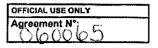
Ressources humaines et Skills Development Canada Développement des compétences Canada

Labour Program Federal Contractors Program



Agreement to Implement Employment Equity

	ORGA	ANIZATION			
Legal Name of Organization			Perent company is	located outsi	de Canada
KPMG LLP					************************************
				Yes	⊘ №
Operating Name (if different from Legal Name of Organ	nization)		Procurement Bus	Iness Numb	ır
			Total number of en		pre-
Organization's North American Industry Classification:	System (NAICS) Code	Nº	(Full-Time/Part-Tirr) 🦠 S Code Number please
541212			visit http://www.st	sican.gc.ca/s	ubjects-sujets/standard-
			norme/naics-scian/	2002/naics-s	cian02i-eng.htm
Official use only (if information above is incorrect)					
Procurement Business Number	Total number of	employees in Canada		Organization	'n NAICS Code No
	UEA!	D OFFICE			
Address (building number, street, suite, etc.)	neal	City		Province	Postal Code
333 Bay Street, Suite 4600		Toronto		ON	M5G 2S5
		Telephone Number	·	Fax Numbe	
		(416) 777-85	100	(416) 77	
Name (print)	EMPLOYMENT	EQUITY CONT	ACT		
Melanie Kerr		Title	nlawaa Balat	1000 000	1 UD Committeen
Tolephone Number		E-mail Address	proyee Kerat	ions and	1 HR Compliance
(416) 777-8452		makerr@kpmg.	Cā		
	CERT	FICATION			
The above-named organization:					
 having a combined workforce of 100 or more 12 weeks or more in Canada, AND 	permanent full-time	e, permanent part-t	ime and temporar	y employee:	s having worked
• intending to bid on, or being in receipt of, a fe	derat government (goods or services o	contract, standing	offer or cont	rect issued under a
Supply Arrangement, valued at \$1,000,000 or					
Hereby certifies its commitment to implement or r instrument, in keeping with the Federal Contract	naintain employme: am Program coolar	nt equity on an on-	going basis, beyon	onec ont on	d of the procurement
please rater to: http://www.hradc.gc.ca/eng/labou	riequality/icp/index.	shimi Shimi	NORMADON UN NOW	rto impieme	at employment equity
Important note: If an audit of the Agreement to I the procurement Instrument(s) with the Government	inprement Employment of Canada may	nent Equity uncover be terminated.	rs misrepresentati	on on the pi	art of the organization,
	SIGN	IATORY			
NOTE: The signatory must be the Chief Executive contract on behalf of the organization.	re Officer OR an au	thorized person in	an executive post	ilon with leg	al authority to sign a
Yame (print)		Title		·	
William B, Thomas		CEO			
Felephone		E-mail Address		_	
416-77 Signature		bbthomas@kpm	g.ca		
		evguA 1600	41,20	13	
	RETURN IN	ISTRUCTIONS			

KPMG LLP (certificate # 060065)

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2016-07-01 to 2017-06-30

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF **EMPLOYEES LOCATED IN** EACH AREA)

	ı	Province		
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	2521	71	238	2830
Québec	595	25	61	681
Nova Scotia	56	5	3	64
New Brunswick	43	0	6	49
Manitoba	80	0	13	93
British Columbia	903	44	60	1007
Saskatchewan	82	2	8	92
Alberta	599	20	51	670
Newfoundland and Labrador	31	0	1	32
Total Employees in Ca	nada 🕨			5518

	Cens	sus Metropolitan	Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Calgary	438	13	41	492
Edmonton	120	6	9	135
Halifax	56	5	3	64
Montréal	562	22	56	640
Regina	34	0	1	35
Toronto	1988	46	182	2216
Vancouver	620	22	42	684
Winnipeg	80	0	13	93
St. John's	31	0	1	32
Moncton	23	0	0	23
Saint John	9	0	2	11
Kingston	26	4	2	32
Ottawa - Gatineau	178	0	14	192
Hamilton	85	3	8	96
St. Catharines Niagara	8	0	2	10
Kitchener - Cambridge - Waterloo	88	9	14	111

Canada

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2016-07-01 to 2017-06-30

Census Metropolitan Areas

5518		•	n Canada	Total Employees in Canada
41	C J	ယ	33	Que. less CMAs
36	4	3	29	Ont. less CMAs
15	4	0	11	N.B. less CMA
221	15	15	191	B.C. less CMAs
43	1	1	41	Alta. less CMAs
43	2	0	41	Victoria
26	1	3	22	Kelowna
33	0	4	29	Abbotsford - Mission
57	7	2	48	Saskatoon
54	9	4	41	Greater Sudbury
35	1	1	33	Windsor
48	2	1	45	London
Total Number of Employees	Temporary	Permanent Part-time	Permanent Full-time	Pei F

Employment and Social Emploi et Développement Development Canada social Canada

KPMG LLP (certificate # 060065)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

Reporting Period 2016-07-01 to 2017-06-30

Occupational Group			All Employees			original Peop			ns with Disa	bilities		rs 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												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	90	42	48	1		1	3	2	1	10	3	7
	Total	90	42	48	1		1	3	2	1	10	3	7
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3930	2012	1918	20	10	10	103	46	57	1430	729	701
	Total	3930	2012	1918	20	10	10	103	46	57	1430	729	701
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	83	64	19	1	1		8	4	4	29	20	9
	Total	83	64	19	1	1		8	4	4	29	20	9
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	87	6	81	1	1		6		6	23	1	22
	Total	87	6	81	1	1		6		6	23	1	22

Page 1 of 6 Canada

KPMG LLP (certificate # 060065) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National Reporting Period 2016-07-01 to 2017-06-30

Total Number of Employees			Bottom Range: Under \$5,000	Top Range: Under \$5,000	Clerical Personnel			Bottom Range: Under \$5,000	Top Range: Under \$5,000	Administrative and Senior Clerical Personnel	Col. 1	Occupational Group Salary Range
	Total	1	2	ယ	4	Total	1	2	ω	4		QTR
4910	133	133				587	587				Col. 2	Total
2220	29	29				67	67				Col. 3	All Employees
2690	104	104				520	520				Col. 4	Women
30	3	3				4	4				Col. 5	Ab Total
13	ļ	1									Col. 6	Aboriginal Peoples Men \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \
17	2	2				4	4				Col. 7	les Women
160	10	10				30	30				Col. 8	Perso
55						3	3				Col. 9	Persons with Disabilities
105	10	10				27	27				Col. 10	bilities Women
1741	56	56				193	193				Col. 11	Member Total
799	13	13				33	33				Col. 12	Members of Visible Minorities Total Men Wome
942	43	43				160	160				Col. 13	√linorities Women

KPMG LLP (certificate # 060065) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National Reporting Period 2016-07-01 to 2017-06-30

Occupational Group		А	All Employees	03	Ab	Aboriginal Peoples	les	Perso	Persons with Disabilities	oilities	Member	Members of Visible Minorities	/linorities
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: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3		3							1		1
	Total	3		8							1		1
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	111	9	102	1		1	8	1	7	15	1	14
	Total	111	9	102	1		1	8	1	7	15	1	14
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	ω												
Bottom Range: Under \$5,000	2												
	1	6	2	4							1		1
	Total	6	2	4							1		1
Supervisors	4												
Top Range: Under \$5,000	ω												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total			1									

KPMG LLP (certificate # 060065) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National Reporting Period 2016-07-01 to 2017-06-30

Total Number of Employees			Bottom Range: Under \$5,000	Top Range: Under \$5,000	Clerical Personnel			Bottom Range: Under \$5,000	Top Range: Under \$5,000	Administrative and Senior Clerical Personnel	Col. 1	Salary Range	Occupational Group
	Total	_	2	ω	4	Total	_	2	ω	4		QTR	
167	6	6				40	40				Col. 2	Total	А
12						1	1				Col. 3	Men	All Employees
155	6	6				39	39				Col. 4	Women	S
1											Col. 5	Total	At
											Col. 6	Men	Aboriginal Peoples
											Col. 7	Women	ples
10	_	_					_				Col. 8	Total	Pers
1											Col. 9	Men	Persons with Disabilities
6	1	_				_	_				Col. 10	Women	bilities
29	1					12	12				Col. 11	Total	Membe
-											Col. 12	Men	Members of Visible Minorities
28						12	12				Col. 13	Women	/linorities

KPMG LLP (certificate # 060065) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Temporary / National Reporting Period 2016-07-01 to 2017-06-30

Persons with Disability Total Men Col. 8 Col. 9
Col. 8 Col. 9
Col. 9
lties Women Col. 10
Members of Visible Minorities Total Men Wome Col. 11 Col. 12 Col. 1

KPMG LLP (certificate # 060065) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Temporary / National Reporting Period 2016-07-01 to 2017-06-30

Total Number of Employees 441 184 257 3 1 2	Total 37 15 22 1 1	1 37 15 22 1 1	Bottom Range: Under \$5,000 2	Top Range: Under \$5,000 3	Clerical Personnel 4	Total 111 22 89	1 111 22 89	Bottom Range: Under \$5,000 2	Top Range: Under \$5,000 3	Administrative and Senior Clerical Personnel 4	Col. 2 Col. 3 Col. 4 Col. 5 Col. 6 Col. 7	OTR Total Man Women Total Man Women
1	1											boriginal Peoples
2 19	1					6	6				Col. 8	- - -
5 14						6	6				Col. 9 Col. 10	
140	0	o				41	41				Col. 11 Col. 12	
50 90	3	3				5 36	5 36				Col. 13	Women

KPMG LLP (certificate # 060065)

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / National

Reporting Period 2016-07-01 to 2017-06-30

		All Employees		Al	ooriginal People	es	Pers	ons with Disabi	lities	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
Under \$15,000	4910	2220	2690	30	13	17	160	55	105	1741	799	942
Total Number of Employees	4910	2220	2690	30	13	17	160	55	105	1741	799	942

Canada

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / National Reporting Period 2016-07-01 to 2017-06-30

Total Number of Employees	Under \$5,000	Salary Range	
167	167	Total Col. 1	
12	12	Men Col. 2	All Employees
155	155	Women Col. 3	
_	1	Total Col. 4	At
		Men Col. 5	Aboriginal Peoples
_	1	Women Col. 6	es
10	10	Total Col. 7	Perso
	1	Men Col. 8	Persons with Disabilities
9	9	Women Col. 9	lities
29	29	Total Col. 10	Member
-3-	1	Men Col. 11	Members of Visible Minorities
28	28	Women Col. 12	norities

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Temporary / National Reporting Period 2016-07-01 to 2017-06-30

Total Number of Employees	Under \$5,000		Salary Range	
441	441	Col. 1	Total	
184	184	Col. 2	Men	All Employees
257	257	Col. 3	Women	
3	3	Col. 4	Total	A
_	1	Col. 5	Men	Aboriginal Peoples
N)	N	Col. 6	Women	les
19	19	Col. 7	Total	Pers
<u>-</u>	5	Col. 8	Men	Persons with Disabilities
14	14	Col. 9	Women	ollities
140	140	Col. 10	Total	Membe
50	50	Col. 11	Men	lembers of Visible Minorities
90	90	Col. 12	Women	Inorities
			_	

KPMG LLP (certificate # 060065)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

Reporting Period 2016-07-01 to 2017-06-30

		All Employees		Al	original 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	5	2	3									
Professionals	1071	587	484	6	4	2	27	11	16	437	242	195
Semi-Professionals and Technicians	6	5	1				2	1	1	3	3	
Supervisors	5		5									
Administrative and Senior Clerical Personnel	137	26	111	1		1	7	2	5	51	14	37
Clerical Personnel	20	4	16				1		1	8	1	7
Total Number of Employees Hired	1244	624	620	7	4	3	37	14	23	499	260	239

Canada

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / National Reporting Period 2016-07-01 to 2017-06-30

Total Number of Employees Hired	Administrative and Senior Clerical Personnel	Semi-Professionals and Technicians	Professionals	Occupational Group To	
17	ယ	ω	11	Total Col. 1	А
2		2		Men Col. 2	All Employees
15	ప		11	Women Col. 3	
				Total Col. 4	A
				Men Col. 5	Aboriginal Peoples
				Women Col. 6	es
				Total Col. 7	Pers
				Men Col. 8	Persons with Disabilities
				Women Col. 9	ilities
ω		_		Total Col. 10	Membe
				Men Col. 11	Members of Visible Minorities
3	1	_	1	Women Col. 12	inorities

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Temporary / National Reporting Period 2016-07-01 to 2017-06-30

				chound cuon to 10 of 0 to 10	70 -01 -01	10 -00-00						
		All Employees		AŁ	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Member	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	1	1										
Professionals	447	220	227	3	1	2	17	5	12	159	68	91
Semi-Professionals and Technicians	11	9	2							4	3	1
Supervisors	1		1									
Administrative and Senior Clerical Personnel	98	24	74				5	1	4	35	7	28
Clerical Personnel	33	14	19	1		1				4	1	သ
Total Number of Employees Hired	591	268	323	4	1	3	22	6	16	202	79	123

KPMG LLP (certificate # 060065)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / National

Reporting Period 2016-07-01 to 2017-06-30

	Employe	ees promoted (Employees pro	moted during t	he year are to	be reported on	nly in the occupa	ational groups	in which or to	which they have	e been last pro	moted.)
Coourational Croun		All Employees		Al	original Peopl	es	Perso	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	4	2	2									
Professionals	806	420	386	3	2	1	8	5	3	295	146	149
Semi-Professionals and Technicians	10	9	1				1	1		2	2	
Supervisors	4	1	3				1		1	1	1	
Administrative and Senior Clerical Personnel	15	1	14							6		6
Clerical Personnel	2		2	1		1	1		1			
Total Number of Employees Promoted	841	433	408	4	2	2	11	6	5	304	149	155
Total Number of Promotions	843	434	409	4	2	2	11	6	5	305	150	155

KPMG LLP (certificate # 060065) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Part-Time / National Reporting Period 2016-07-01 to 2017-06-30

	Employe	es promoted (Employees pro	moted during	the year are to	be reported or	ly in the occup	ational groups	in which or to v	vhich they haνε	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)	moted.)
	,	All Employees		Al	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	norities
Occupation at Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	C01.	C01. Z	C01. 3	C0I. 4	C01. 5	Col. 6	Cal. /	C01. 8	C01. 9	COI. IU	C0I. I I	C01. 12
Professionals	2		2									
Clerical Personnel	_											
Total Number of Employees Promoted	3		3									
Total Number of Promotions	3		3									

-45

KPMG LLP (certificate # 060065) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Temporary / National Reporting Period 2016-07-01 to 2017-06-30

	Employ	ees promoted	(Employees pro	omoted during	the year are to	be reported or	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)	ational groups	in which or to v	vhich they have	e been last pro	moted.)
		All Employees		А	Aboriginal Peoples	les	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	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
Professionals	2	1	1				1		1			
Total Number of Employees Promoted	2	1	-1				1		1			
Total Number of Promotions	2	1	1				1		1			

KPMG LLP (certificate # 060065)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

Reporting Period 2016-07-01 to 2017-06-30

		All Employees		Al	original Peopl	es	Perso	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	15	8	7							1		1
Professionals	925	505	420	3	2	1	23	16	7	331	165	166
Semi-Professionals and Technicians	2	2								2	2	
Supervisors	9		9							1		1
Administrative and Senior Clerical Personnel	113	17	96	1	1		8	3	5	34	8	26
Clerical Personnel	19	2	17							5	2	3
Total Number of Employees Terminated	1083	534	549	4	3	1	31	19	12	374	177	197

Canada

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / National Reporting Period 2016-07-01 to 2017-06-30

