

Data from First	/Previous Wor	kforce Analysis
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Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2015	11	30

Data from Su	bsequent/Curro Analysis	ent Workforce
1	1	1

2017	11	31
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 4:	Persons with Di	sabilities
		First/Pr	evious Workforce A	Analysis
F1-	amont Faulty Occupational Court (FFOC)	All Employees	Persons with	Disabilities
Empio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01/02	Managers	134	1	4.30
03	Professionals	503	7	3.80
04	Semi-Professionals & Technicians	581	8	4.60
05	Supervisors	5	0	13.90
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	77	3	3.40
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	37	3	7.00
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		1,337	22	4.3

Table 8:	Persons with Dis	abilities
Subsequent	/Current Workforc	e Analysis
All Employees	Persons with	Disabilities
	Representation	Availability*
#	#	%
129	0	4.3
476	5	3.8
628	6	4.6
3	0	13.9
0	0	0.0
80	2	3.4
0	0	0.0
0	0	0.0
31	0	7.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
1,347	13	4.3

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Part 2: Flow Data Analysis

IBI Group

[Date: 2017-10-31]

Start	Date of Flov	v Data
YYYY	MM	DD
2015	11	30

 \downarrow

End I	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

 \downarrow

	Table 1: Women			
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	0	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
Total	423	189	4	4

	Table 5: Women			
	Full-time / National		Part-time /	'National
d	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
	2	2	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	218	70	1	1

Table 9: Women			
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
322	138	2	0

Part 2: Flow Data Analysis

IBI Group

[Date: 2017-10-31]

Start	Date of Flow	v Data
YYYY	MM	DD
2015	11	30

2017	10	31
VVVV	MM	nn
Fnd l	Date of Flow	Data

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

Data from Form 6 - Employees Terminated

			<u>↓</u>	<u> </u>	<u> </u>
		Tab	le 2: Abor	iginal Pec	ples
		Full-time	/ National	Part-time	/ National
	ployment Equity Occupational Group EOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
		#	#	#	#
01	Senior Managers	0	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

Total

423

3

Full-time	/ National	Part-time	/ National
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	Ħ
1	0	0	C
20	0	0	0
101	2	0	0
84	0	1	C
1	0	0	0
0	0	0	C
9	0	0	0
0	0	0	C
0	0	0	0
2	0	0	0
0	0	0	C
0	0	0	C
0	0	0	0
0	o	0	C
218	2	1	0

Tabl	Table 10: Aboriginal Peoples				
Full-time	Full-time / National		/ 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		
0	0	0	0		
322	0	2	0		

Part 2: Flow Data Analysis

IBI Group

[Date: 2017-10-31]

Start	Date of Flov	v Data
YYYY	MM	DD
2015	11	30

End I	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									
		Full-time	/ National	Part-time / National							
	ployment Equity Occupational Group EOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired						
		#	#	#	#						
01	Senior Managers	0	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						
Tot	al	423	4	4	0						

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

	Table 11: Persons with Disabilities												
	Full-time	/ National	Part-time	/ National									
All Employees Terminated		Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated									
	#	#	#	#									
	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									
	0	0	0	0									
	322	2	2	0									

Part 2: Flow Data Analysis

IBI Group

[Date: 2017-10-31]

Start	Date of Flow	V Data
YYYY	MM	DD
2015	11	30

J

2017	10	31
VVVV	MM	aa
End	Date of Flow	Data

Data from Form 4 - Employees Hired Data from Form 5 - Employees Promoted Data from Form 6 - Employees Terminated

	Table 4: Members of Visible Minorities									
	Full-time	/ National	Part-time / National							
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired						
	#	#	#	#						
01 Senior Managers	0	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						
Total	423	91	4	0						

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	(
20	1	0	(
101	16	0	(
84	12	1	(
1	0	0	(
0	0	0	(
9	0	0	(
0	0	0	(
0	0	0	(
2	2	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
218	31	1	(

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						
322	47	2	0						

									Data	for First/I	revious (Goals							
$ \begin{array}{c} A \\ B \\ B \end{array} $	C	D	E	F	G	H	I	J	<u>K</u>	L	M	N	O	P	Q	R	ŠS	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(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)
300 (4) (4) (4) (4) (4) (4) (4) (4) (4) (4)	Ţ	Ţ	<u> </u>	V	<u> </u>	Ţ	Ţ	1	Ţ	1	<u> </u>	J	Ţ	Ţ	Ţ	Ţ	1	J	Ţ
	Table 1: Women First/Previous Short-term Goals																		
									First/	Previous SI	nort-term C	loals							
				All En	ployees			I		1					omen			1	1
	Number Growth (New Positions)			ons)	•	Turnover (Replacement of Terminated Employees)			Number Turnover (Replacement of		Hires	3 Year Goals Hires From - To							
Employment Equity	YYYY-MM-DD	Actual	Proje	at a d	Actual	Anticipat		Anticipated Hires Over 3	YYYY-MM-DD		l Employees)	Required	Required		Present	Present Gan	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)		Actual	1119		Actual	110)		Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years
	2015-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2015-11-30	Annually	Years		2015	2018					
	#	%	%	#	%	%	#	#	#	%	#	#	#	9/6	%	#	#	%	%
01 Senior Managers	1.5	-2.3%	0.0%	0	6.9%	0.0%	- 0	0	2	0.0%	0	2	(27.4%	27.4%	-2	2 -2	13.3%	13.3%
02 Middle & Other Managers	119	-1.1%	0.0%	0	13.7%	0.0%	0	O	2.5		0	21	(38.9%	38.9%	-21	1		
03 Professionals	503	-1.8%	0.0%	0	28.6%	0.0%	0	0	155	1	0	-23	- 0	0.0%	26.3%	23	23		
04 Semi-Professionals & Tech	581	2.6%	0.0%	0	22.8%	0.0%	0	0	181	0.0%	0	-8	(0.0%	29.8%	8	8	31.2%	1
05 Supervisors	5	-15.7%	0.0%	0	0.0%		0	C	3	0.0%	0	0	0	0.0%	53.4%) (60.0%	1
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	(0.0%	0	0		0.0%	0.0%	0) (#DIV/0!	
07 Administrative & Sr Clerical	77	1.3%	0.0%	0	22.9%		0	0	71		0	-8		0.0%	81.3%	8	8	92.2%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0		0.0%	0	0	- 0	0.0%	0.0%	0		#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0		0.0%	0	0	- 0	0.0%	0.0%			#DIV/0!	
10 Clerical Personnel	37	-5.7%	0.0%	0	32,4%		()	U	31	1	0	-6		0.0%	67.9%	9 6) (83.8%	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	U		0.0%	0	0		0.0%	0.0%			#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0		0.0%	0	0		0.0%	0.0%			#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	U		0.0%	0	0	<u> </u>	0.0%	0.0%		1 .	#DIV/0!	1
14 Other Manual Workers Total	1,337	0.0%		0	0.0% 24.1%		0		468	0.0%	0	-21		0.0%	0.0% 33.4%	21	21	#DIV/0! 35.0%	#DIV/0! 35.0%

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} - 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 2: Women
F	loyment Equity		Wom	en		
	ipational Group (EEOG)	Short-teri		Long-term Goals		Comments
		#	%	#	%	
	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	005033