		All Employees		Al	Aboriginal Peoples	es	Perso	Persons with Disabilities	lities	Membe	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men		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	19	2	17	1		1	1	1		2		2
Supervisors	1		1									
Administrative and Senior Clerical Personnel	3		3									
Total Number of Employees Terminated	23	2	21	_		_		1		2		2

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Temporary / National Reporting Period 2016-07-01 to 2017-06-30

		All Employees		AŁ	Aboriginal Peoples	es	Perso	Persons with Disabilities	lities	Member	Members of Visible Minorities	orities
Occupational Group	Total Col. 1	Men Col. 2	Women	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	365	180	185	2		2	9	2	7	136	63	73
Semi-Professionals and Technicians	7	6	1							3	3	
Administrative and Senior Clerical Personnel	66	21	45				5	2	3	25	11	14
Clerical Personnel	23	6	17							6		6
Total Number of Employees Terminated	461	213	248	2		2	14	4	10	170	77	93

Workplace Equity Information Management System - KPMG LLP

Workforce Analysis - Detailed Report

Date: 2017-06-30

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	•	entation		ilability	Gap	Recruitment Area
		#	#	%	%	#	#	
02 : Middle and Other Managers	National	95	51	53.7 %	38.9 %	37	14	National
03 : Professionals		4320	2161	50.0 %	55.0 %	2376	-215	
1111 : Financial auditors and accountants	National	3950	1914	48.5 %	55.1 %	2176	-262	National
1112 : Financial and investment analysts	National	48	29	60.4 %	50.1 %	24	5	National
1114 : Other financial officers	National	8	7	87.5 %	44.1 %	4	3	National
1121 : Human resources professionals	National	85	77	90.6 %	71.1 %	60	17	National
1122 : Professional occupations in business management consulting	National	15	11	73.3 %	42.0 %	6	5	National
1123 : Professional occupations in advertising, marketing and public relations	National	78	67	85.9 %	66.4 %	52	15	National
2147 : Computer engineers (except software engineers and designers)	National	8	1	12.5 %	12.6 %	1	0	National
2171 : Information systems analysts and consultants	National	66	16	24.2 %	28.3 %	19	-3	National
2172 : Database analysts and data administrators	National	1	0	0.0 %	35.2 %	0	0	National
2173 : Software engineers and designers	National	4	0	0.0 %	17.4 %	1	-1	National
2175 : Web designers and developers	National	7	3	42.9 %	32.9 %	2	1	National
4112 : Lawyers and Quebec notaries	National	4	2	50.0 %	42.5 %	2	0	National
5111 : Librarians	National	1	0	0.0 %	83.1 %	1	-1	National
5121 : Authors and writers	National	18	12	66.7 %	54.9 %	10	2	National
5125 : Translators, terminologists and interpreters	National	27	22	81.5 %	69.9 %	19	3	National
04 : Semi-Professionals and Technicians		99	26	26.3 %	26.8 %	27	-1	
2281 : Computer network technicians	Ontario	20	6	30.0 %	20.8 %	4	2	Ontario
2282 : User support technicians	Alberta	6	0	0.0 %	26.7 %	2	-2	Alberta
2282 : User support technicians	British Columbia	12	5	41.7 %	25.1 %	3	2	British Columbia
2282 : User support technicians	Manitoba	1	0	0.0 %	27.1 %	0	0	Manitoba
2282 : User support technicians	New Brunswick	1	0	0.0 %	33.0 %	0	0	New Brunswick
2282 : User support technicians	Ontario	37	5	13.5 %	24.2 %	9	-4	Ontario



Workplace Equity Information Management System - KPMG LLP

Workforce Analysis - Detailed Report

Date: 2017-06-30

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Repres	Representation # %	Women Availability %#	bility #	Gap	Recruitment Area
2282 : User support technicians	Québec Saskatchewan	ν ω	0 2	25.0 %	19.6 % 27 1 %	2	0	Québec Saskatchewan
2283 : Information systems testing technicians	Ontario	ω	0	0.0 %	46.8 %	_	<u>.</u>	Ontario
4211 : Paralegal and related occupations	Ontario	_	_	100.0 %	82.0 %	-	0	Ontario
5241 : Graphic designers and illustrators	Alberta	2	2	100.0 %	51.7 %	<u></u>	_	Alberta
5241 : Graphic designers and illustrators	Ontario	<u> </u>	0	0.0 %	44.9 %	0	0	Ontario
5241 : Graphic designers and illustrators	Québec	O1	5 1	100.0 %	47.2 %	2	ω	Québec
05 : Supervisors		90	84	93.3 %	53.8 %	48	36	
Employment Equity Occupational Group	Abbotsford - Mission	_	_	100.0 %	63.4 %	→	0	Abbotsford - Mission
Employment Equity Occupational Group	B.C. less CMAs	ω	ω	100.0 %	64.7 %	2	_	B.C. less CMAs
Employment Equity Occupational Group	Calgary	9	9	100.0 %	55.0 %	ъ	4	Calgary
Employment Equity Occupational Group	Edmonton	ω	ω	100.0 %	56.2 %	2	_	Edmonton
Employment Equity Occupational Group	Halifax	_	_	100.0 %	55.9 %	_	0	Halifax
Employment Equity Occupational Group	Kelowna	_	_	100.0 %	71.0 %	_	0	Kelowna
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	Ν	2	100.0 %	54.2 %	→	_	Kitchener - Cambridge
Employment Equity Occupational Group	London	1	_	100.0 %	55.5 %	_	0	London
Employment Equity Occupational Group	Montréal	12	⇉	91.7 %	50.8 %	6	ъ	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	N	_	50.0 %	50.7 %	<u> </u>	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	1	_	100.0 %	58.8 %	<u> </u>	0	Que. less CMAs
Employment Equity Occupational Group	St. John's	1	_	100.0 %	66.0 %	_	0	St. John's
Employment Equity Occupational Group	Toronto	41	38	92.7 %	53.0 %	22	16	Toronto
Employment Equity Occupational Group	Vancouver	12	=======================================	91.7 %	51.4 %	6	σ	Vancouver
07 : Administrative and Senior Clerical Personnel		738	648	87.8 %	81.2 %	599	49	
Employment Equity Occupational Group	Abbotsford - Mission	œ	∞	100.0 %	85.0 %	7	_	Abbotsford - Mission

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Workplace Equity Information Management System - KPMG LLP

Workforce Analysis - Detailed Report

Date: 2017-06-30

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	Representation # %	Avai %	Availability 6 #	Gap #	Recruitment Area
Employment Equity Occupational Group	Alta. less CMAs	œ	∞	100.0 %	89.0 %	7	<u> </u>	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	49	48	98.0 %	87.5 %	43	5	B.C. less CMAs
Employment Equity Occupational Group	Calgary	54	47	87.0 %	80.5 %	43	4	Calgary
Employment Equity Occupational Group	Edmonton	15	14	93.3 %	84.6 %	13	_	Edmonton
Employment Equity Occupational Group	Greater Sudbury	œ	∞	100.0 %	83.9 %	7	_	Greater Sudbury
Employment Equity Occupational Group	Halifax	9	∞	88.9 %	81.4 %	7	<u> </u>	Halifax
Employment Equity Occupational Group	Hamilton	15	14	93.3 %	83.5 %	13	<u> </u>	Hamilton
Employment Equity Occupational Group	Kelowna	ω	ω	100.0 %	85.7 %	ω	0	Kelowna
Employment Equity Occupational Group	Kingston	Оī	51	100.0 %	83.5 %	4	<u> </u>	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	19	16	84.2 %	83.0 %	16	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	4	4	100.0 %	82.5 %	ω	_	London
Employment Equity Occupational Group	Moncton	Оī	5	100.0 %	80.9 %	4	<u> </u>	Moncton
Employment Equity Occupational Group	Montréal	70	64	91.4 %	80.8 %	57	7	Montréal
Employment Equity Occupational Group	N.B. less CMA	2	_	50.0 %	86.1 %	2	<u>.</u>	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	Ø	6	100.0 %	87.1 %	51	<u> </u>	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	25	23	92.0 %	77.2 %	19	4	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	Сī	4	80.0 %	87.5 %	4	0	Que. less CMAs
Employment Equity Occupational Group	Regina	O	6	100.0 %	80.7 %	Οī	<u> </u>	Regina
Employment Equity Occupational Group	Saint John	ω	ω	100.0 %	83.6 %	ω	0	Saint John
Employment Equity Occupational Group	Saskatoon	O	6	100.0 %	84.0 %	51	<u> </u>	Saskatoon
Employment Equity Occupational Group	St. Catharines - Niagara	ω	ω	100.0 %	81.8 %	2	_	St. Catharines -
Employment Equity Occupational Group	St. John's	2	2	100.0 %	82.5 %	2	0	St. John's
Employment Equity Occupational Group	Toronto	320	259	80.9 %	80.1%	256	ω	Toronto
Employment Equity Occupational Group	Vancouver	65	62	95.4 %	79.0 %	51	1	Vancouver

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Workplace Equity Information Management System - KPMG LLP

Workforce Analysis - Detailed Report

005767

Date: 2017-06-30

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Repre	Representation # %	Women Avai	Availability % #	Gap	Recruitment Area
Employment Equity Occupational Group	Windsor	o	6	100.0 %	82.8 %	Ŋ	<u> </u>	Windsor
Employment Equity Occupational Group	Winnipeg	7	6	85.7 %	81.1%	6	0	Winnipeg
10 : Clerical Personnel		176	132	75.0 %	66.9 %	118	14	
Employment Equity Occupational Group	Alta. less CMAs	_	_	100.0 %	76.3 %	<u> </u>	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	Ø	∞	88.9 %	77.5 %	7	_	B.C. less CMAs
Employment Equity Occupational Group	Calgary	9	∞	88.9 %	70.2 %	6	2	Calgary
Employment Equity Occupational Group	Edmonton	ω	2	66.7 %	70.3 %	2	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	_	<u> </u>	100.0 %	70.9 %	_	0	Greater Sudbury
Employment Equity Occupational Group	Halifax	_	<u> </u>	100.0 %	67.7 %	<u> </u>	0	Halifax
Employment Equity Occupational Group	Hamilton	_	_	100.0 %	68.5 %	<u> </u>	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	4	4	100.0 %	67.9 %	ω	<u> </u>	Kitchener - Cambridge
Employment Equity Occupational Group	London	_	_	100.0 %	71.4 %	_	0	London
Employment Equity Occupational Group	Moncton	2	_	50.0 %	62.4 %	_	0	Moncton
Employment Equity Occupational Group	Montréal	22	14	63.6 %	62.5 %	14	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	_	_	100.0 %	72.6 %	_	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	ω	ω	100.0 %	72.4 %	2	_	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	4	ω	75.0 %	65.8 %	ω	0	Ottawa - Gatineau
Employment Equity Occupational Group	Saskatoon	_	_	100.0 %	70.2 %	_	0	Saskatoon
Employment Equity Occupational Group	Toronto	87	60	69.0 %	65.2 %	57	ω	Toronto
Employment Equity Occupational Group	Vancouver	21	17	81.0 %	70.0 %	15	2	Vancouver
Employment Equity Occupational Group	Victoria	_	_	100.0 %	74.1 %	_	0	Victoria
Employment Equity Occupational Group	Windsor	_	_	100.0 %	69.7 %	_	0	Windsor
Employment Equity Occupational Group	Winnipeg	ω	ω	100.0 %	67.9 %	2	_	Winnipeg

Workplace Equity Information Management System - KPMG LLP

Workforce Analysis - Detailed Report

005768

Date: 2017-06-30

Women

Total	Employment Equity Occupational Group
	Internal Location
5518	All Employees #
3102 56.2 % 58.1 %	Representation # %
58.1 % 3205	Women Availability %#
-103	Gap #
	Recruitment Area

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

Total may not equal sum of components due to rounding.

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Workplace Equity Information Management System - KPMG LLP

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Workforce Analysis - Detailed Report

Date: 2017-06-30

Aboriginal Peoples

		•					
Employment Equity Occupational Group	Internal Location	All Employees #	Abo Representation # %	Aborig entation %	Aboriginal Peoples ion Availability % % #	bility Gap # #	Recruitment Area
02 : Middle and Other Managers	National	95	_	1.1 %	2.2 %	2 -1	National
03 : Professionals		4320	23	0.5 %	1.4 %	60 -37	
1111 : Financial auditors and accountants	National	3950	21	0.5 %	1.3 %	51 -30	National
1112 : Financial and investment analysts	National	48	0	0.0 %	0.9 %	0 0	National
1114 : Other financial officers	National	8	0	0.0 %	1.3 %	0 0	National
1121 : Human resources professionals	National	85	_	1.2 %	2.7 %	2 -1	National
1122 : Professional occupations in business management consulting	National	15	0	0.0 %	1.6 %	0 0	National
1123 : Professional occupations in advertising, marketing and public relations	National	78	0	0.0 %	2.1 %	2 -2	National
2147 : Computer engineers (except software engineers and designers)	National	œ	0	0.0 %	0.9 %	0 0	National
2171 : Information systems analysts and consultants	National	66	_	1.5 %	1.1 %	1 0	National
2172 : Database analysts and data administrators	National	_	0	0.0 %	1.3 %	0 0	National
2173 : Software engineers and designers	National	4	0	0.0 %	0.6 %	0 0	National
2175 : Web designers and developers	National	7	0	0.0 %	1.5 %	0 0	National
4112 : Lawyers and Quebec notaries	National	4	0	0.0 %	1.6 %	0 0	National
5111 : Librarians	National	_	0	0.0 %	2.0 %	0 0	National
5121 : Authors and writers	National	18	0	0.0 %	1.9 %	0 0	National
5125 : Translators, terminologists and interpreters	National	27	0	0.0 %	2.9 %	1 -1	National
04 : Semi-Professionals and Technicians		99	_	1.0 %	1.9 %	2 -1	
2281 : Computer network technicians	Ontario	20	0	0.0 %	1.4 %	0 0	Ontario
2282 : User support technicians	Alberta	6	0	0.0 %	3.8 %	0 0	Alberta
2282 : User support technicians	British Columbia	12	0	0.0 %	1.8 %	0 0	British Columbia
2282 : User support technicians	Manitoba	_	0	0.0 %	4.9 %	0 0	Manitoba
2282 : User support technicians	New Brunswick	_	0	0.0 %	4.2 %	0 0	New Brunswick
2282 : User support technicians	Ontario	37	0	0.0 %	1.6 %	1	Ontario

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Workplace Equity Information Management System - KPMG LLP

Workforce Analysis - Detailed Report

005770

Date: 2017-06-30

Aboriginal Peoples

	:		1	Abori	Aboriginal Peoples	l)	:
Employment Equity Occupational Group	Internal Location	All Employees #	kepres	# %	Availability %#	# #	# #	Recruitment Area
2282 : User support technicians	Québec	σ.	0	0.0 %	1.3 %	0	0	Québec
2282 : User support technicians	Saskatchewan	2	<u> </u>	50.0 %	7.9 %	0	_	Saskatchewan
2283 : Information systems testing technicians	Ontario	ω	0	0.0 %	1.0 %	0	0	Ontario
4211 : Paralegal and related occupations	Ontario	_	0	0.0 %	1.5 %	0	0	Ontario
5241 : Graphic designers and illustrators	Alberta	2	0	0.0 %	2.5 %	0	0	Alberta
5241 : Graphic designers and illustrators	Ontario	_	0	0.0 %	1.6 %	0	0	Ontario
5241 : Graphic designers and illustrators	Québec	5	0	0.0 %	1.2 %	0	0	Québec
05 : Supervisors		90	<u> </u>	1.1 %	2.0 %	2	_	
Employment Equity Occupational Group	Abbotsford - Mission	_	0	0.0 %	6.6 %	0	0	Abbotsford - Mission
Employment Equity Occupational Group	B.C. less CMAs	ω	0	0.0 %	8.4 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	9	0	0.0 %	3.1 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	ω	0	0.0 %	4.6 %	0	0	Edmonton
Employment Equity Occupational Group	Halifax	_	0	0.0 %	2.2 %	0	0	Halifax
Employment Equity Occupational Group	Kelowna	_	0	0.0 %	6.3 %	0	0	Kelowna
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	0	0.0 %	1.0 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	_	0	0.0 %	1.7 %	0	0	London
Employment Equity Occupational Group	Montréal	12	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	N	0	0.0 %	2.7 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	<u> </u>	0	0.0 %	2.8 %	0	0	Que. less CMAs
Employment Equity Occupational Group	St. John's	<u> </u>	0	0.0 %	1.9 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	41	_	2.4 %	1.0 %	0	_	Toronto
Employment Equity Occupational Group	Vancouver	12	0	0.0 %	2.6 %	0	0	Vancouver
07 : Administrative and Senior Clerical Personnel		738	4	0.5 %	2.1 %	15	<u>:</u>	
Employment Equity Occupational Group	Abbotsford - Mission	ω	0	0.0 %	2.6 %	0	0	Abbotsford - Mission

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Workplace Equity Information Management System - KPMG LLP

005771

Workforce Analysis - Detailed Report

Date: 2017-06-30

Aboriginal Peoples

| Employment Equity Occupational Group |
|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|---|
| Vancouver | Toronto | St. John's | St. Catharines -
Niagara | Saskatoon | Saint John | Regina | Que. less CMAs | Ottawa - Gatineau | Ont. less CMAs | N.B. less CMA | Montréal | Moncton | London | Kitchener -
Cambridge - Waterloo | Kingston | Kelowna | Hamilton | Halifax | Greater Sudbury | Edmonton | Calgary | B.C. less CMAs | Alta. less CMAs | Internal Location |
| 65 | 320 | 2 | ω | 6 | ω | 0 | 5 | 25 | 6 | 2 | 70 | 5 | 4 | 19 | 5 | ω | 15 | 9 | ω | 15 | 54 | 49 | 8 | All Employees
|
| 0 | _ | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | _ | 2 | 0 | Repres
|
| 0.0 % | 0.3 % | 0.0 % | 0.0 % | 0.0 % | 0.0 % | 0.0 % | 0.0 % | 0.0 % | 0.0 % | 0.0 % | 0.0 % | 0.0 % | 0.0 % | 0.0 % | 0.0 % | 0.0 % | 0.0 % | 0.0 % | 0.0 % | 0.0 % | 1.9 % | 4.1 % | 0.0 % | Aborig
Representation
#% |
| 2.1 % | 0.8 % | 2.5 % | 1.5 % | 6.4 % | 1.1 % | 6.4 % | 2.9 % | 3.2 % | 4.1 % | 2.7 % | 0.7 % | 1.2 % | 0.8 % | 1.6 % | 1.2 % | 3.4 % | 1.5 % | 2.2 % | 8.6 % | 3.6 % | 2.6 % | 7.7 % | 6.0 % | Aboriginal Peoples
ion Availi
% % |
| | ω
-2 | 0 0 | 0 0 | 0 0 | 0 0 | 0 0 | 0 0 | _ | 0 0 | 0 0 | 0 0 | 0 0 | 0 0 | 0 | 0 0 | 0 0 | 0 0 | 0 0 | | <u>-</u> | 1 0 | 4 -2 | 0 0 | oples
Availability Gap
6 # # |
| Vancouver | Toronto | St. John's | St. Catharines - | Saskatoon | Saint John | Regina | Que. less CMAs | Ottawa - Gatineau | Ont. less CMAs | N.B. less CMA | Montréal | Moncton | London | Kitchener - Cambridge | Kingston | Kelowna | Hamilton | Halifax | Greater Sudbury | Edmonton | Calgary | B.C. less CMAs | Alta. less CMAs | Recruitment Area |

Workplace Equity Information Management System - KPMG LLP

Workforce Analysis - Detailed Report

005772

Date: 2017-06-30

Aboriginal Peoples

	c							
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	Aborig Representation # %	Aboriginal Peoples ion Availability % % #	oility #	Gap	Recruitment Area
Employment Equity Occupational Group	Victoria	10	0	0.0 %	3.0 %	0	0	Victoria
Employment Equity Occupational Group	Windsor	O	0	0.0 %	1.6 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	7	0	0.0 %	8.5 %	_		Winnipeg
10 : Clerical Personnel		176	4	2.3 %	2.0 %	4	0	
Employment Equity Occupational Group	Alta. less CMAs	_	0	0.0 %	8.1 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	9	_	11.1 %	9.1 %	_	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	9	0	0.0 %	3.0 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	ω	0	0.0 %	5.1 %	0	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	_	0	0.0 %	7.4 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Halifax	_	0	0.0 %	2.7 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	_	0	0.0 %	1.6 %	0	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	4	0	0.0 %	0.9 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	_	0	0.0 %	1.6 %	0	0	London
Employment Equity Occupational Group	Moncton	N	0	0.0 %	2.0 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	22	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	_	0	0.0 %	3.0 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	ω	0	0.0 %	4.7 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	4	_	25.0 %	2.8 %	0	_	Ottawa - Gatineau
Employment Equity Occupational Group	Saskatoon	_	0	0.0 %	8.4 %	0	0	Saskatoon
Employment Equity Occupational Group	Toronto	87	2	2.3 %	0.7 %	_	_	Toronto
Employment Equity Occupational Group	Vancouver	21	0	0.0 %	2.4 %	_	<u>.</u>	Vancouver
Employment Equity Occupational Group	Victoria	_	0	0.0 %	4.3 %	0	0	Victoria
Employment Equity Occupational Group	Windsor	_	0	0.0 %	1.4 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	ω	0	0.0 %	9.8 %	0	0	Winnipeg

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Workplace Equity Information Management System - KPMG LLP

Workforce Analysis - Detailed Report

005773

Date: 2017-06-30

Aboriginal Peoples

Total	Employment Equity Occupational Group
	Internal Location
5518	All Employees #
34	Ab Representation # %
34 0.6 % 1.5 %	Aborigi ntation %
1.5 %	Aboriginal Peoples ion Availabilit % %
85	ability #
-51	Gap #
	Recruitment Area

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

Total may not equal sum of components due to rounding.

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Workplace Equity Information Management System - KPMG LLP

Workforce Analysis - Detailed Report

Date: 2017-06-30

Members of Visible Minorities

			· _	Viembers of	Members of Visible Minorities	rities)	:
Employment Equity Occupational Group	internal Location	All Employees	##	# %	% Avaii	Availability 6 #	# D	Recruitment Area
02 : Middle and Other Managers	National	95	1 1	11.6 %	15.0 %	14	۵	National
03 : Professionals		4320	1532	35.5 %	27.1 %	1171	361	
1111 : Financial auditors and accountants	National	3950	1417	35.9 %	27.5 %	1086	331	National
1112 : Financial and investment analysts	National	48	19	39.6 %	35.4 %	17	2	National
1114 : Other financial officers	National	ω	51	62.5 %	21.7 %	2	ω	National
1121 : Human resources professionals	National	85	19	22.4 %	14.1 %	12	7	National
1122 : Professional occupations in business management consulting	National	15	4	26.7 %	21.6 %	ω	_	National
1123 : Professional occupations in advertising, marketing and public relations	National	78	23	29.5 %	16.9 %	13	10	National
2147 : Computer engineers (except software engineers and designers)	National	ω	4	50.0 %	38.2 %	ω	<u> </u>	National
2171 : Information systems analysts and consultants	National	66	32	48.5 %	31.4 %	21	1	National
2172 : Database analysts and data administrators	National	_	_	100.0 %	32.3 %	0	_	National
2173 : Software engineers and designers	National	4	2	50.0 %	40.5 %	N	0	National
2175 : Web designers and developers	National	7	ω	42.9 %	22.8 %	N	_	National
4112 : Lawyers and Quebec notaries	National	4	0	0.0 %	12.5 %	_	<u></u>	National
5111 : Librarians	National	_	0	0.0 %	11.9 %	0	0	National
5121 : Authors and writers	National	18	_	5.6 %	10.7 %	2	<u>.</u>	National
5125 : Translators, terminologists and interpreters	National	27	2	7.4 %	22.2 %	6	4	National
04 : Semi-Professionals and Technicians		99	35	35.4 %	30.5 %	30	51	
2281 : Computer network technicians	Ontario	20	10	50.0 %	34.1 %	7	ω	Ontario
2282 : User support technicians	Alberta	0	2	33.3 %	28.2 %	N	0	Alberta
2282 : User support technicians	British Columbia	12	6	50.0 %	32.5 %	4	2	British Columbia
2282 : User support technicians	Manitoba	_	0	0.0 %	17.3 %	0	0	Manitoba
2282 : User support technicians	New Brunswick	_	0	0.0 %	3.0 %	0	0	New Brunswick
2282 : User support technicians	Ontario	37	12	32.4 %	35.9 %	13	4	Ontario

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Workplace Equity Information Management System - KPMG LLP

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Workforce Analysis - Detailed Report

Date: 2017-06-30

Members of Visible Minorities

			_	Nembers of	Members of Visible Minorities			
Employment Equity Occupational Group	Internal Location	All Employees #	Represe #	Representation # %	Availability % #	•	Gap #	Recruitment Area
2282 : User support technicians	Québec	&	2	25.0 %	18.2 %	_	_	Québec
2282 : User support technicians	Saskatchewan	Ν	0	0.0 %	7.9 %	0	0	Saskatchewan
2283 : Information systems testing technicians	Ontario	ω	_	33.3 %	46.6 %	_	0	Ontario
4211 : Paralegal and related occupations	Ontario	_	0	0.0 %	22.3 %	0	0	Ontario
5241 : Graphic designers and illustrators	Alberta	Ν	_	50.0 %	15.4 %	0	_	Alberta
5241 : Graphic designers and illustrators	Ontario	_	0	0.0 %	24.0 %	0	0	Ontario
5241 : Graphic designers and illustrators	Québec	S	_	20.0 %	11.2 %	_	0	Québec
05 : Supervisors		90	24	26.7 %	33.6 %	30	ð	
Employment Equity Occupational Group	Abbotsford - Mission	_	0	0.0 %	26.8 %	0	0	Abbotsford - Mission
Employment Equity Occupational Group	B.C. less CMAs	ω	_	33.3 %	5.2 %	0	_	B.C. less CMAs
Employment Equity Occupational Group	Calgary	9	2	22.2 %	27.4 %	2	0	Calgary
Employment Equity Occupational Group	Edmonton	ω	0	0.0 %	21.6 %	_	<u>.</u>	Edmonton
Employment Equity Occupational Group	Halifax	_	0	0.0 %	4.6 %	0	0	Halifax
Employment Equity Occupational Group	Kelowna	_	_	100.0 %	5.6 %	0	_	Kelowna
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	0	0.0 %	12.0 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	_	0	0.0 %	6.8 %	0	0	London
Employment Equity Occupational Group	Montréal	12	0	0.0 %	16.7 %	2	ĸ	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	Ν	0	0.0 %	14.7 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	_	0	0.0 %	0.7 %	0	0	Que. less CMAs
Employment Equity Occupational Group	St. John's	_	0	0.0 %	0.0 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	41	18	43.9 %	45.8 %	19	<u>.</u>	Toronto
Employment Equity Occupational Group	Vancouver	12	2	16.7 %	43.4 %	5	۵	Vancouver
07 : Administrative and Senior Clerical Personnel		738	246	33.3 %	23.8 %	176	70	
Employment Equity Occupational Group	Abbotsford - Mission	œ	_	12.5 %	14.1 %	_	0	Abbotsford - Mission

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Workforce Analysis - Detailed Report

005776

Date: 2017-06-30

Members of Visible Minorities

				Members c	Members of Visible Minorities	orities		
Employment Equity Occupational Group	Internal Location	All Employees #	Repres #	Representation # %	Avail %	Availability % #	Gap #	Recruitment Area
Employment Equity Occupational Group	Alta. less CMAs	&	0	0.0 %	3.4 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	49	4	8.2 %	3.4 %	N	2	B.C. less CMAs
Employment Equity Occupational Group	Calgary	54	22	40.7 %	16.5 %	9	13	Calgary
Employment Equity Occupational Group	Edmonton	15	ъ	33.3 %	13.4 %	2	ω	Edmonton
Employment Equity Occupational Group	Greater Sudbury	œ	0	0.0 %	1.5 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Halifax	9	2	22.2 %	5.8 %	<u> </u>	_	Halifax
Employment Equity Occupational Group	Hamilton	15	0	0.0 %	8.2 %	_	<u>.</u>	Hamilton
Employment Equity Occupational Group	Kelowna	ω	0	0.0 %	3.9 %	0	0	Kelowna
Employment Equity Occupational Group	Kingston	5	0	0.0 %	3.4 %	0	0	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	19	2	10.5 %	9.5 %	2	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	4	0	0.0 %	7.3 %	0	0	London
Employment Equity Occupational Group	Moncton	5	0	0.0 %	2.2 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	70	19	27.1 %	12.2 %	9	10	Montréal
Employment Equity Occupational Group	N.B. less CMA	2	0	0.0 %	1.0 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	0	_	16.7 %	1.6 %	0	_	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	25	4	16.0 %	12.2 %	ω	_	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	5	0	0.0 %	0.6 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Regina	0	_	16.7 %	5.3 %	0	_	Regina
Employment Equity Occupational Group	Saint John	ω	0	0.0 %	1.9 %	0	0	Saint John
Employment Equity Occupational Group	Saskatoon	O	2	33.3 %	5.5 %	0	2	Saskatoon
Employment Equity Occupational Group	St. Catharines - Niagara	ω	0	0.0 %	4.2 %	0	0	St. Catharines -
Employment Equity Occupational Group	St. John's	N	_	50.0 %	0.7 %	0	_	St. John's
Employment Equity Occupational Group	Toronto	320	153	47.8 %	37.3 %	119	34	Toronto
Employment Equity Occupational Group	Vancouver	65	23	35.4 %	35.3 %	23	0	Vancouver

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Workforce Analysis - Detailed Report

005777

Date: 2017-06-30

Members of Visible Minorities

Employment Equity Occupational Group	10 : Clerical Personnel	Employment Equity Occupational Group																						
Winnipeg	Windsor	Victoria	Vancouver	Toronto	Saskatoon	Ottawa - Gatineau	Ont. less CMAs	N.B. less CMA	Montréal	Moncton	London	Kitchener - Cambridge - Waterloo	Hamilton	Halifax	Greater Sudbury	Edmonton	Calgary	B.C. less CMAs	Alta. less CMAs		Winnipeg	Windsor	Victoria	Internal Location
ω	_	_	21	87	_	4	ω	_	22	2	_	4	_	_	<u> </u>	ω	9	9	_	176	7	0	10	All Employees #
ω	0	0	9	41	0	0	0	0	4	0	0	_	0	0	0	_	ω	0	0	62	_	0	5	Repres #
100.0 %	0.0 %	0.0 %	42.9 %	47.1 %	0.0 %	0.0 %	0.0 %	0.0 %	18.2 %	0.0 %	0.0 %	25.0 %	0.0 %	0.0 %	0.0 %	33.3 %	33.3 %	0.0 %	0.0 %	35.2 %	14.3 %	0.0 %	50.0 %	Members of Representation # %
17.0 %	10.4 %	8.6 %	42.3 %	48.1 %	7.1 %	14.7 %	1.7 %	1.9 %	17.4 %	1.5 %	9.1 %	11.5 %	10.1 %	7.3 %	1.8 %	17.5 %	24.3 %	2.9 %	4.2 %	34.0 %	11.1 %	9.9 %	8.2 %	Members of Visible Minorities entation Availability %
_	0	0	9	42	0	1	0	0	4	0	0	0	0	0	0	_	2	0	0	60	_	_	1	Minorities Availability ∕₀ #
2	0	0	0	<u>.</u>	0	<u>.</u>	0	0	0	0	0	_	0	0	0	0	<u> </u>	0	0	2	0	<u>.</u>	4	Gap #
Winnipeg	Windsor	Victoria	Vancouver	Toronto	Saskatoon	Ottawa - Gatineau	Ont. less CMAs	N.B. less CMA	Montréal	Moncton	London	Kitchener - Cambridge	Hamilton	Halifax	Greater Sudbury	Edmonton	Calgary	B.C. less CMAs	Alta. less CMAs		Winnipeg	Windsor	Victoria	Recruitment Area

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Workforce Analysis - Detailed Report

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Date: 2017-06-30

Members of Visible Minorities

				Members o	Members of Visible Minorities	orities		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	Representation	Avai	Availability	Gap	Recruitment Area
		#	#	%	%	#	#	
Total		5518	1910	1910 34.6 % 26.8 %		1481	429	

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

Total may not equal sum of components due to rounding.