		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										

Tonomore de la constante de la									Data	for First/I	revious (Goals								
CAMPATRACIA MENTALIA	C	D	E	F	G	H	L	J	<u>K</u>	L	M	L	<u>O</u>	P	Q	R	S	T	U	
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(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)	
	Ţ	J	<u> </u>	V	J	1	1	J	J	·············		J	1	*************************************	1	1	J	J	<u> </u>	
	Table 3: Aboriginal Peoples First/Previous Short-term Goals																			
									First/	Previous SI	iort-term (Goals								
		All Employees								Aboriginal Peoples										
	Number Growth (New Positions) Turnover (F			placement o Employees)	lacement of Terminated		Number Turnover (Replacement of		3 Year Goals Hires From - To											
Employment Equity	YYYY-MM-DD	Actual	Proje	otad				Anticipated Hires Over 3	YYYY-MM-DD		l Employees)	Required	Required VVVV VVVV			Present Gap	Projected	Present	Projected Representation in 3	
Occupational Group (EEOG)	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Actual	1111	Over 3	Actual		Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years	
	2015-11-30	Annually	Annually	Years	Annually	Annually	Years		2015-11-30	Annually	Years		2015	2018						
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	1.5	-2.3%	2.9%	1	6.9%	0.0%	0	1	(0.0%	0	0	(2.9%	2.9%) (0.0%	0.0%	
02 Middle & Other Managers	119	-1.1%	2.2%	8	13.7%	0.0%	0	8	(0.0%	0	3	(2.2%	2.2%	-3	-3	0.0%	0.0%	
03 Professionals	503	-1.8%	1.1%	17	28.6%		0	17	5	0.0%	0	1	(1.1%	1.1%	-1	-1	1.0%	1.0%	
04 Semi-Professionals & Tech	581	2.6%	2.0%	35	22.8%		0	35	3	0.0%	0	10	(2.0%	2.1%	-9	-10	1	0.5%	
05 Supervisors	5	-15.7%	1.0%	0	0.0%		0	0	(0.0%	0	0	0	1.0%	1.4%) (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) (#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	77	1.3%	1.7%	4	22.9%		0	4	3	0.0%	0	-2		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		#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	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	2		0.0%	0	0		1.9%	2.5%	9) (2.7%	2.6%	
11 Intermediate Sales & Service	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%			#DIV/0!	#DIV/0!	
13 Other Sales & Service	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%	1 0	0	0	0.0%	0.0%) (#DIV/0!	#DIV/0!	
Total	1,337	0.2%		0	24.1%		0	- 0	12	0.0%	0	11] (0.0%	1.7%	-11	-11	0.9%	0.9%	

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} - 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 4: Aboriginal Peoples
E.m.	oloyment Equity		Aboriginal	Peoples	
	apational Group (EEOG)	Short-ter	n Goals	Long-term Goals	Comments
		#	%	# %	
01	Senior Managers	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	
06	Supervisors: Crafts & Trades	0	0.0	0.0	
07	Administrative & Sr Clerical	0	0,0	0,0	
08	Skilled Sales & Service	0	0.0	0.0	
09	Skilled Crafts & Trades	0	0.0	0,0	
10	Clerical Personnel	0	2.4	1 0.0	
11	Intermediate Sales & Service	0	0.0	0,0	
12	Semi-Skilled Manual	0	0.0	0.0	
13	Other Sales & Service	0	0.0	0.0	005035

	Federal Contractors Program Achievement Report	
	Part 3: Goals	
	IBI Group	
	[Date: 2017-10-31]	•••••
14 Other Manual Workers	s 0 0.0 0 0.0	
Total	0 13	

									Data 1	or First/F	revious (Goals							
A B	C	D	E	F	G	H	I	J	K	L	M	N	0	P	<u>Q</u>	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F÷I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	4	1	4	4	Ţ	1	Ţ	1	1	Ų.		Ţ	1	Į.	1	Ţ	1	Ţ	J
											with Disa								
	All Employees								First/	Previous St	iort-term G				th Disabilitie				
				All En	•			T					3 Year		in Disabilitie	•	I	ı	
	Number Growth (New Positions)					Turnover (Replacement of Terminated Employees) Anticipate			Number Turnover (Replacement of			Hires	Fron						
Employment Equity	YYYY-MM-DD	YY-MM-DD Actual Projected						Hires Over 3	YYYY-MM-DD	Terminated Employees)		Required Over 3	1111		Present Availability	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)				Over 3			Over 3	Years			Over 3	Years			Availability		Gap	Representation	Years
	2015-11-30	Annually	Annually	Years	Annually	Annually	Years		2015-11-30	Annually	Years		2015	2018					
	Ħ	%	%	#	9/6	%	#	Ħ	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	134	-1.7%	4.3%	17			0	17	1	0.0%	0	5	0	4.3%	3.8%	-5		0.7%	0.7%
03 Professionals	503	-1.8%	1	57	1 1		0	57	7	0.0%	0	15	0	3.8%	4.6%	-12		1.4%	1.3%
04 Semi-Professionals & Tech	581	2.6%	4.6%	80			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%	2.40	0	0.0%		U	0	0	0.0%	0	0	0	0.0%	3.4%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical 08 Skilled Sales & Service	77	1.3% 0.0%	£	8	22.9% 0.0%		0	8	3	0.0%	0	0	0	3.4% 0.0%	0.0% 0.0%	0	3	3.9% #DIV/0!	3.5% #DIV/0!
08 Skilled Sales & Service 09 Skilled Crafts & Trades	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%	9	32.4%		0	v	1 2	0.0%	0	n	0	7.0%	0.0%	0	2	#DIV/0: 8.1%	6.7%
11 Intermediate Sales & Service	0	0.0%	7.57.0	o n	0.0%		0	0	l n	0.0%	٥	n O	0	0.0%	0.0%	o	n n	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	l 0	0.0%		n	0.0%		l "	n	"	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	ľ	0.0%	0	0	0	0.0%	0.0%	ő	ő	#DIV/0!	#DIV/0!
1 1	. "				1		1	1	1 "	1	1		······································			1 "			

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

0.0%

14 Other Manual Workers

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

0.0%

0.0%

#REF!

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00.				
				Table 6: Persons with Disabilities
P	ersons with	Disabilities		
Short-ter	m Goals	Long-ter	rm Goals	Comments
#	%	#	%	
0	4.3	5	0.0	
G.	3.8	9	0.0	
0	4.6	19	0.0	
0	3.4	0	0.0	
. a	0.0	0	0.0	
0	7.0	0	0.0	
0	0.0	0	0.0	
G	0,0	0	0.0	
0	0.0	0	0.0	
0	0.0	0	0.0	
G.	0,0	0	0.0	
0	0.0	0	0,0	
0	0.0	0	0.0	
0		33		005037
	P	Persons with Short-term Goals # % % 4.3 0 3.8 0 4.6 0 3.4 0 0.0 0 0.0 0 0.0 0 0.0 0	Short-term Goals Long-term # % # 0 4.3 5 0 3.8 9 0 4.6 19 0 3.4 0 0 0.0 0 0 7.0 0 0 0.0 0 0 0.0 0 0 0.0 0 0 0.0 0 0 0.0 0 0 0.0 0 0 0.0 0 0 0.0 0 0 0.0 0 0 0.0 0 0 0.0 0 0 0.0 0 0 0.0 0 0 0.0 0	Persons with Disabilities Short-term Goals Long-term Goals # % % % %

#DIV/0!

1.6%

#REF!