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Workforce Analysis - Detailed Report

005779

Date: 2017-06-30

Persons with Disabilities

				Persons w	Persons with Disabilities	es		
Employment Equity Occupational Group	Internal Location	All Employees #	Representation #%	ntation %	Availability %#	bility #	Gap #	Recruitment Area
01/02 : Managers	National	95	З	3.2 %	4.3 %	4	<u>.</u>	National
03 : Professionals	National	4320	124	2.9 %	3.8 %	164	-40	National
04 : Semi-Professionals and Technicians	National	99	∞	8.1 %	4.6 %	ъ	ω	National
05 : Supervisors	National	90	6	6.7 %	13.9 %	13	-7	National
07 : Administrative and Senior Clerical Personnel	National	738	37	5.0 %	3.4 %	25	12	National
10 : Clerical Personnel	National	176	1	6.3 %	7.0 %	12	<u></u>	National
Total		5518	189	3.4 %	4.0 %	223	-34	

Total may not equal sum of components due to rounding.

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



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Workforce Analysis - Detailed Report

Date: 2017-06-30

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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

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005781

Workforce Analysis - Detailed Report

Date: 2017-06-30

WFA Defaults - Persons with Disabilities

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

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Workforce Analysis - Summary Report

Date: 2017-06-30

Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	entation	Ava	ilability	Gap	
	#	#	%	%	#	#	
02 : Middle and Other Managers	95	51	53.7 %	38.9 %	37	14	
03 : Professionals	4320	2161	50.0 %	55.0 %	2376	-215	
04 : Semi-Professionals and Technicians	99	26	26.3 %	26.8 %	27	-1	
05 : Supervisors	90	84	93.3 %	53.8 %	48	36	
07 : Administrative and Senior Clerical Personnel	738	648	87.8 %	81.2 %	599	49	
10 : Clerical Personnel	176	132	75.0 %	66.9 %	118	14	
Total	5518	3102	56.2 %	58.1 %	3205	-103	



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005783

Date: 2017-06-30

Aboriginal Peoples

			Aborigi	Aboriginal Peoples		
Employment Equity Occupational Group	All Employees	Representation	ntation	Availability		Gap
	#	#	%	%	#	#
02 : Middle and Other Managers	95	1	1.1 %	2.2 %	2	-1
03 : Professionals	4320	23	0.5 %	1.4 %	60	-37
04 : Semi-Professionals and Technicians	99	_	1.0 %	1.9 %	2	<u>.</u>
05 : Supervisors	90	_	1.1 %	2.0 %	2	<u>.</u>
07 : Administrative and Senior Clerical Personnel	738	4	0.5 %	2.1 %	15	**************************************
10 : Clerical Personnel	176	4	2.3 %	2.0 %	4	0
Total	5518	34	34 0.6 %	1.5 %	85	-51

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005784

Date: 2017-06-30

Members of Visible Minorities

			Members of	Members of Visible Minorities	rities		
Employment Equity Occupational Group	All Employees #	Represo	Representation # %	Availability % ‡	ability #	Gap #	
	4		à	à	1	4	
02 : Middle and Other Managers	95	11	11.6 %	15.0 %	14	Ġ	
03: Professionals	4320	1532	35.5 %	27.1 %	1171	361	
04 : Semi-Professionals and Technicians	99	35	35.4 %	30.5 %	30	5	
05 : Supervisors	90	24	26.7 %	33.6 %	30	გ	
07 : Administrative and Senior Clerical Personnel	738	246	33.3 %	23.8 %	176	70	
10 : Clerical Personnel	176	62	35.2 %	34.0 %	60	2	
Total	5518	1910	34.6 %	26.8 %	1481	429	



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Workforce Analysis - Summary Report

Date: 2017-06-30

Persons with Disabilities

			Persons v	Persons with Disabilities	es	
Employment Equity Occupational Group	All Employees	Representation	ntation	Availability	bility Gap	
	#	#	%	%	#	
01/02 : Managers	95	3	3.2 %	4.3 %	-1	
03 : Professionals	4320	124	2.9 %	3.8 %	164 -40	
04 : Semi-Professionals and Technicians	99	∞	8.1%	4.6 %	5 3	
05 : Supervisors	90	6	6.7 %	13.9 %	13 -7	
07 : Administrative and Senior Clerical Personnel	738	37	5.0 %	3.4 %	25 12	
10 : Clerical Personnel	176	11	6.3 %	7.0 %	121	
Total	5518	189	3.4 %	4.0 %	223 -34	



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Workforce Analysis - Summary Report

Date: 2017-06-30

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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

Workplace Equity Information Management System - KPMG LLP

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Workforce Analysis - Summary Report

Date: 2017-06-30

WFA Defaults - Persons with Disabilities

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



KPMG

Employment Equity Workforce Analysis, Goals & Timetables As of June 30 2017

Date: September 2017

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Executive Summary

The Workforce Analysis (WFA) based on KPMG's June 30 2017 workforce survey statistics is a part of KPMG's Employment Equity (EE) planning process. The WFA highlights areas of numerical under-representations of the designated groups¹ ("gaps") – a key criterion in the Federal Contractors Program (FCP).

The presence of gaps indicates job areas where KPMG's employment systems may be less than optimal in attracting or retaining the best employees or fully utilising the skills and competencies of all employees.

As required, numerical goals and timetables were established based on the June 30 2014 KPMG workforce.

Yearly WFA reports allow KPMG to monitor the success of our EE efforts to address potential areas of under-representation, and plan additional actions if necessary to ensure that we make optimal use of the full spectrum of the available workforce.

Summary of Findings

Over the past three years, KPMG has closed two gaps:

- Aboriginal Peoples in Clerical EEOG's
- Visible Minorities in the Semi-professional & Technician EEOG's.

KPMG has made progress in closing the gaps. Ten gaps remain and three small additional gaps have appeared in 2017 (July 1 2016 – June 30 2017). Gaps remain for each of the four designated groups: Women, Aboriginal Peoples, Persons with Disabilities and Visible Minorities.

Over the past three years of the current Goal cycle, KPMG has achieved 7 of its 13 hiring/promotion goals.

Termination data suggests that, overall, once hired, KPMG is successful in retaining members of the designated groups.

Recommendations

- 1. For areas where KPMG has not met the audit criterion of "reasonable progress" on its hiring goals, prepare the Employment Equity Plan Action Update 2017 showing the "reasonable efforts" KPMG has made to achieve the goals, as directed by the EE audit guidelines.
- 2. Concentrate EE resources on recruiting and hiring specific designated groups, targeted at closing the identified gaps in accordance with the 2017 2020 goals and timetables. Concentrate particular effort on achieving the goals set for Aboriginal Peoples.

1

¹ Under the Employment Equity Act, the designated groups are Aboriginal people, persons with disabilities, visible minorities and women. Census Canada data indicates that each of these groups is disadvantaged in employment in Canada.

Overview of Method

What is a WFA?

The WFA is a numerical comparison of the representation of each designated group in the KPMG workforce with statistics for the comparable Canadian workplace. Appendix A contains detailed information on the methodology as prescribed by the FCP, as well as some relevant definitions.

The EE survey data as of June 30 2017 were submitted to the FCP computerized analysis system (WEIMS) and the results are summarized in this report.

Function of the WFA

The WFA provides KPMG with a numerical tool by which we can assess the effectiveness of our EE interventions and actions and, where necessary, adjust the allocation of resources to optimize EE outcomes.

Details of the Method can be found in Appendix A.

Detailed Findings²

Overview

KPMG has a workforce of 5,502 employees. For the EE survey, we have achieved

- 93.3% (5,135) return rate and
- 93.0% (5,115) response rate.

KPMG has employees in 6 of the 14 Employment Equity Occupational Groups (EEOGs). Over 80% of KPMG employees are in either the Professional or the Admin & Senior Clerical EEOG.

KPMG also has employees in the following EEOGs: Middle & Other Managers, Semi-professional & Technical, Supervisor and Clerical.

Because of our unique partnership model, there are no employees in the Senior Manager EEOG.

² Unless otherwise noted, all findings are as of June 30, 2017.

Comparison of Designated Group Representation at KPMG with the Comparable External Workforce

This section provides a summary of KPMG's numerical gaps on June 30 2017; that is, areas where is under-representation of designated groups at KPMG compared to the availability of qualified members of that group in the environment from which we recruit those employees.

Complete WEIMS Summary Tables are available as a separate document (Appendix D).

Aboriginal Peoples

Aboriginal Peoples make up 0.6% of the KPMG workforce, below availability of 1.5%.

KPMG has closed the gap for Aboriginal Peoples in Clerical EEOG's.

Aboriginal Peoples are under-represented in 5 EEOGs at KPMG, all of which are addressed in the numerical goals:

- Middle and other Manager
- Professional. Opportunity for change in this category is particularly available for Financial Auditors and Accountants (NOC 1111) and, to some extent, in Professional occupations in advertising, marketing and public relations (NOC 1123) (WEIMS WFA detailed report)
- Admin & Senior Clerical. Opportunity for change is particularly available in Toronto and in smaller centres in BC. (WEIMS WFA detailed report)
- Semi-professionals & Technicians.
- Supervisors.

Since Aboriginal Peoples are under-represented in most of the EEOG's, we have presented the "Total" gap as well, according to EE best practice.

EEOG#	EEOG	GAP#	GAP %
03	Professionals	- 37	38
02	Middle & Other Managers	- 1	48
07	Admin. & Senior Clerical Personnel	- 11	26
04	Semi-professionals & Technicians	- 1	53
05	Supervisors	- 1	56
10	Clerical*	0	
	Total ³	- 5	40

^{*} Gap closed in 2017.

³ Since the total gap takes into account areas of under- and over-representation, the total is different from the sum of each gap.

Persons with Disabilities

Persons with disabilities make up 3.4% of the KPMG workforce, below availability of 4.0%.

Persons with disabilities are under-represented in 4 job groups, three of which are addressed in the numerical goals:

- Professionals
- Supervisors.
- Clerical.

One gap (Middle & Other Managers) has appeared for the first time in 2017.

EEOG#	EEOG	GAP#	GAP %
02	Professionals	- 40	76
05	Supervisors	- 7	48
10	Clerical	- 1	89
02	Middle & Other Managers	-1	73

Women

Women make up 56.2% of the KPMG workforce, slightly below availability (58.1%).

Women are under-represented in two EEOG's, one of which is addressed in the numerical goals (Professionals). Opportunity for change is particularly available for Financial Auditors and Accountants (NOC 1111) and, to some extent, for Information Systems Analysts and Consultants (NOC 2171). (WEIMS WFA detailed report).

One gap (Semi-Professionals & Technicians) has appeared for the first time. Opportunity for change is particularly available for User Support Technicians(NOC 2282) in Ontario and Alberta (WEIMS WFA detailed report).

EEOG#	EEOG	GAP#	GAP %
03	Professionals	- 215	91
04	Semi-professionals & Technicians	- 1	98

Members of Visible Minorities

Members of Visible Minorities make up 34.6% of the KPMG workforce, above availability of 26.8%, which is very positive.

Members of Visible Minorities are under-represented in two EEOG's, one of which is addressed in the numerical goals (Supervisors). Opportunity for change is particularly available in Vancouver and Montreal (WEIMS WFA detailed report).

One gap (Middle & Other Managers) has appeared for the first time.

EEOG#	EEOG	GAP#	GAP %
05	Supervisors	- 6	79
02	Middle & Other Managers	- 3	77

Opportunities for Internal Promotion of Designated Groups

The internal analysis indicates where there are opportunities for internal development and promotion of designated group employees.

The following is a list of the EE job groups (the list of corresponding KPMG job titles is contained in Appendix C) where employees can advance with appropriate training and experience.

Where a designated group is better represented in a "feeder" job level compared to their representation in the higher level position, this suggests opportunities for development and promotion of designated group employees in the feeder EEOGs.

Feeder	For Possible Promotion to
Clerical	Admin & Senior Clerical
Admin & Senior Clerical	Supervisor
Professional (NSS/ Shared Services)	Middle & Other Manager(NSS/ Shared Services)
Semi-professional & Technician (Client Services)	Professional (Client Services)
Professional (Client Services)	Partner (not a KPMG employee)
Middle & Other Manager (Client Services)	Partner (not a KPMG employee)

The detailed results of this analysis are contained in Appendix B and summarized below.

Analysis of the representation of KPMG designated group employees in each of these potential advancement steps, suggests possible opportunities to source **Aboriginal employees** internally:

- From Semi-professional & Technician (Client Services) feeder jobs for Professional (Client Services) jobs
- From Clerical feeder jobs for Admin & Senior Clerical jobs and Supervisor jobs.

The analysis suggests possible opportunities to source **Persons with Disabilities** internally in one job area:

From Semi-professional feeder jobs for Professional jobs.

The analysis suggests possible opportunities to source employees who are members of **Visible Minorities** internally in two job areas:

- From Professional feeder jobs for Middle & Other Manager jobs.
- From Admin & Senior Clerical feeder jobs for Supervisor jobs.

Impact of 2016 – 2017 Hires, Promotions and Terminations on Goal Achievement (Flow Analysis)

Note that the WEIMS definitions of promotions and terminations do not entirely match those of KPMG. That is, promotions to "Partner" are recorded in the WEIMS as Terminations. This means that the WEIMS analyses of terminations are unreliable for KPMG's purposes.

Hirings, promotions and terminations are shown in detail in Appendix E. Flow Analysis 2016 - 2017.

Impact of Hires and Promotions on Goal Achievement

KPMG has completed the third year of a three-year goal cycle (July 2014 – June 2017).

The representation of designated groups among those hired and promoted in the past year is compared to KPMG's EE Hiring/Promotion Goals set in August 2014.

The Table shows that KPMG has achieved 3 of its 13 goals in the current EE year (July 1 2015 – June 30 2016):

- 2 goals for Persons with Disabilities (Supervisor and Clerical EEOGs).
- 1 goal for Visible Minorities (Semi-professional and Technician EEOG)

In additional KPMG has made reasonable progress on the goal for Women in Professional EEOG.

Summary of Hires and Promotions (July 1 2016 - June 30 2017)				
	Share of Hires & Promotions	EE Goals (Hires/promotions per year)	% of Goal Achieved	
Aboriginal Peoples				
Middle & Other Manager	0 out of 9	1 per year	0	
Professional	0.5% (9 out of 1877)	1.2%	41.7%	
Semi-Professional & Technician	O out of 16	1 over 3 years	0	
Supervisors	0 out of 9	1 over 3 years	0	
Admin & Senior Clerical	1 out of 152	4 over 3 years	75%	
Clerical	1 out of 22	2 hires over 3 years	50%	
Total	0.5% (11 out of 2085)	1.4%	37.7%	
Persons with disabilities				
Professional	1.9% (35 out of 1877)	4.5%	41.4%	
Supervisor	1 out of 9	1 per year	100%	
Clerical	2 out of 22	2 hires over 3 years	100%	
Women				
Professional	46.3% (870 out of 1877)	53.5%	87.0%	

Visible Minorities			
Semi-professionals & Technicians	31.2 (5 out of 16)	28.7%	100%
Supervisor	11.1% (1 out of 9)	30.7%	36.2%

Impact of Terminations on Closing the Gaps

It is important to ensure that terminations of designated groups are not undermining our hiring initiatives.

Terminations were analyzed through the WEIMS database for all jobs. (Appendix E)

Focusing on areas of under-representation where goals have not been achieved, the terminations of designated groups were generally below their representation in the workforce, with two exceptions. Thus, once hired, KPMG appears to be successful at retaining designated group employees.

The two exceptions are:

- Aboriginal Peoples in Admin & Senior Clerical EEOG, where represent 0.5% of employees in that EEOG, and 0.9% of the terminations.
- Visible minorities in the Semi-professional and Technicians EEOG where there represent 35.4% of employees in that EEOG and 100% (2 out of 2) of the terminations.

Cumulative Impact of 2014 – 2017 Hires, Promotions and Terminations⁴ on Goal Achievement (Flow Analysis)

The following discussion highlights the cumulative findings related to the areas of under-representation of the designated groups. Detailed results are included in Appendix F.

<u>Cumulative Impact of Hires and Promotions on Goal Achievement July 1 2016 – June 30 2017)</u>

Since 2017 is the end of KPMG's current goal-setting cycle, the following Table shows the **cumulative** hires and promotions over the past 3 years compared to KPMG's EE Hiring/Promotion Goals set in August 2014. The auditor criterion for acceptable performance ("reasonable progress") is for KPMG to achieve at least 80% of the goal.

The Table following shows that during the 3 years of the current Goals & Timetable cycle, KPMG achieved, exceeded or made reasonable progress on 7 of its 13 hiring/promotion goals:

- Three of its 7 goals for Aboriginal People (Supervisor, Admin & Senior Clerical and Clerical EEOGs).
- One of its 3 goals for Persons with Disabilities (Clerical EEOG).
- It's one goal for Women (Professional EEOG)
- Both of its 2 goals for Visible Minorities (Semi-Professionals & Technicians and Supervisor EEOGs)

	mary of Cumulative Hir 2017)	res and Promotions (July	1 2014 - June
	EE Goals (Hires/promotions per year)	Actual Share of Hires & Promotion	% of Goal Achieved
Aboriginal Peoples			
Middle & Other	1 per year (total of 3)	1 out of 158	33.3%

⁴ Note that the WEIMS definitions of promotions and terminations do not entirely match those of KPMG making the WEIMS analyses unreliable for the Middle & Other Manager and Professional EEOG's. That is, promotions to "Partner" are recorded in the WEIMS as Terminations.

For the analysis shown here, the WEIMS numbers have been adjusted to show the actual Promotions from the Middle & Other Manager and Professional EEOGs, and actual Terminations from these categories.

Manager			
Professional	1.2%	0.5% (24 out of 5198)	41.6%
Semi-Professional & Technician	1 over 3 years	0 out of 50	0%
Supervisors	1 over 3 years	1 out of 29	100%
Admin & Senior Clerical	4 over 3 years	5 out of 454	100%
Clerical	2 hires over 3 years	2 out of 62	100%
Total	1.4%	0.6% (33 out of 5876)	42.8%
Persons with disabilities Professional	4.5%	1.9% (98 out of 5198)	42%
Supervisor	1 per year	2 out of 29	67.7%
Clerical	4.4%	6.5% (4 out of 62)	100%
Women		1	
Professional	53.3%	47.1% (2450 out of 5198)	88.4%
Visible Minorities			
Semi-Professionals & Technicians	28.7%	24.0% (12 out of 50)	83.6%
Supervisor	30.7%	27.6% (8 out of 29)	89.9%

Impact of Terminations on Closing the Gaps

It is important to ensure that terminations of designated groups are not undermining our hiring initiatives.

Terminations were analyzed through the WEIMS database for all jobs except Middle & Other Manager and Professional EEOGs. For Middle & Other Managers and Professionals, the Terminations have been corrected to remove the Promotions to Partner that are coded in the WEIMS as Terminations.

Terminations were analyzed over the 3 years of the current Goals & Timetable cycle.

In all but one situation examined, the terminations of designated groups were below their representation in the workforce, which is positive. Thus, once hired, KPMG appears to be successful at retaining designated group employees.

The one exception is Aboriginal Peoples in the Admin & Senior Clerical EEOG where they represent 0.5% of the workforce but 1.2% of the terminations.

Goal Setting for Future Progress (July 2017 – June 2020)

Short Term Numerical Goals and Timetable 2017 - 2020

New EE goals are introduced here for the next 3-year cycle (July 2017 – June 2020) for those designated groups and EEOGs where gaps were found in June 2017.

Short-Term (3 Year) Numerical Goals for Aboriginal Peoples

Workforce Analysis (June 30 2017)			Numerical Goals		
EEOG#	Employment Equity Occupational Group (EEOG)	Gap #	%	Hiring/Promotion Goal	Time Frame
02	Middle & Other Managers	-1	47.8%	1 hires/promotions per year	2017 – 2020
03	Professionals	-37	38.0%	1.4%	Yearly from 2017 - 2020*
04	Semi-Professionals & Technicians	-1	53.2%	1 hire/promotion over 3 years	2017 – 2020
05	Supervisors	-1	55.6%	1 hire/promotion over 3 years	2017 – 2020
07	Administrative and Senior Clerical Personnel	-11	25.8%	5 hires/promotions over 3 years	2017 – 2020*

Short-Term (3 Year) Numerical Goals for Persons with Disabilities

Workforce A	orkforce Analysis (June 30 2017)			Numerical Goals	
	Employment Equity	Gap			
EEOG#	Occupational Group (EEOG)	Occupational Group # # # # Hiring/Promotion Goal	Time Frame		
02	Middle & Other Managers	- 1	73.4%	4.3%	Yearly from 2017 – 2020
03	Professionals	- 40	75.5%	3.8%	Yearly from 2017 – 2020
05	Supervisors	- 7	48.0%	1 hire/promotion over 3 year	Yearly from 2017 – 2020*
10	Clerical Personnel	- 1	89.3%	1 hire per year	Yearly from 2017 – 2020

Short-Term (3 Year) Numerical Goals for Women

Workfor	ce Analysis (June 30 2017)			Numerical Goals	
EEOG	Employment Equity	Gap		Hiring/Promotion Goal	Time Frame
#	Occupational Group (EEOG)	#	%	Tillie Tame	Time Traine
03	Professionals	- 215	91.0%	55.0%	Yearly from 2017 – 2020*
04	Semi-Professionals & Technicians	- 1	98.0%	26.8%	Yearly from 2017 – 2020

Short-Term (3 Year) Numerical Goals for Members of Visible Minorities

Workforce Analysis (June 30 2017)					Numerical Goals	
EEOG # Employment Equity		Gap		Hiring/Promotion Goal	Time Frame	
	Occupational Group (EEOG)	#	%			
02	Middle & Other Managers	- 3	77.2%	15.0%	Yearly from 2017 – 2020*	
05	Supervisors	- 6	79.4%	33.6%	Yearly from 2017 – 2020	

^{*} Gap not completely closed by June 30 2020.

Long-Term Numerical Goals (Beyond June 30 2020)

In June 2020, some but not all of the gaps identified in 2017 will be closed.

KPMG's Long-Term Numerical Goals will remain the same as the Short Term Goals (i.e., hiring at the rate of availability) until each gap is closed.

Appendices

Appendix A. Detailed Method

What is a WFA?

The WFA is a numerical comparison of the representation of each designated group in the KPMG workforce with statistics for the comparable Canadian workplaces.

The analysis attempts as far as possible to "compare apples to apples;" thus the analysis:

- Compares the KPMG workforce to Canada's current qualified labour force (working and looking for work);
- Compares the labour force in the geographical regions from which KPMG recruits for a
 particular type of job (countrywide, province or local area; appropriately weighting local
 availability in the various sites.)
- Compares jobs within general job categories⁵ or Employment Equity Occupational Groups (EEOGs). For example, the Professional staff at KPMG is compared with available Professionals with qualifications for the same types of jobs.
- In selected cases, compares jobs within National Occupational Categories (NOCs) as well as the more general EEOGs.
- In all cases KPMG has used the defaults suggested by the FCP.

The KPMG self-identification workforce survey is kept up to date on an ongoing basis:

- All new employees are encouraged to fill out and return a survey form, and
- Employees can access and update their own data on line at any time.

Assumptions

1. Geographical

For each EEOG, the following geographical region for comparison has been used:

- National comparisons for Middle and Other Managers and Professionals,
- Provincial comparison for Semi-professionals & Technicians.
- Census Metropolitan Areas (CMA) local recruitment areas for all other EEOGs.

2. Numerical

Bold indicates EEOGs where a designated group is significantly under-represented.

⁵ The general job categories, Employment Equity Occupational Groups or EEOGs defaults are as recommended by the FCP.

3. Definitions

"Employees" refers to full time permanent and part time permanent employees. For KPMG, the total count used in this analysis includes all those in the HR system except the KPMG categories:

- Associates (who are not KPMG employees)
- Casual
- Temp Intern/co-op
- Summer student
- Term less than 3 months
- FT International transfer in

4. External Availability Data

The external availability data provided within the WEIMS system is based on the following:

- For women, visible minorities and Aboriginal people, unpublished data from the 2011
 National Household Survey prepared by Policy, Reporting and Data Development, Labour Standards and Workplace Equity, Operations Directorate, Labour Program, Human Resources and Skills Development
- For persons with disabilities, 2012 Canadian Survey on Disability prepared by Policy, Reporting and Data Development, Labour Standards and Workplace Equity, Operations Directorate, Labour Program, Human Resources and Skills Development.

Appendix B. Internal Comparisons: Opportunities to Address Gaps through Internal Promotions

The internal analysis was conducted for areas where a designated group is under-represented in "Potential Promotion" jobs.

Aboriginal Peoples

Aboriginal people are better represented in two of the feeder EEOGs compared to the potential promotion EEOGs. This represents a possible opportunity for sourcing and developing Aboriginal people internally through to close some of the EE gaps.

Representation of Ab		
Feeder EEOG	Potential Promotion EEOG	Opportunity
Semi-Professional & Technician (Client Services)	Professional (Client Services)	
1.0%	0.5%	0.5%
Clerical	Admin & Senior Clerical	
2.3%	0.5%	1.8%

Persons with Disabilities

Persons with disabilities are better represented in Semi-professional & Technician (Client Services) compared to Professional (Client Services) so there is potential opportunity for sourcing persons with disabilities internally to close that EE gap.

However, for Supervisor jobs, persons with disabilities are less well represented in the feeder group.

Representation of Perso	Representation of Persons with Disabilities in - Feeder EEOG Potential Promotion EEOG							
Feeder EEOG								
Semi-Professional & Technician (Client Services)	Professional (Client Services)							
8.1%	2.9%	5.2%						
Admin & Senior Clerical	Supervisor							
5.0%	6.7%	0						

Women

Since women are much better represented in Professional compared to Semi-professional & Technician EEOGs, there appears to be little or no opportunity for sourcing Professional women internally.

Representation		
Feeder EEOG	Potential Promotion EEOG	Opportunity
Semi-professional & Technician (Client Services)	Professional (Client Services)	

26.3%	50.0%	0

Visible Minorities

Visible minorities are better represented in the feeder EEOG for Supervisor jobs compared to the potential promotion EEOG. This represents an opportunity for sourcing members of visible minorities internally as one strategy for closing the Supervisor EE gap.

Representation of Visible Minorities in -								
Feeder EEOG	Potential Promotion EEOG	Opportunity						
Admin & Senior Clerical	Supervisor							
33.3%	26.7%	6.6%						

Appendix C. KPMG Jobs Titles within EEOGs

EEOG	Sample Job Titles
Middle and Other Managers	Executive Directors and Directors
Professionals	Senior Managers, Managers, Analysts, HR Specialists and Consultants,
Semi-Professionals and Technicians	Systems personnel, Graphics Designer
Supervisors	Supervisors
Administrative and Senior Clerical Personnel	Admin Assistant, Accounting Analyst, Clerical/Technical (ISG), Compliance Administrator, HR Administrator, HR Coordinator, Project Manager, Recruiter,
Clerical Personnel	Word processing, Clerks, Receptionists,

Appendix D. WEIMS Summary Tables: Representation of Designated Groups in EEOGs

June 30 2017

Definitions

Column Content⁶

- A EE numerical job category (grouping NOC codes)
- B Name of EE job category
- C # of KPMG employees in the EEOG
- D # of KPMG employees in the EEOG who belong to the designated group
- E # of KPMG Designated group members as a % of total in the group
- F Availability % % of the designated group in comparable jobs and geographical locations in Canada
- G Availability # Calculation of the # of KPMG designated group members in the category if the % availability was represented in KPMG
- H Gap # Simple subtraction of the # expected based on availability and the actual # of KPMG employees in the group.
- Gap % Calculation (availability # representation # divided by availability # as a %) allows comparison of the extent of the gap across designated groups (see summary table)
- J Details on which occupations and geographic locations have the most opportunity for change.

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⁶ Note: Total may not equal sum of components due to rounding.