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1.6%

Federal Contractors Program Achievement Report
Part 3: Goals
IBI Group
[Date: 2017-10-31]

									Data	or First/I	revious (Goals								
а В В менения по	C	D	E	F	G	H	I	J	<u>K</u>	L	M	N	ÎO	P	Q	R	S	T	U	
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)	
	Ţ		<u> </u>	<u> </u>	Ţ	Ţ	1	1	<u> </u>	·············	<u> </u>	<u> </u>	1	\	1	1	<u> </u>	Ţ	<u> </u>	
									Table 7: M				S							
				411.15					First/	Previous SI	nort-term C	loals	.,		of Visible Minorities					
				All Em				I		ı		3 Year Goals			Visible Minorities		T	1	1	
	Number	Employees)					I Terminated		Number		eplacement of	Hires		n - To						
Employment Equity	YYYY-MM-00	Actual	Proje	cted	Actual	Pre	ected	Anticipated Hires Over 3	YYYY-MM-DD		l Employees)	Required		- 1111	Present Availability	Present Gap	Projected	Present	Projected Representation in 3	
Occupational Group (EEOG)				Over 3			Over 3	Years			Over 3	Over 3 Years	****	****	Avanaonny		Сар	Representation	Years	
	2015-11-30	Annually	Annually	Years	Annually	Annually	Years		2015-11-30	Annually	Years		2015	2018						
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	9/6	
01 Senior Managers	15	-2.3%	10.1%	5	6.9%		0	5]	0.0%	0	1	0	10.1%	10.1%	-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	503 581	-1.8%	24.7%	373 425	28.6%		0	373 425		1	0	50		24.7%	24.3%	41			18.6%	
04 Semi-Professionals & Tech 05 Supervisors	281	2.6% -15.7%	24.4% 45.8%	425	22.8% 0.0%		0	423	219	0.0%	"	20	- 0	24.4% 45.8%	23.8% 42.1%	81			21.8% 16.7%	
05 Supervisors 06 Supervisors: Crafts & Trades	n	0.0%	42.070	á	0.0%		0	'n	4	0.0%	"	3	0	0.0%	0.0%		-3	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	77	1.3%	27.5%	64	22.9%		0	64	13	0.0%	0	24	-	27.5%	26.4%		-24		9.2%	
08 Skilled Sales & Service	0	0.0%	2.7.57.0	0	0.0%		0	0	1	0.0%	ľ	0	0	0.0%	0.0%			#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	ő	0.0%		0	0.0%		ő	,	ì	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		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%			#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	(0.0%	0	0	0	0.0%	0.0%		0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	(0.0%	0	0	0	0.0%	0.0%	5 0) (#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	(0.0%	0	0	0	0.0%	0.0%) (#DIV/0!	#DIV/0!	
Total	1,337	0.2%		0	24.1%		0	0	433	0.0%	0	-120	0	0.0%	23.4%	1.20	120	32.4%	32.4%	

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} - 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 8: Members of Visible Minorities
F	Institute Facility	Mem	bers of Visi	ble Minorit	ties	
	loyment Equity upational Group (EEOG)	Short-teri		Long-ter		Comments
		#	%a	#	%	
1	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	-005039

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							I	Part 3: Go	Goals						
								IBI Grou	oup						
							[Da	ate: 2017-	7-10-31]						
14 Other Manual Workers	0	0,0	0	0.0											
Total	0		100												

									Data for	Subseque	nt/Curre	nt Goals							
А В	C	n l	E :	F.	G	H	1	**************************************	K		М	N	0	P	0	R	S	» * *	T U
					å					.i	·						i	.i	4
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	лоний JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	2 "	K ÷ C	(K - M + O) + (C + F)
	Ţ	Ţ	Ţ	J	Ų	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Į.	Ļ	Ţ	Ţ	Ţ	J	Ţ
										Table 9:									
									Subsequ										
				All En	ployees										omen			1	
	Number	Number Growth (New Positions) Turnover (Replacement of Termin Employees)							Number	Turnover (Replacement of		141	3 Year Goals Hires From To						
Employment Equity						•		Anticipated Hires Over 3		Terminated	l Employees)	Required	1111	n - To	Present	Present Gar	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	VVVV-MM-DD	Actual	Proje		Actual	Prej	ected	Years	YYYY-MM-DD		T	Over 3	****	- 1111	Availability	rresem Gaj	Gap	Representation	Years
	2017-11-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2017-11-31	Annually	Over 3 Years	Years	2017	2020					
	11	%	%	#	%	%	#	#		%	#	#	źź	9/4	%	#	ti	%	9/6
01 Senior Managers	14	-2.3%	0.0%	0	6.9%	0.0%	- 0	()	2	0.0%	0	2	0	27.4%	27,4%	-2	2 -2		
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%	-10	-10	25.2%	25.8%
03 Professionals	476	-1.8%	0.0%	0	28.6%		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	217	1	0	-35	0	29.0%	29.0%	35	35	1	34.6%
05 Supervisors	3	-15.7%	0.0%	0	0.0%		0	0	2	0.0%	0	0	0	53.0%	53.0%) (66.7%	66.7%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%) (#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	80	1.3%	0.0%	0	22.9%		0	0	72	0.0%	0	-7	0	81.2%	81.2%			90.0%	90.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	U		0.0%	0	0	0		0.0%			#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades 10 Clerical Personnel	31	0.0% -5.7%	0.0%	U	0.0%		0	0		0.0%	9	l '	0	67.5%	0.0%			#DIV/0!	#DIV/0! 80.6%
10 Clerical Personnel 11 Intermediate Sales & Service	31	0.0%	0.0%	0	32.4% 0.0%		0		25	0.0%	0	-4	#VALUE!	07.5%	67.5% 0.0%		#VALUE	80.6% DIV/0!	1
12 Semi-Skilled Manual	اه	0.0%		0	0.0%		0	0		0.0%			I "YALUE:		0.0%		" VALUE	#DIV/0!	#VALUE: #DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		l 0	0		0.0%] 0	"	1 0		0.0%			#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0		0.0%] 0		1 6		0.0%	1		#DIV/0!	#DIV/0!
Total	1,347	0.2%		0	24.1%		0	0	508		0	-59	1 0		33,3%	59	56		37.7%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} - 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.

	Workforce Adailysis) · 2) X 10	///-			
					Table 10: Women
F	oloyment Equity		Wom	en	
************	upational Group (EEOG)	Short-ter	m Goals	Long-term Goals	Comments
	-panonai Group (1110 Gr		%	%	
01	Senior Managers		0,3	27.	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 opporutnities for Women in the organization.
02	Middle & Other Managers		0.4	38.	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 opporutnities 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.	005041

			Federal Contrac	ctors Program Achievement	t Report	
				Part 3: Goals		
				IBI Group		
				[Date: 2017-10-31]		
12 Semi-Skilled Manual 13 Other Sales & Service 14 Other Manual Workers	0.0 0.0 0.0	0.0 0.0 0.0				
Total	0.0	0.0				