ABORIGINAL PEOPLE

						oples			
EEOG		All	Representation		Availability		Gap		
#		employees	#	%	%	#	#	%	Detail on the Gap
02	Middle and Other Managers	95	1	1.1%	2.2%	2	-1	47.8%	
03	Professionals	4320	23	0.5%	1.4%	60	-37	38.0%	1111 Financial Auditors and Accountants; 1123 Professional occupations in advertising, marketing and public relations
04	Semi-Professionals and Technicians	99	1	1.0%	1.9%	2	-1	53.2%	
05	Supervisors	90	1	1.1%	2.0%	2	-1	55.6%	
07	Administrative and Senior Clerical Personnel	738	4	0.5%	2.1%	15	-11	25.8%	Toronto, smaller centres in BC
10	Clerical Personnel	176	4	2.3%	2.0%	4	0		
	Total	5518	34	0.6%	1.5%	85	-51	39.9%	

Sources: 2011 National Household Survey and KPMG internal data via WEIMS

PERSONS WITH DISABILITIES

					People with Disabilities						
EEOG		All	Repre	Representation		Availability		Gap			
#		employees	#	%	%	#	#	%	No details available		
	Middle and Other										
02 :	Managers	95	3	3.2%	4.3%	4	-1	73.4%			
03	Professionals	4320	124	2.9%	3.8%	164	-40	75.5%			
	Semi-Professionals										
04	and Technicians	99	8	8.1%	4.6%	5	3				
05	Supervisors	90	6	6.7%	13.9%	13	-7	48.0%			
	Administrative and										
	Senior Clerical										
07	Personnel	738	37	5.0%	3.4%	25	12				
10	Clerical Personnel	176	11	6.3%	7.0%	12	-1	89.3%			

Total	5518	189	3.4%	4.0%	223	-34	84.9%

Sources: 2012 Canadian Survey on Disability and KPMG Internal Data via WEIMS

WOMEN

			Women									
EEOG		All	Representation		Availability		Gap					
#		employees	#	%	%	#	#	%	Detail on the Gap			
	Middle and Other											
02 :	Managers	95	51	53.7%	38.9%	37	14					
03	Professionals	4320	2161	50.0%	55.0%	2376	-215	91.0%	1111 Financial Auditors and Accountants; 2171 Information systems analysts and consultants			
	Semi-Professionals	1020	2101	00.070	30.070	2010	210	01.070	2282 User Support Technicians			
04	and Technicians	99	26	26.3%	26.8%	27	-1	98.0%	Ontario and Alberta			
05	Supervisors	90	84	93.3%	53.8%	48	36					
	Administrative and Senior Clerical											
07	Personnel	738	648	87.8%	81.2%	599	49					
10	Clerical Personnel	176	132	75.0%	66.9%	118	14					
	Total	5518	3102	56.2%	58.1%	3205	-103					

Sources: 2011 National Household Survey and KPMG internal data via WEIMS

VISIBLE MINORITIES

EE	EEOG AII		Representation		Availability		Gap		
#		employees	#	%	%	#	#	%	Detail on the Gap
	Middle and Other								
02	Managers	95	11	11.6%	15.0%	14	-3	77.2%	
03	Professionals	4320	1532	35.5%	27.1%	1171	361		
	Semi-Professionals and								
04	Technicians	99	35	35.4%	30.5%	30	5		
05	Supervisors	90	24	26.7%	33.6%	30	-6	79.4%	Vancouver, Montreal
	Administrative and								
07	Senior Clerical	738	246	33.3%	23.8%	176	70		

	Personnel							
10	Clerical Personnel	176	62	35.2%	34.0%	60	2	
	Total	5518	1910	34.6%	26.8%	1481	429	

Sources: 2011 National Household Survey and KPMG internal data via WEIMS

Appendix E. Flow Analysis July 1 2016 to June 30 2017

HIRES

	Total Workforce	Aboriginal Peoples	% of Hires	% of KPMG workforce June 30 2017	External Availability June 30 2017	2014 EE Goals (% of hires/ promotions)	% of Goal Achieved
Aboriginal Peoples							
Middle & Other Manager	5	0	0.0%	1.1%	2.2%	1 hire per year	0
Professional	1071	6	0.6%	0.5%	1.4%	1.2%	46.7%
Semi-Professional & Technician	6	0	0.0%	1.0%	1.9%	1 hire over 3 years	0.0%
Supervisor	5	0	0.0%	1.1%	2.0%	3.0% (1 hire over 3 years)	Ο%
Admin & Senior Clerical	137	1	0.7%	0.5%	2.1%	4 hires over 3 years	75.0%
Clerical	20	0	0.0%	2.3%	2.0%	2 hires over 3 years	0.0%
Total	1244	7	0.6%	0.6%	1.5%	1.4%	40.2%

Persons with Disabilities	Total Workforce	Persons with Disabilities	% of Hires	% of KPMG workforce June 30 2017	External Availability June 30 2017	2014 EE Goals (% of hires/ promotions)	% of Goal Achieved
Professional	1071	27	2.5%	2.9%	3.8%	4.5%	56.0%
Supervisor	5	0	0.0%	6.7%	13.9%	1 hire per year	0%
Clerical	20	1	5.0%	6.3%	7.0%	4.4%	100.0%

	Total Workforce	Women	% of Hires	% of KPMG workforce June 30 2017	External Availability June 30 2017	2014 EE Goals (% of hires/ promotions)	% of Goal Achieved
Women							
Professional	1071	484	45.2%	50.0%	55.0%	53.3%	84.8%

	Total Workforce	Visible Minorities	% of Hires	% of KPMG workforce June 30 2017	External Availability June 30 2017	2014 EE Goals (% of hires/ promotions)	% of Goal Achieved
Visible Minorities							
Semi-professionals and technicians*	6	3	50.0%	35.4%	30.5%	28.7%	100.0%
Supervisor	5	0	0.0%	26.7%	33.6%	30.7%	0.0%

^{*} New goal in 2015

PROMOTIONS July 1 2016 – June 30 2017

Promotions from the Middle & Other Manager and Professional EEOGs are coded in the WEIMS as terminations. In order to get an accurate picture of Promotions and Terminations, we have made corrections in these two EEOG's. Promotions have been increased and Terminations decreased, consistent with KPMG records of promotions to Partner.

	Total Workforce	Aboriginal Peoples	% of Promotions	% of KPMG workforce June 30 2017	External Availability June 30 2017	2014 EE Goals (% of hires/ promotions)
Aboriginal Peoples	#	#	%	%	%	(# or % of Promotions)
Middle & Other Manager	5	0	0.0%	1.1%	2.2%	1 hire/promo per year
Professional	848	3	0.4%	0.5%	1.4%	1.2%
Semi-Professional & Technician	10	0	0.0%	1.0%	1.9%	1 hire/promo over 3 years
Supervisor	4	0	0.0%	1.1%	2.0%	3.0% (1 hire/promo over 3 years)
Admin & Senior Clerical	15	0	0.0%	0.5%	2.1%	4 hires over 3 years
Clerical	2	1	50.0%	2.3%	2.0%	2 hires over 3 years
Total	841	4	0.5%	0.6%	1.5%	1.4%

	Total Workforce	Persons with Disabilities	% of Promotions	% of KPMG workforce 2017	External Availability June 30 2017	2014 EE Goals (% of hires/ promotions)
Persons with Disabilities		#	%	%	%	(# or % of Promotions)

Professional	848	8	0.9%	2.9%	3.8%	4.5%
Supervisor	4	1	25.0%	6.7%	13.9%	1 hire per year
Clerical	2	1	50.0%	6.3%	7.0%	4.4%

	Total Workforce	Women	% of Promotions	% of KPMG workforce June 30 2017	External Availability June 30 2017	2014 EE Goals (% of hires/ promotions)
Women	#	#	%	%	%	(# or % of Promotions)
Professional	848	403	47.5%	50.0%	55.0%	53.3%

	Total Workforce	Visible Minorities	% of Promotions	% of KPMG workforce June 30 2017	External Availability June 30 2017	2014 EE Goals (% of hires/ promotions)
Visible Minorities	#	#	%	%	%	(# or % of Promotions)
Semi-professionals and technicians*	10	2	20.0%	35.4%	30.5%	28.7%
Supervisor	4	1	25.0%	26.7%	33.6%	30.7%

^{*} New goal in 2015

Terminations July 1 2016 - Julne 30 2017

Termination from Middle & Other Manager and Professional EEOG's have been reduced by those individuals who were promoted to Partner.

	Total Workforce	Aboriginal Peoples	% of Terminations	% of KPMG workforce June 2017
Aboriginal Peoples				
Middle & Other Manager	14	0	0.0%	1.1%
Professional	883	3	0.3%	0.5%
Semi-Professional & Technician	2	0	0.0%	1.0%
Supervisor	9	0	0.0%	1.1%
Admin & Senior Clerical	113	1	0.9%	0.5%
Clerical	19	0	0.0%	2.3%
Total	1040	4	0.4%	0.6%

	Total Workforce	Persons with Disabilities	% of Terminations	% of KPMG workforce June 2017
Persons with Disabilities				
Professional	883	23	2.6%	2.9%
Supervisor	9	0	0.0%	6.7%
Clerical	19	0	0.0%	6.3%

Women	Total Workforce	Women	% of Terminations	% of KPMG workforce June 2017
Professional	883	403	45.6%	50.0%

	Total Workforce	Visible Minorities	% of Terminations	% of KPMG workforce June 2017
Visible Minorities				
Semi-professional & Technicians	2	2	100.0%	35.4%
Supervisor	9	1	11.1%	26.7%

Appendix F. Cumulative Flow Analysis July 1 2014 to June 30 2017

Cumulative Hires July 1 2014 – June 30 2017

Aboriginal Peoples	Total Workforce	Aboriginal Peoples	% of Hires	% of KPMG workforce June 30 2017	External Availability June 30 2017
Middle & Other Manager	97	0	0.0%	1.1%	2.2%
Professional	2789	16	0.6%	0.5%	1.4%
Semi-Professional & Technician	32	0	0.0%	1.0%	1.9%
Supervisor	18	1	5.6%	1.1%	2.0%
Admin & Senior Clerical	412	5	1.2%	0.5%	2.1%
Clerical	52	0	0.0%	2.3%	2.0%
Total	3401	22	0.6%	0.6%	1.5%

Persons with Disabilities	Total Workforce	Persons with Disabilities	% of Hires	% of KPMG workforce June 30 2017	External Availability June 30 2017
Professional	2789	65	2.3%	2.9%	3.8%
Supervisor	18	1	5.6%	6.7%	13.9%
Clerical	52	3	5.8%	6.3%	7.0%

	Total Workforce	Women	% of Hires	% of KPMG workforce June 30 2017	External Availability June 30 2017
Women					
Professional	2789	1282	46.0%	50.0%	55.0%

	Total Workforce	Visible Minorities	% of Hires	% of KPMG workforce June 30 2017	External Availability June 30 2017
Visible Minorities					
Semi-professionals and technicians*	32	8	25.0%	35.4%	30.5%
Supervisor	18	4	22.2%	26.7%	33.6%

^{*} New goal in 2015

Cumulative Promotions July 1 2016 – June 30 2017

Promotions from the Middle & Other Manager and Professional EEOGs are coded in the WEIMS as terminations. In order to get an accurate picture of Promotions and Terminations, we have made corrections in these two EEOG's. Promotions have been increased and Terminations decreased, consistent with KPMG records of promotions to Partner.

	Total Workforce	Aboriginal Peoples	% of Promotions	% of KPMG workforce June 30 2017	External Availability June 30 2017
Aboriginal Peoples	#	#	%	%	%
Middle & Other Manager	61	1	1.6%	1.1%	2.2%
Professional	2409	8	0.3%	0.5%	1.4%
Semi-Professional & Technician	18	0	0.0%	1.0%	1.9%
Supervisor	11	0	0.0%	1.1%	2.0%
Admin & Senior Clerical	42	0	0.0%	0.5%	2.1%
Clerical	10	2	20.0%	2.3%	2.0%
Total	2443	10	0.4%	0.6%	1.5%

	Total Workforce	Persons with Disabilities	% of Promotions	% of KPMG workforce 2017	External Availability June 30 2017
Persons with Disabilities		#	%	%	%
Professional	2409	33	1.4%	2.9%	3.8%
Supervisor	11	1	9.1%	6.7%	13.9%

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Clerical	10	1	10.0%	6.3%	7.0%
	Total Workforce	Women	% of Promotions	% of KPMG workforce June 30 2017	External Availability June 30 2017
Women	#	#	%	%	%
Professional	2409	1168	48.5%	50.0%	55.0%

	Total Workforce	Visible Minorities	% of Promotions	% of KPMG workforce June 30 2017	External Availability June 30 2017
Visible Minorities	#	#	%	%	%
Semi-professionals and technicians*	18	4	22.2%	35.4%	30.5%
Supervisor	11	4	36.4%	26.7%	33.6%

^{*} New goal in 2015

Assessment of Cumulative Hires/Promotions Compared To 2014 Goals

	Total Workforce	Aboriginal Peoples	% of Hires/ Promotions	% of KPMG workforce June 30 2017	External Availability June 30 2017	2014 EE Goals (% of hires/ promotions)	% of Goa Achieved
Aboriginal Peoples							
Middle & Other Manager	158	1	0.6%	1.1%	2.2%	1 hire per year	33.3%
Professional	5198	24	0.5%	0.5%	1.4%	1.2%	41.6%
Semi- Professional & Technician	50	0	0.0%	1.0%	1.9%	1 hire over 3 years	0.0%
Supervisor	29	1	3.4%	1.1%	2.0%	3.0% (1 hire over 3 years)	100%
Admin & Senior Clerical	454	5	1.1%	0.5%	2.1%	4 hires over 3 years	100%
Clerical	62	2	3.2%	2.3%	2.0%	2 hires over 3 years	100%
Total	5876	33	0.6%	0.6%	1.5%	1.4%	42.8%

Persons with Disabilities	Total Workforce	Persons with Disabilities	% of Hires/ Promotions	% of KPMG workforce June 30 2017	External Availability June 30 2017	2014 EE Goals (% of hires/ promotions)	% of Goal Achieved
Professional	5198	98	1.9%	2.0%	3.8%	4.5%	42%
Supervisor	29	2	6.9%	2.3%	13.9%	1 hire per year	67%
Clerical	62	4	6.5%	5.8%	7.0%	4.4%	100.0%

	Total Workforce	Women	% of Hires/ Promotions	% of KPMG workforce June 30 2017	External Availability June 30 2017	2014 EE Goals (% of hires/ promotions)	% of Goal Achieved
Women							
Professional	5198	2450	47.1%	50.0%	55.0%	53.3%	88.4%

	Total Workforce	Visible Minorities	% of Hires/ Promotions	% of KPMG workforce June 30 2017	External Availability June 30 2017	2014 EE Goals (% of hires/ promotions)	% of Goal Achieved
Visible							
Minorities							
Semi-							
professionals	50	12	24.0%	35.4%	30.5%	28.7%	
and technicians*							83.6%
Supervisor	29	8	27.6%	26.7%	33.6%	30.7%	89.9%

^{*} New goal in 2015

Cumulative Terminations July 1 2014 – June 30 2017

Termination from Middle & Other Manager and Professional EEOG's have been reduced by those individuals who were promoted to Partner.

	Total Workforce	Aboriginal Peoples	% of Terminations	% of KPMG workforce June 2017
Aboriginal Peoples				
Middle & Other Manager	148	0	0.0%	1.1%

Professional	2429	6	0.2%	0.5%
Semi-Professional & Technician	26	0	0.0%	1.0%
Supervisor	19	0	0.0%	1.1%
Admin & Senior Clerical	333	4	1.2%	0.5%
Clerical	56	0	0.0%	2.3%
Total	3011	10	0.3%	0.6%

	Total Workforce	Persons with Disabilities	% of Terminations	% of KPMG workforce June 2017
Persons with Disabilities				
Professional	2429	60	2.5%	2.9%
Supervisor	19	1	5.3%	6.7%
Clerical	56	1	1.8%	6.3%
			% of	% of KPMG workforce
	Total Workforce	Women	Terminations	June 2017
Women				
Professional	2429	1118	46.0%	50.0%

	Total Workforce	Visible Minorities	% of Terminations	% of KPMG workforce June 2017
Visible Minorities				
Semi-professional & Technicians	26	6	23.1%	35.4%
Supervisor	19	2	10.5%	26.7%

Appendix G. Achievement Table. July 1 2016 to June 30 2017

(Contained in separate document)

Federal Contractors Program Achievement Table Part 1: Workforce Analysis KPMG

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Data from I	Previous Workf	orce Analysis

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Date of P	revious Workforc	e Analysis
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Date of C	urrent Workforce	Analysis
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]	Table 1: Womer	1	
		Previo	ous Workforce An	alysis	
Employment Faulty Occupational Cooper (FFOC)		All Employees	Women		
emb	oyment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	0	0	0.0	
02	Middle & Other Managers	413	165	39.1	
03	Professionals	3,430	1,689	53.4	
04	Semi-Professionals & Technicians	95	32	31.1	
05	Supervisors	89	81	53.4	
06	Supervisors: Crafts & Trades	0	0	0.0	
07	Administrative & Senior Clerical Personnel	624	557	81.6	
08	Skilled Sales & Service Personnel	0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	
10	Clerical Personnel	274	232	70.7	
11	Intermediate Sales & Service Personnel	0	0	0.0	
12	Semi-Skilled Manual Workers	0	0	0.0	
13	Other Sales & Service Personnel	0	0	0.0	
14	Other Manual Workers	0	0	0.0	
Total		4,925	2,756	56.3	

7	able 5: Women	
Curre	ent Workforce Ana	ılysis
All Employees	Won	nen
	Representation	Availability*
#	#	%
0	0	0.0
95	51	38.9
4,320	2,161	55.0
99	26	26.8
90	84	53.8
0	0	0.0
738	648	81.2
0	0	0.0
0	0	0.0
176	132	66.9
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
5,518	3,102	58.1

* Source	:			
2006 Cer	ısus of Ca	nada		

* Source:	:			
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Federal Contractors Program Achievement Table Part 1: Workforce Analysis 2017 June 30 **KPMG** 005830

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	1 able	Table 2: Aboriginal Peoples	eopies
	Previo	Previous Workforce Analysis	alysis
	All Employees	Aboriginal Peoples	d Peoples
Syment Equity Occupational Group (EEOG)		Representation	Availability*
	#	#	0%
Senior Managers	0	0	0.0
Middle & Other Managers	413	1	2.2
Professionals	3,430	20	1.4
Semi-Professionals & Technicians	95	0	1.9
Supervisors	89	0	1.9
Supervisors: Crafts & Trades	0	0	0.0
Administrative & Senior Clerical Personnel	624	_ω	2.1
Skilled Sales & Service Personnel	0	0	0.0
Skilled Crafts & Trades Workers	0	0	0.0
Clerical Personnel	274	4	2.1
Intermediate Sales & Service Personnel	0	0	0.0
Semi-Skilled Manual Workers	0	0	0.0
Other Sales & Service Personnel	0	0	0.0
Other Manual Workers	0	0	0.0

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Employment Equity Occupation

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1.4	23	4,320
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Availability*	Representation	
l Peoples	Aboriginal Peoples	All Employees
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2006 Census of Canada

* Source:

2006 Census of Canada

Federal Contractors Program Achievement Table Part 1: Workforce Analysis 2017 June 30 **KPMG**

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	Table 3: Mei	Table 3: Members of Visible Minorities	e Minorities
	Previo	Previous Workforce Analysis	alysis
	All Employees	Members of Visible Minorities	ible Minorities
Syment Educy Occupational Group (EEOG)		Representation	Availability*
	#	#	%
Senior Managers	0	0	0.0
Middle & Other Managers	413	65	14.0
Professionals	3,430	1,033	22.5
Semi-Professionals & Technicians	95	27	26.5
Supervisors	89	19	30.7
Supervisors: Crafts & Trades	0	0	0.0
Administrative & Senior Clerical Personnel	624	166	20.3
Skilled Sales & Service Personnel	0	0	0.0
Skilled Crafts & Trades Workers	0	0	0.0
Clerical Personnel	274	74	27.0
Intermediate Sales & Service Personnel	0	0	0.0
Semi-Skilled Manual Workers	0	0	0.0
Other Sales & Service Personnel	0	0	0.0
Other Manual Workers	0	0	0.0

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Other Manual Workers Other Sales & Service Per Semi-Skilled Manual Wor

Curre	Current Workforce Analysis	Current Workforce Analysis
II Employees	Members of Visible Minorities	ible Minorities
	Representation	Availability*
#	#	0%
0	0	0.0
95	11	15.0
4,320	1,532	27.1
99	35	30.5
90	24	33.6
0	0	0.0
738	246	23.8
0	0	0.0
0	0	0.0
176	62	34.0
0	0	0.0
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Federal Contractors Program Achievement Table Part 1: Workforce Analysis 2017 June 30 **KPMG**

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	Table 4.	Table 1. Persons with Disabilities	icahilitipe
	Previ	Previous Workforce Analysis	alysis
	All Employees	Persons with Disabilities	Disabilities
		Representation	Availability*
	#	#	%
Managers	413	23	3.2
Professionals	3,430	70	4.5
Semi-Professionals & Technicians	95	5	4.8
Supervisors	89	ယ	5.6
Supervisors: Crafts & Trades	0	0	0.0
Administrative & Senior Clerical Personnel	624	29	2.6
Skilled Sales & Service Personnel	0	0	0.0
Skilled Crafts & Trades Workers	0	0	0.0
Clerical Personnel	274	=	4.4
Intermediate Sales & Service Personnel	0	0	0.0
Semi-Skilled Manual Workers	0	0	0.0
Other Sales & Service Personnel	0	0	0.0
Other Manual Workers	0	0	0.0

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II Employees	Persons with Disabilities	Disabilities
	Representation	Availability*
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99	8	4.6
90	6	13.9
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738	37	3.4
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		Hired	ed			Pron	Promoted			Terminated	nated	
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		Table 1: Women	Women			Table 5:	Women			Table 9:	Table 9: Women	
	Full-time / National	National	Part-time / National	/ National	Full-time / N	National	Part-time / National	/National	Full-time / National	National	Part-time / National	/ National
Employment Equity Occupational Group (EEOG)	All Employees V	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	(A	3	0	0	4	2	0	0	15	7	0	0
03 Professionals	1,071	484	=	Ξ	806	386	2	2	925	420	0	0
04 Semi-Professionals & Technicians	6		Ų.		10	_	0	0	2	0	0	0
05 Supervisors	<u>Ur</u>	5	0	0	4	G.	0	0	9	9	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	137	111	رن	3	15	14	0	0	113	96	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	20	16	0	0	2	2	1		19	17	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	1,244	620	17	15	841	408	3	3	1,083	549	0	0

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Part 2: Flow Data Analysis

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01 Senior Managers 02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Technicians 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Senior Clerical Personnel 08 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers 10 Clerical Personnel 11 Intermediate Sales & Service Personnel 12 Semi-Skilled Manual Workers 13 Other Sales & Service Personnel 14 Other Manual Workers Total	Employment Equity Occupational Group (EEOG)
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7 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Start Date of Flow Data YYYY MM D 2016 06 3 Data from Form 4 - Employees Hired Hired Table 2: Aboriginal Peoples I-time / National Part-time / National Peoples Peoples Hired Peoples Aboriginal All Employees Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples
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Part 2: Flow Data Analysis

KPMG

	Data fro	YYYY MM Di 2016 06 30 Data from Form 4 - Employees Hired	Form 4 - Employees Hired	30 7/ees	<u>YYYY</u> 2017 Data	17 06 1 Data from Form 5 -	n Form 5 - Employees Promoted	loyees	Data	from Forz	Data from Form 6 - Employees Terminated	oyees
	←	↓ Hired	← -	←	←	↓ Proi	noted	←	←	↓ lerm	Inated	←
	Table 3: 1	Table 3: Persons with Disabilities	ith Disabi	lities	Table 7: P	37.0	with	bilities	Table	11: Person	Fable 11: Persons with Disabilities	bilities
	Full-time / National		Part-time / National	Vational	Full-time / Nat	/ National	Part-time	Part-time / National	Full-time	Full-time / National	Part-time / National	/ National
Employment Equity Occupational Group (EEOG)	All Employees Per Hired Di	Persons with Disabilities Hired	All Employees P	Persons with Disabilities Hired	All Employees Promoted	Persons with S Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
-	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers 02 Middle & Other Managers	5 0	0 0	00	00	0	0	0 0	0	15	0	0 0	0
	1,071	27	11	0	806	8			925	23		0
04 Semi-Professionals & Technicians05 Supervisors	5 6	0 2	<u>0</u>	0 0	10 4		0 0	0 0		0	0 0	0
	0	10	0	0	. 0					0		0
07 Administrative & Senior Clerical Personnel	137	<u> </u>	0 3	<u> </u>	0	0 0	0 0	0 0	0	O &	0 0	0 0
09 Skilled Crafts & Trades Workers	0	0	0	0	0				0	0		0
10 Clerical Personnel	20	<u> </u>	0	0	2			0	19	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0) 0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers 13 Other Sales & Service Personnel	0 0	0 0	0 0	<u> </u>		0	0 0	0 0		0	0 0	0
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Total	1,244	37	17	0	841		3	0	1,083	31	0	0

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Part 2: Flow Data Analysis

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	YYYY 2016	Start Date of Flow Data YY MM D 16 06 3		End Date of Flow Data YYYYY MM I 2017 06	DD 30				
	Data from F	Data from Form 4 - Employees Hired	7ees	Data from F	m Form 5 - Employees Promoted	oyees	Data fro	Data from Form 6 - Employees Terminated	mployees
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	Table 4: Members of Visible Minorities	rs of Visible Mii		Table 8: Membe	mbers of Visible Minorities	linorities	Table 12: Me	mbers of Visi	Members of Visible Minorities
	Full-time / National	ıl Part-time / National		Full-time / National	al Part-time / National	/National	Full-time / National		Part-time / National
Employment Equity Occupational Group (EEOG)	Members of All Employees Visible Hired Minorities Hired	All Employees Hired	Members of Visible Minorities Pired	Members of All Employees Visible Promoted Minorities Promoted	s of Complete All Employees Complete Promoted Co	Members of Visible Minorities Promoted	All Employees V Terminated Mi	Members of Visible All Employees Minorities Terminated	Members of Visible Nated Minorities Terminated
	# #	#	#	# #	#	#	#	# #	#
01 Senior Managers 02 Middle & Other Managers	0 5	0 0	0 0	0	0 0	0	0 15	0	0 0
03 Professionals	1,071	437 11		806	295 2	0	925	331	0 0
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05 Supervisors	<u> </u>	0	<u>> 0</u>	4 (0	9	<u>, —</u>	
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08 Skilled Sales & Service Personnel) <u>C</u>	0) C) <u> </u>	0 0	
10 Clerical Personnel	20		<u> </u>	20	<u> </u>	5	19	J) (0 0
	0	0 0	0	0	0 0	0	0	0	0 0
12 Semi-Skilled Manual Workers	0	0 0	0	0	0 0	0	0	0	0 0
13 Other Sales & Service Personnel	0	0 0	0	0	0 0	0	0	0	0 0
14 Other Manual Workers	0	0 0	0	0	0 0	0	0	0	0 0
Total	1,244	499 17	3	841	304 3	0	1,083	374	0 0

Federal Contractors Program Achievement Table 2017 June 30 Part 3: Goals **KPMG**

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	2020	2014	2017	2014
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	To	From	To	From
	Long-term	Long	Short-term	Short
	ls	revious Goa	Duration of Previous Goals	D

2023	2017	2020	2017
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To	From	To	From
term	Long-term	-term	Short-term
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		Table 1: Women	Women			Table 5:	able 5: Women	
		Women	nen			Women	nen	
loyment Equity Occupational Group (EEOG)	Short-term Goals	m Goals	Long-ter	Long-term Goals	Short-ter	term Goals	Long-term Goals	m Goals
	#	9/0	#	9%	#	%	#	9/0
Senior Managers	0	0.0	0	0.0	0	0.0	0	0.0
Middle & Other Managers	0	0.0	0	0.0	0	0.0	0	0.0
Professionals	0	53.5	0	53.5	0	55.0	0	55.0
Semi-Professionals & Technicians	0	0.0	0	0.0	0	26.8	0	0.0
Supervisors	0	0.0	0	0.0	0	0.0	0	0.0
Supervisors: Crafts & Trades	0	0.0	0	0.0	0	0.0	0	0.0
Administrative & Senior Clerical Personnel	0	0.0	0	0.0	0	0.0	0	0.0
Skilled Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
Skilled Crafts & Trades Workers	0	0.0	0	0.0	0	0.0	0	0.0
Clerical Personnel	0	0.0	0	0.0	0	0.0	0	0.0
Intermediate Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
Semi-Skilled Manual Workers	0	0.0	0	0.0	0	0.0	0	0.0
Other Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
Other Manual Workers	0	0.0	0	0.0	0	0.0	0	0.0
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KPMG 2017 June 30	Federal Contractors Program Achievement Table Part 3: Goals
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Data from Previous Goals

Data from Current Goals

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		Tah	Table 2: Aboriginal Peoples	oinal Peor	nles	Tah	able 6: Aboriginal Peoples	iginal Peo	nles
			Aboriginal Peoples	l Peoples			Aboriginal Peoples	il Peoples	
Emplo	Employment Equity Occupational Group (EEOG)	Short-term Goals	m Goals	Long-term Goals	m Goals	Short-ter	Short-term Goals	Long-ter	Long-term Goals
		#	%	#	9%	#	0%	#	9%
01	Senior Managers	0	0.0	0	0.0	0	0.0	0	0.0
02	Middle & Other Managers	ن ن	0.0	ري	0.0	_	0.0	0	0.0
03	Professionals	0	1.2	0	1.2	0	1.4	0	1.4
04	Semi-Professionals & Technicians		0.0		0.0	_	0.0	0	0.0
05	Supervisors	_	0.0	1	0.0		0.0	0	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	4	0.0	4	0.0	5	0.0	5	0.0
08	Skilled Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0	0	0.0	0	0.0
10	Clerical Personnel	2	0.0	2	0.0	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
12	Semi-Skilled Manual Workers	0	0.0	0	0.0	0	0.0	0	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0	0	0.0	0	0.0
Total		0	0.0	0	0.0	0	0.0	0	0.0

2017 2014 2020	YYYY YYYY YYYY	To From To	ort-term Long-term	Duration of Previous Goals
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2017	YYYY	From	Long-tern	Duration of Current Goals
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KPMG 2017 June 30	Part 3: Goals	Federal Contractors Program Achievement Table
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0 - 0 0	Long-term Goals # %	vith Disabilities	YYYY YYYY 2023	From To	rrent Goals	rrent Goals

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Intermediate Sales & Service Personnel

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KPMG 2017 June 30	Part 3: Goals	Federal Contractors Program Achievement Table
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	Short-term	term	Long-term	term	Short-	rt-term	Long-term	erm
	From	To	From	To	From	To	From	To
	AAAA	AAAA	7777	YYYY	YYYY	YYYY	YYYY	YYYY
	2014	2017	2014	2020	2017	2020	2017	2023
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	Table 4: Members of Visible Minorities	Tempers o	I VISIBLE N	linorities	Table 5: N	Members of Visible Minorities	A ISIDIE IA	Imornies
	Mei	nbers of Vis	Members of Visible Minorities	ies	Mei	embers of Visible Minorities	ible Minorit	ies
yment Equity Occupational Group (EEOG)	Short-term Goals	m Goals	Long-term Goals	m Goals	Short-term Goals	m Goals	Long-term Goals	n Goals
	#	%	#	%	#	%	#	9/0
Senior Managers	0	0.0	0	0.0	0	0.0	0	0.0
Middle & Other Managers	0	0.0	0	0.0	0	15.0	0	15.0
Professionals	0	0.0	0	0.0	0	0.0	0	0.0
Semi-Professionals & Technicians	0	0.0	0	0.0	0	0.0	0	0.0
Supervisors	0	30.7	0	30.7	0	33.6	0	0.0
Supervisors: Crafts & Trades	0	0.0	0	0.0	0	0.0	0	0.0
Administrative & Senior Clerical Personnel	0	0.0	0	0.0	0	0.0	0	0.0
Skilled Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
Skilled Crafts & Trades Workers	0	0.0	0	0.0	0	0.0	0	0.0
Clerical Personnel	0	0.0	0	0.0	0	0.0	0	0.0
Intermediate Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
Semi-Skilled Manual Workers	0	0.0	0	0.0	0	0.0	0	0.0
Other Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
Other Manual Workers	0	0.0	0	0.0	0	0.0	0	0.0
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2017 2020	2020	2017	2020	2017	#			1621					2017	2014	2017	2014	2017	2014	#			Year				С				
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2017 June 30	KPMG	Part 4: Results - Women	Federal Contractors Program Achievement Table