Exception of the control of the cont									Data for	Subseque	nt/Curre	nt Goals							
	C	D	E	F	G	H	I	J	K	L	M	IN	ĺ O	IP	<u> </u>	R	S	T	U.
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	$\mathbf{F}+\mathbf{I}$	From Workforce Analysis	Equivalent to H	KxLx3	(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)
B	Ţ	J	······································	J		Ψ.	J			,		J	1	J	Ţ	·*···········	J	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	········
State of the state										11: Abor									
								Subsequent/Current Short-term Goals											
				All Em	ployees										nal Peoples				
	Number	Grow	th (New Posit	ionst	Turnover (Re		f Terminated		Number	Turnover (Replacement of			3 Year Goals						
Employment Equity	******	· · · ·				Employees)		Anticipated			epiacement oi I Employees)	Hires Required	Fro	m - To	Present		Projected	Present	Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proje	ected	Actual	Pro	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	1111	-1111	Availability	Present Gag	Gap	Representation	Representation in 3 Years
	2017-11-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Itais	2017-11-31	Annually	Over 3 Years	Vears	2017	2020					icais
	ii	%	%	£	9/0	%	#	il		%	#	± ±	÷	9/4	%	źź	ti	%	%
01 Senior Managers	14	-2.3%	1.5%	1	6,9%		()	ı	0	0.0%	. 0	0	(2.9%	2.9%	, () (0.0%	0.0%
02 Middle & Other Managers	115	-1.1%	1.5%	5	13.7%		0	5	0	0.0%	0	3	(2.2%	2.2%		-3	0.0%	0.0%
03 Professionals	476	-1.8%	1.5%	21	28.6%		0	21	3	0.0%	. 0	2	(1.1%	1.1%	-3	-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	2.0%	2.0%		8-	0.6%	0.8%
05 Supervisors	3	-15.7%	1.5%	0	0.0%		0	0	0	0.0%	, e	0	(1.0%	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%	() (#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	80	1.3%	1.5%	4	22.9%		0	4	2	0.0%	0	-1	(1.7%	1.7%			2.5%	2.4%
08 Skilled Sales & Service	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%	5 () (#DIV/0!	#DIV/0!
10 Clerical Personnel	31	-5.7%	1.5%	1	32,4%		0	I	0	0.0%	0	1	(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	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	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		1	0.0%	() (#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	1 ()	0.0%	() (#DIV/0!	#DIV/0!
Total	1,347	0.2%		0	24.1%		0	0	9	0.0%	4 0	14	1 ()	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)^{1/3} - 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
**************************************	ployment Equity upational Group (EEOG)	Short-teri	Aboriginal m Goals	Peoples Long-term G	oals	Comments
000	upational Group (EEOG)		%		%	
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.
0.5	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	005042
14	Other Manual Workers		0.0		0.0	-005043

	Federal Contractors Program Achievement Report
	Part 3: Goals
	IBI Group
	[Date: 2017-10-31]
Total	0.0

									Data for	Subseque	nt/Currei	at Goals							
A B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	**************************************	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)
	1	1	1	1	1	1	1	1	1	1	<u> </u>	1	1	1	1	1	1	1	<u> </u>
											with Disa								
									Subseque	ent/Current	Short-tern	n Goals							
				All En	ployees										th Disabilitie	8			
	Number	Grev	vth (New Posi	ions)	Turnover (Re		Terminated		Number	Turnover (R	enlacement of	Hires		r Goals					
Employment Equity						Employees)		Anticipated		Terminated		Required		n - To	Present		Projected	Present	Projected
Occupational Group (EEOG)	VVVV-MM-DD	Actual	Proj	ected	Actual	Prej	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	1111	- * * * * * * * * * * * * * * * * * * *	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2017-11-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2017-11-31	Annually	Over 3 Years	Years	2017	2020					
	#	%	9/6	#	%	%	#	#	Ħ	%	#	#	#	%	%	#	#	9/4	%
01/02 Managers	129	I	1.5%	6	10.3%		0	6	0	0.0%	0	6	0	4.3%	4.3%	-6	· ·	0.0%	0.0%
03 Professionals	476	-1.8%	1.5%	21	1 1		0	21	5	0.0%	0	14	I	3.8%	3.8%	-13	1	1.1%	1.2%
04 Semi-Professionals & Tech	628		1.5%	28			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 80	0.0%	1.5%	0	0.0%		0	0	0	0.0%	0	0	0	2 107	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical 08 Skilled Sales & Service	80	1.3% 0.0%	1.2%	4	22.9% 0.0%		0	4	4	0.0%	0	1	0	3.4%	3.4% 0.0%	*1	"	2.5% #DIV/0!	2.4% #DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	1 0	#DIV/0!	#DIV/0!
10 Clerical Personnel	31	-5.7%	1.5%	1	32.4%		0	0	0	0.0%	0	2	0	7.0%	7.0%	2	-2	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%	1	,	0.0%		٠ ١	، ا	0	0.0%	٥	0	0	1.070	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	o o		0.0%	0	0	l 0		0.0%	0	l ő	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		ő	0.0%		0	0	0	0.0%	0	0	0		0.0%	l o	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	1,347	0.2%		0	24.1%		0	0	13	0.0%	0	45	0		4.3%	-45	-45	1.0%	1.0%

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} 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		ersons with				
Occupational Group (EEOG)	Short-ter	m Goals	Long-terr	n Goals	Comments	
01/02 Managers		0.0			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.	
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		
Total		0.0		0.0		005045

									Data for	Subseque	nt/Curre	nt Goals							
	C	D	E	F	G	H	L	J	<u>K</u>	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	Ţ		Ţ	\	Ţ	ψ	Ţ	1	1	, <u>†</u>	<u> </u>	Ţ	1	<u> </u>	1	1	<u> </u>	1	<u> </u>
								٦	Table 15: N				:S						
									Subsequ	ent/Curren	t Short-teri	n Goals							
				All Em						1					isible Minor	ities			
	Number	Grow	th (New Positi	ions)	Turnover (Re	placement o Employees)	Terminated		Number	Turnover (R	eplacement of	Hires		r Goals n - To					
Employment Equity	YYYY-MM-DD	Actual	Proje	otad	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD		l Employees)	Required		- 1111	Present	Present Gag	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)		Actual		Over 3	Actual	1100	Over 3	Years			Over 3	Over 3 Years		1	Availability		Gap	Representation	Years
	2017-11-31	Annually	Annually	Years	Annually	Annually	Years		2017-11-31	Annually	Years		2017	2020					
į į	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	14	-2.3%	1.0%	0	6.9%		0	0	0	0.0%	0	1	()	10.1%	10.1%	, -1	-1	0.0%	
02 Middle & Other Managers	115	-1.1%	1.5%	5	13.7%		0	5	7	0.0%	0	11	Į	15.0%	15.0%	-10	1		6.7%
03 Professionals	476	-1.8%	1.5%	21	28.6%		0	21	86	1	0	37	5	24.7%	24.7%	-32	1		18.3%
04 Semi-Professionals & Tech	628	2.6%	1.5%	28	22.8%		()	28	102	1	0	58	7	24.4%	24.4%	-51	-51	1	16.6%
05 Supervisors	3	-15.7%	1.5%	0	0.0%		0	0	1	0.0%	0	0	0	45.8%	45.8%		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) (#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	80	1.3%	1.5%	4	22.9%		0	4	10	0.0%	0	13	1	27.5%	27.5%	-12	-12		
08 Skilled Sales & Service	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) (#DIV/0!	#DIV/0!
10 Clerical Personnel	31	-5.7%	1.5%	1	32.4%		0	1	8	0.0%	0	3	0	34.6%	34.6%	-3	-3		25.0%
11 Intermediate Sales & Service	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%			#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0		0.0%	0	0	0		0.0%			#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0) (#DIV/0!	#DIV/0!
Total	1,347	0.2%		0	24.1%		0	0	214	0.0%	1 0	109	0		24.0%	-109	-109	15.9%	15.9%

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} - 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	
# # TOO TOO TOO	oloyment Equity upational Group (EEOG)	Memb Short-term	ı Goals	ole Minorities Long-term Goals	Comments	
01	Senior Managers		% // / / / /	%	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.	
1			0.1			
02	Middle & Other Managers		0.2		We are expecting a modest growth over the next 3 years. We have the potential for increasing our staff including the need to hire members of the visible minorities.	
03	Professionals		0.2	24.	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.	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.		
07	Administrative & Sr Clerical		0.3	27.	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.	00	05046
14	Other Manual Workers		0.0	0.	0	,0040

	Federal Contractors Program Achievement Report
	Part 3: Goals
	IBI Group
	[Date: 2017-10-31]
Total	0.0

Federal Contractors Program Achievement Report Part 4: Results - Women **IBI** Group [Date: 2017-10-31] В \mathbf{C} D E F \mathbf{G} H M N 0 O U V W Part 1: Part 1: Part 2: Part 2: $V + U|_{\mathbf{X}}$ $\mathbf{E} + \mathbf{D}$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow O * P x Part 2: Flow E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L - N Flow Data P x F + 100 Q - S Flow Data V-X x 100 - 100 x 100 Data Analysi $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ Ţ 1 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Women Women All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference ** % # % % % % 2015 13.3 27.4 48.7 15 2 01 Senior Managers 2017 14 14.3 27.4 52.1 0 0.0 0 0.0 0 0.0 Middle & Other 2015 119 25 21.0 38.9 46 -21 54.0 02 Managers 2017 115 29 25.2 38.9 45 -16 64.8 12 58.3 20 3 15.0 16 5 31.3 503 155 132 23 2015 30.8 26.3 117.2 03 Professionals 2017 476 33.8 27.4 130 31 123.4 151 25 101 140 48 34.3 161 66 43.7 41 27 26.7 31 43 2015 581 181 31.2 29.8 173 104.5 Semi-Professionals & 04 Technicians 2017 628 217 34.6 29.0 182 35 119.2 235 95 40.4 68 27 85 31 36.5 26 138 58 42.0 43 2015 3 60.0 53.4 112.4 05 Supervisors 2017 53.0 125.8 100.0 2 66.7 0 0.0 0 0.0 Supervisors: Crafts & 2015 0 0.0 0.0 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0 Part 2: E = D xPart 2: Flow $E = G \times$ F ÷ I x 100 ≟ Part 3: Goals - M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Women Women Occupational Group Women Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met */6 % % % % 27.4 2013 0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 2020 0.0 0.0 27.4 0.0 0 0.3 2017 16 5 31.3 38.9 80.3 0.0 Middle & Other 0.0 26.3 0.0 Managers 8033.4 38.9 2020 31.3 0.4 80.3 2017 112 45 40.2 0.0 0.0 0.0 0.0 0.0 0.0 03 Professionals 2020 112 45 40.2 0.3 14663.7 0.0 0.0 37.4 182 68 0.0 0.0 0.0 Semi-Professionals & 2017 0.0 0.0 0.0 Technicians 2020 182 37.4 12883.7 0.0 68 0.3 0.0 2017 100.0 0.0 0.0 0.0 0.0 1 0.0 0.0 05 Supervisors 2020 1 100.0 0.5 18867.9 0.0 0.0 Supervisors: Crafts & 2017 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 0.0 2020 0.0 0.0 0.0 0 0.0

Federal Contractors Program Achievement Report Part 4: Results - Women **IBI** Group [Date: 2017-10-31] В \mathbf{C} D E F \mathbf{G} H M N 0 O U W Part 1: Part 1: Part 2: Part 2: $V + U|_{\mathbf{X}}$ $\mathbf{E} + \mathbf{D}$ DxG Part 2: Flow Part 2: Flow O * P x Part 2: Flow E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F + 100 Q - S Flow Data V-X x 100 - 100 x 100 Data Analysis $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ Ţ 1 1 1 Workforce Analysis Flow Data Analysis Employment Equity Workforce Hires Promotions Terminations Year Occupational Group Women Women All All All All (EEOG) Employees Employees Availability Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % % % % 2015 92.2 81.3 113.4 Administrative & 71 63 Senior Clerical 2017 80 72 90.0 81.2 65 110.8 22 18 81.8 77.8 16 88.9 Skilled Sales & 2015 0 0.0 0.0 0 0.0 Service Personnel 2017 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2015 0 0.0 0.0 0 0.0 Trades Workers 2017 0.0 0.0 0 0.0 0 0.0 0.0 0 0.0 0 2015 37 31 83.8 67.9 25 123.4 10 Clerical Personnel 2017 31 25 80.6 67.5 21 119.5 100.0 100.0 11 11 100.0 2015 0 0.0 0 0.0 Intermediate Sales & 0.0 Service Personnel 2017 0.0 0 0.0 0.0 0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2015 0 0.0 0.0 0 0.0 12 Workers 0.0 0.0 0.0 0 0.0 0 0.0 0.0 Part 2: Part 2: Flow E = D x $E = G \times$ F ± 1 x 100 [‡] Part 3: Goals * M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met */6 % */* ٠, % 2013 Administrative & 9 69.2 0.0 0.0 0.0 0.0 0.0 Senior Clerical 2020 69.2 0.8 8526.0 0.0 0.0 13 9 2017 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 0.0 0.0 Service Personnel 0.0 2020 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 Skilled Crafts & Trades Workers 2020 0 0.0 0.0 0.0 0.0 0.0 -2 0.0 0.0 0.0 0,0 2017 100.0 0.0 0.0 Clerical Personnel 2020 -2 100.0 14814.8 0.0 0.7 0.0 2017 0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 0.0 0.0 Service Personnel 2020 0 0.0 0.0 0.0 0.0 2017 0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0.0 Workers 0.0 2020 0.0 0.0 0.0 0.0 0

									Feder	al Contr	actors	Progra	m Achie	vement l	Report									
										F	'art 4: 1	Results	- Wome	n										
		***************************************									L	BI Gro	up											
											[Date	: 2017-	-10-31]											
A	В	C	D	E	F	G	Н	I	J	K	L	М	N	O	P	Q	R	S	T	U	V	W	X	Y
Data so	urces:	***********	Part 1: Workforce Analysis		E ÷ D x 100	Part 1: Workforce Analysis	D x G + 100	Е-Н	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + 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
š			Ţ	······	Ţ	Ţ	1	Ţ	Ţ	Ų.	Ţ	Į	<u> </u>	<u> </u>		J	Ų.	J	1	<u> </u>	<u> </u>	V	1	·
				W	orkfo	orce An	alysis									Flow D	ata A	nalysis						
	loyment Equity pational Group	Year			W	orkforce						Hires				Pro	omotio				Te	rminati		
(EEC	•		All Employees	Representa	tion	Won Availa		Gap	EE Result	All Employees	Ac.	tual	Expected	Difference	All Employees	Actus		omen Expected	Difference	All Employees	Act	ual	emen Expected	Difference
		#	#	ä	**	***	#	y #	**	#	#	%	#	#	it	4	%	#	#	#	#	%	#	#
1 [51		2015	0	0	0.0	0.0	0	0	0.0															
F	ersonnel	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
1 (4.1	Other Manual Vorkers	2015 2017	0	0	0.0	0.0	0	0	0.0	n	0	0.0		0		0	0.0	0			0	0,0	n	n
		2015	1,337	468	35.0	33.4	447	21	104.8			. 0.0		0	×			V	,	1	v	0.0	V	
Total		2017	1,347	508	37.7	33.3	449	59	113.3	427	193	45.2	142	51	219	71	32.4	77	-(324	138	42.6	113	25
Data so	urces:		Part 2: Flow Data Analysis		÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F = 1 x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F = M x 100											
			1	↓	1	1	1	1	1	Ψ	1	1	1											
				Entrants	S					oals														
	loyment Equity	Year	FI	low Data		2	Short-ter Wo	m Goals			Long-ter Wor							,						
(EEC	pational Group OG)		All Employees	Actual			Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					(Commen	ES				
		#	ä	#	%	#	%	%	%	#	%	%	%											
	Other Sales & Service Personnel	2017 2020	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0 0.0	0.0											
	Other Manual	2020	0	0	0,0	0	0.0	0.0	0.0		0.0	0.0												
1 141	Vorkers	2020	0	0	0.0			0.0	0.0			0.0	0.0											
Total	-	2017 2020	322 322	126 126	39.1 39.1	0	0.0	0.0 0.0	0.0 0.0		600.0	0.0 0.0	0.0											

Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples IBI Group [Date: 2017-10-31] В \mathbf{C} D E F \mathbf{G} H M N 0 O H V W Part 1: Part 1: Part 2: Part 2: $\mathbf{E} + \mathbf{D}$ DxG Part 2: Flow Part 2: Flow O * P x Part 2: Flow $V \oplus U \mathbf{x}$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L - N Flow Data P x F + 100 Q - S Flow Data V-X x 100 - 100 x 100 Data Analysi $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group **Aboriginal Peoples** Aboriginal Peoples Aboriginal Peoples **Aboriginal Peoples** All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % % 2015 0.0 2.9 15 0 0.0 01 Senior Managers 2017 14 0 0.0 2.9 0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2015 119 0 0.0 2.2 -3 0.0 02 Managers 2017 115 0 0.0 2.2 -3 0.0 12 0 0.0 20 0 0.0 16 0 0.0 503 2015 5 1.0 1.1 -1 90.4 03 Professionals 2017 476 57.3 151 101 140 0.6 1.1 0 0.0 2.0 0 0.0 2015 581 3 0.5 2.1 12 _9 24.6 Semi-Professionals & 04 Technicians 2017 628 4 0.6 2.0 13 31.8 235 85 0 0.0 138 0 0.0 2015 0 0.0 1,4 0 0.0 05 Supervisors 2017 0 0.0 0.0 1.0 0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2015 0 0.0 0.0 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 0 0 Part 2: Part 2: Flow E = D x $E = G \times$ F ÷ I x 100 ≟ Part 3: Goals - M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Aboriginal Peoples **Aboriginal Peoples** Aboriginal Peoples Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Mei Goal Met */6 % % ٠. ٠, % 2013 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 2020 0.0 0.0 0.0 0.0 0.0 0 2017 16 0.0 2.2 0.0 0.0 0.0 Middle & Other 0 0.0 0.0 Managers 0.0 2.2 2020 0 0.0 0.0 0.0 112 2 2017 1.8 0.0 1.2 148.8 200.€ 0.0 0.0 03 Professionals 2020 112 1.8 0.0 16233.8 162.3 2 1.1 182 3 2.1 1.6 78.5 0.0 Semi-Professionals & 2017 0.0 33.3 0.0 Technicians 182 8241.8 2.0 82.4 2020 3 1.6 0.0 0.0 2017 0 0.0 0.0 0.0 0.0 0.0 0.0 05 Supervisors 2020 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 2017 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 2020 0.0 0.0 0.0 0.0 0.0 0

Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples **IBI** Group [Date: 2017-10-31] В \mathbf{C} D E F \mathbf{G} H M N 0 0 U W Part 1: Part 1: Part 2: Part 2: $\mathbf{E} + \mathbf{D}$ DxG Part 2: Flow Part 2: Flow O * P x Part 2: Flow V + UxE-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L - N Flow Data P x F + 100 Q - S Flow Data V-X x 100 - 100 x 100 Data Analysis $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis 1 1 Workforce Analysis Flow Data Analysis Employment Equity Workforce Hires Promotions Terminations Year Occupational Group **Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples** Aboriginal Peoples All ΑII All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % % % 2015 3.9 216.5 Administrative & 3 1.8 Senior Clerical 2017 80 2 2.5 1.7 147.1 22 0 0.0 0 0.0 18 0 0.0 Skilled Sales & 2015 0 0.0 0.0 0 0.0 Service Personnel 2017 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2015 0 0.0 0.0 0 0.0 Trades Workers 2017 0 0.0 0.0 0.0 0 0 0.0 0.0 0 0.0 0 2015 2.7 2.5 108.1 1 10 Clerical Personnel 2017 31 0 0.0 1.9 0.0 0 0.0 0 0.0 11 0 0.0 2015 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 2017 0 0.0 0.0 0.0 0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2015 0 0.0 0.0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0 0.0 0.0 Part 2: Part 2: Flow E = D x $E = G \times$ F ÷ I x 100 ≟ Part 3: Goals - M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Aboriginal Peoples **Aboriginal Peoples** Aboriginal Peoples Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met */6 % % ٠. ٠, % 2013 Administrative & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 2020 0.0 0.0 0.0 0.0 13 0 0.0 2017 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 0.0 2020 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 Skilled Crafts & Trades Workers 2020 0.0 0.0 0.0 0.0 0.0 0 2.4 2017 0 0.0 0.0 0,0 0.0 0.0 0.0 Clerical Personnel 2020 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 2017 0.0 0.0 Service Personnel 2020 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 2017 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 2020 0.0 0.0 0.0 0.0 0.0 0

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Data s	ources:		Part 1: Workforce Analysis		E÷D x 100		0 x G -100	E-H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L+K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F ÷ 100	Q-S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F ÷ 10	V-X
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				W	orkfe	rce Analy	ysis									Flow D	ata Ai	alysis						
	oloyment Equity apational Group	Year			W	orkforce						Hires				Pr	omotio				Te	rminati		
(EE			All Employees	Representa	ition	Aboriginal Pe Availabilit		Gap	EF Result	All Employees	Ac	Aborigi tual	nal Peoples Expected	Difference	All Employees	Actu		al Peoples Expected	Difference	All Employees	Act		Expected	Difference
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1 [5 1	Other Sales & Service Personnel	2015 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		
	Other Manual	2015	0	0	0,0	0.0	0	0	0.0															
	Workers	2017 2015	0 1,337	0 12	0.0	0.0 <u>1</u> 1.7	0 23	-11	0.0 52.8	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0,0		0
Total		2013	1,337 1,347	9	0.9	1.7	23	-11 -14	32.6 39.3	427	3	0.7	7	-4	219	2	0.9	2	0	324	0	0.0		3 -3
Data se	ources:	************	Part 2: Flow Data Analysis	Part 2: Flow Deta Analysis	E÷Dx 100		÷ G x	Part 3: Goals	F÷1x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F + M x 100											
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			New	Entrant	S				G	oals														
	oloyment Equity	Year	F	low Data Abortginal P			ort-ter	m Goals	1		Long-ter													
Occi (EE)	upational Group OG)		All Employees	Actual	•	Cool Per	cent of at Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					(Commen	ts				
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1 1 1 1	Other Sales & Service Personnel	2017 2020	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	2017	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
\Box	Workers	2020 2017	0 222	0 5	0.0		0.0	0.0	0.0 0.0		38.5	0.0	0.0											
Total		2017	322 322	5	1.6 1.6	U	0.0	0.0 0.0	0.0 0.0		38.3	0.0	0.0 0.0											

Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities **IBI** Group [Date: 2017-10-31] В \mathbf{C} D E F \mathbf{G} H M N 0 O H V W Part 1: Part 1: Part 2: Part 2: $V + U|_{\mathbf{X}}$ $\mathbf{E} + \mathbf{D}$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow $Q \oplus P \times$ Part 2: Flow E-H K x G ÷ 100 P x F + 100 U x F ÷ 100 V-X Data sources Workforce Workforce Workforce Flow Data L-N Flow Data Q - S Flow Data x 100 - 100 x 100 Data Analysis $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ Ţ 1 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % # % % % % 2015 134 1 0.7 4.3 17.4 & Managers 2017 129 0 0.0 4.3 0.0 12 0 0.0 21 0.0 17 0.0 0 02 503 1.4 3.8 19 -12 36.6 2015 03 Professionals 2017 476 5 1.1 3.8 18 -13 27.6 151 0.7 101 3.0 140 0 0.0 Semi-Professionals & 2015 581 8 1.4 4.6 27 -19 29.9 Technicians 2017 628 1.0 4.6 29 -23 20.8 235 85 138 6 1.2 0.7 2015 0 0.0 13.9 0.0 05 Supervisors 2017 0.0 13.9 0.0 0 0.0 0.0 0 0 0 0.0 0 Supervisors: Crafts & 2015 0 0.0 0.0 0 0.0 Trades 2017 0 0.0 0.0 0.0 0.0 0.0 0.0 0 Part 2: Part 2: Flow $E \oplus D x$ Part 3: $E \oplus G \ x$ $E \oplus K \, x$ Part 3: Part 3: F ≈ 1 x 100 x Part 3: Goals F + M x 100 Data sources Flow Data Data Analysis 100 Goals 100 Goals Goals Analysis 1 1 1 1 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Persons with Persons with Disabilities Occupational Group Persons with Disabilities Comments Disabilities All (EEOG) Employees Percent of Percent of Percent of Percent a Actual Goal Met Goal Met Goal Met Goal Met ٠., # ٥,, % % % 2017 0 0.0 0.0 4.3 0.0 0.0 0.0 16 0.0 & Managers 2020 0.0 02 0 0.0 0.0 4.3 0.0 2017 112 4 3.6 0.0 3.8 94.0 44.4 0.0 0.0 03 Professionals 2020 112 3.6 0.0 9398.5 94.0 Semi-Professionals & 2017 182 3 1.6 0.0 4.6 35.8 19 15.8 0.0 0.0 Technicians 2020 182 3 1.6 0.0 3583.4 4.6 35.8 0.0 0.0 2017 0 0.0 3.4 0.0 0.0 0.0 05 Supervisors 2020 0 0.0 0.1 0.0 0.0 0.0 Supervisors: Crafts & 2017 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 2020 0 0.0 0.0 0.0 0.0 0.0

Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities **IBI** Group [Date: 2017-10-31] В \mathbf{C} D E F \mathbf{G} H M N 0 0 U W Part 1: Part 1: Part 2: Part 2: $\mathbf{E} + \mathbf{D}$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow O * P x Part 2: Flow V + UxE-H U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data K x G ÷ 100 L-N Flow Data P x F + 100 Q - S Flow Data V-X x 100 - 100 x 100 Data Analysis $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis Employment Equity Workforce Hires Promotions Terminations Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All ΑII All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference ٠. % % % % 2015 3.9 114.6 Administrative & 3 3.4 Senior Clerical 2017 80 2 2.5 3.4 73.5 22 0 0.0 0 0.0 0 0.0 Skilled Sales & 2015 0 0.0 0.0 0 0.0 Service Personnel 2017 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2015 0 0.0 0.0 0 0.0 Trades Workers 2017 0.0 0.0 0 0.0 0 0 0.0 0.0 0 0.0 0 2015 3 8.1 7.0 115.8 10 Clerical Personnel 2017 31 0 0.0 7.0 0.0 0 0.0 0 0.0 11 9.1 2015 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 2017 0.0 0 0.0 0.0 0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2015 0 0.0 0.0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 Part 2: Part 2: Flow E = D x $E = G \times$ F ÷ I x 100 ≟ Part 3: Goals * M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Persons with Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities All (EEOG) Employees Percent of Percent o Percent of Percent o Goal Goal Goal Goal Actual Goal Met Goal Met Goal Met Goal Met % 9/4 % % % % 2017 0 0.0 0.0 7.0 0.0 0.0 0.0 Administrative & 13 0.0 Senior Clerical 2020 13 0 0.0 0.0 0.0 3.4 0.0 2017 Skilled Sales & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Service Personnel 2020 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 2017 0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 2020 0 0.0 0.0 0.0 0.0 0.0 2017 50.0 0.0 0.0 0.0 0.0 0.0 0.0 -1 10 Clerical Personnel 2020 -1 50.0 0.1 71428.6 7.0 714.3 2017 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 2020 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 2017 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 Workers 2020 0 0.0 0.0 0.0 0.0 0.0

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LA	B	С	D	E	F	G	H	<u>I</u>	J	K	<u>L</u>	M	N	<u>O</u>	P	Q	R	<u> </u>	<u>T</u>	U	<u>V</u>	W	<u>X</u>	Y
Data s	sources:		Part 1: Workforce Analysis		÷ D (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
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				W	orkfo	orce An	alysis									Flow E	ata A	nalysis						
	ployment Equity upational Group	Year				orkforce						Hires				,	omotio				Te	rminatio		
	upational Group OG)		All Employees	Representat		Persons with Availa		Gap	FF Result	All Employees	Act		ith Disabilitie Expected	Difference	All Employees	Acti		th Disabilitie Expected	Difference	All Employees	1-1	Persons w	ith Disabilitie	Difference
Ì	1	#	#	# :	%	%	#	t-ap	er kesun	#	#	%	#Xpecieu	#	н	4	- % - %	# #	##	#	#	0/ ₀	Expected #	Difference #
13	Other Sales & Service	2015	0	0	0.0	0.0	0	0	0.0															
13	Personnel	2017	0	0	0.0	0.0	0	0	0.0	4	0	0.0	0	0	0	0	0.0	0	()	0	0	0.0	0	C
1 141	Other Manual	2015	0	0	0.0	0.0	0	0										ļ						
	Workers	2017 2015	1,337	0 22	0.0 1.6	0.0 4.3	0 57	-35	0.0 38.3	0	0	0.0	0	0	U	0	0.0	0	0	0	0	0.0		
Tota	1	2017	1,347	13	1.0	4.3	58	!	1	427	4	0.9	18	-14	219	4	1.8	4	0	324	2	0.6	5	-3
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\$	>4>4>4>4>4>4>4>4>4>4>4>4>4>4>			ii	1		.	i↓	i	.	¥		J											
			New	Entrants	i				G	ioals														
Emi	ployment Equity		Fl	ow Data		Ś	Short-te	rm Goals	š		Long-ter	m Goals												
	upational Group	Vear	All Employees	Persons wi Disabilitie			Persons wit	h Disabilities	Percent of		Persons with		Percent of					(Commen	ts				
				Actual		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
	Other Sales & Service	# 2017	# 0	9 0	** 0.0	# 0	% 0.0	% 0.0	0.0	# 0	0.0	0.0	0.0											
	Personnel	2020	0	0	0.0	, ,	0.0	0.0	0.0	L	0.0	0.0	0.0											
1 1 1 2 1	Other Manual	2017	0	0	0,0	0	0.0	0.0		\$	0.0	0.0												
	Workers	2020	0	0	0.0		0.0	0.0	ļ	Į	10.5	0.0	0.0											
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Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities IBI Group [Date: 2017-10-31] В \mathbf{C} D E F \mathbf{G} H M N 0 O T H V W Part 1: Part 1: Part 2: Part 2: $\mathbf{E} + \mathbf{D}$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow O * P x Part 2: Flow $V \oplus U \mathbf{x}$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L - N Flow Data P x F + 100 Q - S Flow Date V-X x 100 - 100 x 100 Data Analysi $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ Ţ 1 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % % % 2015 10.1 15 1 6.7 66.0 01 Senior Managers 2017 14 0 0.0 10.1 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2015 119 17 14.3 15.0 18 -1 95.2 02 Managers 2017 115 6.1 15.0 17 -10 40.6 12 8.3 20 5.0 16 0 0.0 503 122 2015 163 32.4 24.3 41 133.4 03 Professionals 2017 476 86 18.1 24.7 118 -32 73.1 151 101 15.8 -17 140 37 24.5 37 16 33 24 17.1 -21 2015 581 219 37.7 23.8 138 81 158.4 Semi-Professionals & Technicians 2017 628 102 16.2 24.4 153 -51 66.6 235 49 20.9 57 85 12 14.1 32 -20 138 20 14.5 52 -32 2015 2 40.0 42.1 95.0 2 05 Supervisors 2017 33.3 45.8 72.8 1 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2015 0 0.0 0.0 0 0.0 Trades 0.0 0.0 0.0 0.0 0.0 0.0 0 0 Part 2: E = D xPart 2: Flow $E = G \times$ F ÷ I x 100 ≟ Part 3: Goals - M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Mei Goal Met */6 % % % ٠, % 2013 0 0.0 0.0 10.1 0.0 0.0 0.0 0.0 01 Senior Managers 2020 0.0 0.1 0.0 10.1 0.0 0 2017 16 2 12.5 15.0 83.3 0.0 0.0 Middle & Other 0.0 11 18.2 Managers 2020 12.5 0.2 8333.3 15.0 83.3 112 29 24.1 2017 25.9 0.0 107.4 126. 0.0 0.0 03 Professionals 2020 112 29 25.9 0.2 10482.9 24.7 104.8 22.5 23.6 182 95.5 82.€ Semi-Professionals & 2017 41 0.0 0.0 0.0 Technicians 182 41 22.5 9232.6 24.4 92.3 2020 0.2 2017 0 0.0 42.7 0.0 0.0 0.0 0.0 0.0 05 Supervisors 2020 0 0.0 0.5 0.0 0.0 0.0 Supervisors: Crafts & 2017 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 0.0 2020 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] В \mathbf{C} D E F \mathbf{G} H M N 0 O U W Part 1: Part 1: Part 2: Part 2: $\mathbf{E} + \mathbf{D}$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow O * P x Part 2: Flow $V \oplus U \mathbf{x}$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F + 100 Q - S Flow Data V-X x 100 - 100 x 100 Data Analysi $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 1 Workforce Analysis Flow Data Analysis Employment Equity Workforce Hires Promotions Terminations Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference ** % % % % % 2015 16.9 26.4 64.0 Administrative & 13 20 Senior Clerical 2017 80 10 12.5 27.5 22 -12 45.5 22 13.6 0 0.0 5.6 Skilled Sales & 2015 0 0.0 0.0 0 0 0.0 Service Personnel 2017 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2015 0 0.0 0.0 0 0.0 Trades Workers 2017 0.0 0.0 0.0 0 0 0.0 0 0.0 0 0.0 2015 18 48.6 29.4 11 165.5 10 Clerical Personnel 2017 31 8 25.8 34.6 11 74.6 14.3 100.0 11 18.2 2015 0 0.0 0.0 0 0.0 Intermediate Sales & Service Personnel 2017 0.0 0 0.0 0.0 0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2015 0 0.0 0.0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0.0 0.0 0 Part 2: Part 2: Flow E = D x $E = G \times$ F ÷ I x 100 ≟ Part 3: Goals * M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Goal Met Goal Met Goal Mei Goal Met */6 % % */* % ٠, % 2013 26.5 58.1 22. Administrative & 2 15.4 0.0 0.0 0.0 Senior Clerical 2020 15.4 5594.4 27.5 55.9 13 2 0.3 2017 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 0.0 Service Personnel 0.0 2020 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 Skilled Crafts & Trades Workers 2020 0.0 0.0 0.0 0.0 0.0 0 2017 -50.0 31.0 -161.3 33.3 0.0 0.0 -1 0.0 Clerical Personnel 2020 -50.0 -14450.9 34.6 -144.5 0.3 2017 0 0.0 0.0 0.0 0.0 Intermediate Sales & 0.0 0.0 0.0 Service Personnel 2020 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 Semi-Skilled Manual Workers 2020 0.0 0.0 0.0 0.0 0.0 0

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(EEOG)		All Employees	Represent	ation	Visible M Availa		Gap	EE Result	All Employees		Visible	Expected	Difference	All Employees	Actu		Minorities Expected	Difference	All Employees	Act		Minorities Expected	Difference
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13 Other Sales & Service	2015	0	0	0.0	0.0	0	0	0.0															
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	2017	1,337	433	32.4	23.4	313	120	138.4	‡		0.0	1				0.0	, v	1 0	, ,	0	0.0		
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	#	μ	#	5/6	#	9/2	%	%	#	%	9%	%											
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	4	0.0	0.0												
. Other Manual	2020	0	0	0.0	0	0.0	0.0 0.0	0.0		0.0	0.0	-											
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	2020	322	75	23.3			0.0	0.0			0.0	0.0											

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
IBI Group
[Date: 2017-10-31]

Efforts

1

equity.

Please check the appropriate boxes next to the efforts that your organization made to implement the Federal Co

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Contra	ctors Program.	
Requi	red measures:	
\checkmark	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.	
$\overline{\checkmark}$	Adjusted survey results to reflect hires, promotions and terminations.	
7	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.	
7	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).	
\checkmark	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.	
\checkmark	Ensured that any new gaps identified are addressed accordingly.	
\checkmark	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.	
\checkmark	Ensured ongoing senior-level support for employment equity and its implementation.	
/	Established accountability mechanisms to ensure that the short-term goals would be met.	
V	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

y	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.		
1	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.		
$\sqrt{}$	Other (please describe):		
	Initiated a Women's Network to promote the expeirence and diversity of women within the organziation. To put a heightened awareness of the professional women within the organization with the idea of promoting more women into senior roles.		
Oper	ational Context		
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance nent.		
$\overline{\checkmark}$	Impact of economic and industrial conditions on the organization.		
	N/A		
4	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.		
\Box	Acquisitions, mergers or transfers of employees.		
	Please see note above.		
<u> </u>	Significant layoffs (include the number of employees affected and the occupational groups of those employees).		
	N/A		

V	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	N/A
	Other.
Addi	tional Details
lease	provide any additional information (optional):

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 Ouebec - 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 2015-09-16 Received: 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:

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 foun	ıd
in Forms 1 to 6:	

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

- П 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 1st assessment and the 2nd 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

 \times 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: \boxtimes in compliance \square in non-compliance

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

- 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/sgiemtweims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aidehelp& 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 <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of 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.1intlnf.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 underrepresented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish 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



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!