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2017 June 30	KPMG	Part 4: Results - Women	Federal Contractors Program Achievement Table

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2017 June 30	KPMG	Part 4: Results - Women	Federal Contractors Program Achievement Table
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Page 34 of 51													0		0		0	##	Difference				 ←	U+ V-X ((DYcar1+ DYcar2)+ 2) x 100	Y			

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(and or	H.	# Saskondura	Repres	Representation	o, Avai	Availability	Gap	EE Result	# Saakondura	Actual	ea ea	Expected	Difference	# Displayers	Actual	ual o.	Expected Difference		# #	Actual	*	Expected Difference	Difference	o/ Nate
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08 Skilled Sales &	2014	0	0	0.0	0.0			0.0																
Service Personner	2017			0.0	0.0			0.0	0	0	0.0	0	0	c	L	0.0	0	0	c	0	0.0	0	0	0.0
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Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E+Gx 100	Part 3: Goals	F + I x 100	Part 3: Goals	E+Kx 100	Part 3: Goals	F + M x 100												
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(EEOG)		Employees	Ac	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
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07 Administrative &	2017	155	7	4.5		0.0	0.0	0.0	0	0.0	0.0	0.0												
	2020	155	7	4.5		0.0	0.0	0.0	0	0.0	0.0	0.0												
O8 Skilled Sales &	2017	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	0.0												
Skilled Crafts &	2017	0		0.0		0.0	0.0	0.0	0	0.0	0.0	0.0												
Trades Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										Page	Page 36 of 51	

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(EEUG)		Employees	Repres	Representation	Avail	Availability	Gap	EE Result	Employees	Actual	ial	Expected	Difference	Employees	Actual		Expected Difference		Employees	Actual		Expected Difference	Difference	Rate
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10 Clerical Personnel	2014	274	11				-1	91.2																
Intermediate Sales &	2017	0 / 1	0 11	0.0	0.0	0	0 -1	0.0	20		0.0		С	U.		33.3	0		19	0	0.0		<u>-</u>	8.4
Service Personnel	2017	0	0					0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
Semi-Skilled Manual	2014	0	0			0	0	0.0		ommonarq														
Workers	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x	Part 3: Goals	E+Gx 100	Part 3: Goals	F÷Ix100	Part 3: Goals	E+Kx 100	Part 3: Goals	F + M x 100												
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(EEOG)		Employees	Ac	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
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10 Clerical Personnel	2017	23	2	8.7	0	0.0	4.4	197.6	0	0.0	4.4	197.6												
	2020	23	2	8.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
Intermediate Sales &	2017	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0												
	2020	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0												
Semi-Skilled Manual	2017	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0												
Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										Page	Page 38 of 51	

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Other Sales & Service	2014	0	0	0.0	0.0	0	0	0.0							• consisses									
Personnel	2017	0		0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
Other Manual	2014	0	0	0.0	0.0	0	0	0.0																
Workers	2017	1005		0.0	0.0	202	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
Total	2017	5,518		3.4	4.0		-32	85.6	1,261	37	2.9	50	-13	844	1	1.3	24	-13	1,083	31	2.9	31	0	20.7
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E+Gx 100	Part 3: Goals	F+I x 100	Part 3: Goals	E + K x	Part 3: Goals	F + M x 100												
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Other Sales & Service	2017	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	0.0	0	0.0	0.0	0.0												
Other Manual	2017	0		0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
Total	2017	2,105	48	2.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
1 Olai	2020	2,105	48	2.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0										Dag	Page 40 of 51	

05 Professionals 2	Drofosional	Managers	Other		Scinoi ivianageis			T	(EEOG)	Occupational Group						Data sources:	передения при	2	Drofessionals	Managers	Middle & Other 2	Scillot Istaliagets			(EEOG)	ional Group				Data sources:	A B				
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1,890	1,890	9	, 4		0	0	#	t	Employees	<u> </u>		Hires a	New	•	-	Part 2: Flow Data Analysis		4,320	3,430	95	413	0	0	*	Employees	<u> </u>			←	Part 1: Workforce Analysis	D				
733	733	0			0	0	72		Actual	i idiote ii	Visible Minorities	Hires and Promotions	New Entrants	•	-	Part 2: Flow Data Analysis	***************************************	1,532	1,033	11	65	0	0	441	Represe				←	Part 1: Workforce Analysis	E				
38.8	38.8	0.0	0.0		0.0	0.0	70	9/	ual	The state of the s	inorities	otions	ınts	•	_	E + D x 100		35.5	30.1	11.6	15.7	0.0	0.0	%	Representation			Work	←	E + D x 100	Ŧ				
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Federal Contractors Program Achievement Table Part 7: Results - Members of Visible Minorities KPMG 2017 June 30			Pa	Fed
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Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
KPMG
2017 June 30

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Federal Contractors Program Achievement Table	
Part 7: Results - Members of Visible Minorities	
KPMG	
2017 June 30	

KPMG continues its commitment to advancing Aboriginal communities in Canada and fostering strong relationships with those communities. Some of the key highlights of our work over the past year include expanding our relationship with Indspire for its Awards and Mentorship Program, participating in the inaugural Ontario-wide Aboriginal Career Fair, raising awareness about Aboriginal recruitment with our Campus and Experienced Hire Talent Attraction teams, and forging new relationships with Birch Hill and Princes Charities on Aboriginal Initiatives and Awareness.

Some of our initiatives include:

Prince's Charities Responsible Business Network (PCRBN) – Indigenous Career Accelerator Program: In 2016, Austin Abas, Winnipeg Office Managing Partner, assisted in the design and development of PCRBN's Indigenous Career Accelerator Program that links all of Winnipeg's post-secondary institutions with employers. While a good education is key to lifelong career opportunities, many indigenous youth graduating from post-secondary institutions still face significant barriers to employment. This is the challenge that KPMG, PCRBN and the community are committed to tackling through this program.

KPMG's Indigenous Student Awards: Created in 2011, this scholarship program is designed to support and recognize Indigenous university students enrolled in a business program at post-secondary institutions in Canada. To deepen the connection and support with the winners, KPMG launched a mentorship program in 2014 as part of the scholarship, where each award winner is paired with a KPMG mentor in their field of study. One of our 2014 scholarship winners was also accepted into KPMG's summer internship program for the 2015 term. From 2011 to 2018, we have had 42 scholarship winners across the country. Members of the KPMG Ottawa and Kelowna offices are actively involved in the mentoring program. Visit KPMG's Indigenous Student Awards and Indspire's Bursaries and Scholarship pages for more information.

National Indigenous Day:

In 2016, Mary Lou Maher (Business Unit Leader for GTA Audit and Chief Inclusion Officer), Kristine Remedios (National Leader, Inclusion and Diversity) and Lina Nadar, (National Manager, Inclusion and Diversity) visited one of the last residential schools in Canada, the Mohawk Institute. The visit was organized in partnership with Birch Hill and Prince's Charities, and greatly enhanced the team's understanding of our Indigenous People's history and experiences at the residential schools, as well as the lasting effect it continues to have on Indigenous Communities today.

On National Indigenous Day in 2017, <u>KPMG's Aboriginal Client Services</u> and the I&D Team launched a social media campaign to promote our Indigenous Student Awards and showcase one of our winners' experience. The Indigenous Scholarship's social media posts ranked second on KPMG's social media metrics for the month of June, reflecting the firm's and the general public's great level of engagement in this program.



In June 2017, the Chief Inclusion Officer (Partner) sent out a firm wide communication reaffirming KPMG's commitment to forging ties with Indigenous Communities and recognizing National Indigenous Day. This included information on KPMG's partnership with the WE organization, as well as KPMG's

Indigenous Student Awards and Mentorship program. KPMG had the opportunity to work with the Sacred Circle program as well as being a signature sponsor for the Canada Guide for Families (in which a key theme is reconciliation). This communication also included information on the KPMG Aboriginal Client Services group which serves the unique needs of Indigenous organizations, communities and cultures across Canada. In response several KPMG employees showed their interest in getting involved in the mentorship program.

Communication and social media posts attached:



Aboriginal Business Match: In 2016, KPMG attended a networking conference to connect Aboriginal Organizations with businesses and provide pro-bono tax advice to organizations.

Sacred Circle – Free the Children: KPMG is also proud to be a national sponsor of Sacred Circle, a Me to We, Free The Children social enterprise that offers a dynamic youth leadership program for self-identified Aboriginal students. The program aims to educate and empower Aboriginal youth to make positive change and become leaders in their communities. As part of this new partnership, KPMG supported workshops in six new communities across Canada in the 2015 school year, and another six new communities in the 2016 school year.

The Martin Aboriginal Education Initiative - Accounting Mentorship Program: KPMG is a leading and long-time supporter of a unique mentoring program that was first launched in 2008, The Martin Aboriginal Education Initiative Accounting Mentorship Program. This innovative program builds on the mentorship strategies that are an integral part of the diversity platform at KPMG. It is also a tangible result of an agreement with other top CPA firms to invest time and expertise in mentoring Aboriginal students — a far-reaching initiative originally envisaged by former Prime Minister Paul Martin with the support of CPA Canada. The program aims to foster quality education, widen horizons, and create opportunities by pairing individual accountants with Aboriginal young people, thus exposing them to business and finance, and encouraging them to seek university degrees and perhaps a career in accounting. In 2008, our Hamilton office was one of only two big-firm offices selected to participate in the program's first pilot project, which involved students from the nearby reserve at Six Nations of the Grand River, the largest First Nation in Canada. The program has successfully grown over the past eight years, and KPMG now operates mentorship programs in seven centres across the country: Hamilton, Regina, Calgary, Ottawa, Sudbury, London, and Lethbridge.

Stardale Women's Group: The KPMG Calgary office supports the Stardale Women's Group Foundation as it offers workshops and fun afternoon activities for Aboriginal women and girls, as well as women in poverty. Developed by the Stardale Women's Group Inc. Foundation, the centre opened its doors for service in Melfort, Saskatchewan in 1998, to serve communities in Northern Saskatchewan. Since that time, it has expanded to provide outreach to Southern Alberta, including Calgary.

Recruitment Training: In 2016, members of the I&D and recruiting teams formed a project team to research inclusive hiring practices to better reach Canada's Indigenous communities. This project team identified several key areas to embed inclusive practices into our recruiting process.

In November 2017, the KPMG I&D team invited Krystal Abotossaway, President of the Aboriginal Professionals Association of Canada, to share various tools and strategies on how to attract and recruit from the Indigenous university student body with our Campus Recruiting team. This training session received a lot of positive feedback, leading the Campus team look at ways to embed recruitment best practices for the Indigenous Community into their processes. The Campus team has expressed that they now have an increased interest in learning about, engaging with, and hiring more Indigenous students. The I&D team will continue to work closely with the Recruiting team as a whole on how to increase their recruitment from our 5 priority groups, which is inclusive of the Indigenous Community.

Applicant Tracking Tool: In September 2017, KPMG added a diversity survey to their application process, which will help both the I&D and Recruiting teams to understand the demographic of our applicant pool, and to track their trajectory throughout the recruitment process, and their tenure at KPMG. With regards to the Indigenous Community specifically, this will inform us of the inclusive practices we should incorporate into our recruiting processes.

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: KPMG LLP

Primary Location: Canadian Head office - Toronto

Number of Employees: 5518

Organization Overview: Sector 54 - professional, scientific and technical services

KPMG LLP is the Canadian member firm of KPMG International. They provide Audit, Tax, and Advisory services to many of the public and private business, notfor profit, and public sector organizations in Canada. Nationally, there are 34 offices and over 700 partners and 6,100 employees working together to help Canadian businesses achieve their goals. They are located all across Canada in multiple cities.

Education is a factor that affects their ability to recruit as they only hire university educated individuals.

Key Dates – First Year Assessment

Initiated:	2014-06-23	
Received:	2015-12-14	
Closed:	2015-12-18	
WFA:	2014-06-30	

Key Dates – Subsequent Assessment

Initiated:	2017-06-27
Received:	2017-09-27
Closed:	
WFA:	207-06-30

package are consistent with those provided during the previous submission:	
⊠ Yes □No	
Comments:	Page 2

Originally the information received was inconsistent, so I adjusted the numbers and sent them to the employer for approval. Received approval and have moved onto the next steps. - 2017-12-12: Submitted Achievement Table does not match with existing information on file regarding first assessment numbers. Revised according to our numbers and providing supporting documents to employer for review and approval. WN.

I have verified that the data provided as part of the subsequent assessment

2018-01-02: Spoke with KPMG Employee Relations and discussed efforts to close gaps with regards to Aboriginal Peoples. Received excellent information on their understanding on the problem and actions being taken to reach their goals this assessment. Will receive a paper document to add to the file. WN

ASSESSMENT OF REASONABLE PROGRESS

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	Middle 8		essionals		Senior	
	Other	2		Office		rical
Percent of Previous Goals Met Women	Managers Ma Pro	1161.84				
Aboriginal Peoples	0.00	900.00	0.00	0.00	25.00	50.00
Visible Minorities				50.00		
Persons With Disabilities		1166.67		33.33		200.00

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Assessment/Observations

 KPMG focussed mostly on improving the Persons With Disabilities Equity group and showed excellent gains in that category (obtained in conversation with Employee Relations on 2018-01-02. They also showed excellent results in the Professionals Category.

ASSESSMENT OF REASONABLE EFFORTS

- XAn assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
 - KPMG is focused on the Aboriginal Peoples category and have a strategic plan in place. The goals they have set are reasonable and we can reasonably assume most gaps will be closed. (we will have the strategic plan in writing shortly).
 - For Persons with disabilities they know that there are more persons with disabilities working there but have chosen not to self declare – more outreach should be done.
 - The employer has made good progress in some areas, namely Professionals for Women, Aboriginal Peoples, and Persons with Disabilities. Given that the previous compliance assessment only closed on 2015-12-18, the employer should be given more time to achieve their goals.

ASSESSMENT OF SHORT-TERM GOALS

- X For all new and outstanding gaps, a short-term goal was set and is at least equal to availability., or to a complete person in the case of low percentage availability in Aboriginal Peoples and Persons with Disabilities.
- For __ out of __ outstanding gaps, a short-term goal was not set and/or goals were not set at availability.

This is more challenging to answer as they have set numerical and percentage goals. For cases where there are large gaps, the availability rate was used, but in the cases for Aboriginal Peoples and Persons with Disabilities, they stated numerical hires and in all but two cases should close the gap completely.

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- KPMG is focused on the Aboriginal Peoples category and have a strategic plan in place. The goals they have set are reasonable and we can assume most gaps will be closed. (we will have the strategic plan in writing shortly).
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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:

- Recommend that KPMG set short-term goals equal to availability in EEOG 05 – Supervisors, for Persons with Disabilities and Aboriginal Peoples.
- Recommend KPMG continue to promote Diversity and to resurvey their workforce prior to the next assessment.

Name of Analyst: Ward Normandin

Date: 2018-01-03

Nyirasafari, Ange AN [NC]

From: Normandin, Ward W [NC]
Sent: January 15, 2018 8:58 AM
To: 'eluongo@kpmg.ca'

Cc: 'Fillatre, Casey'; Hartlen, Brittney

Subject: Government of Canada Agreement Number: 060065 – Notification of Compliance

with the Federal Contractors Program

Attachments: FP-Graphics-WEDFCP KPMG Compliance2ndAssessmentEN-2018-01-08.pdf

Dear Mr. Luongo:

I am writing to inform you that the subsequent compliance assessment initiated on June 27, 2017 has been completed. As a result of the assessment, KPMG LLP has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the *Employment Equity Act*.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of KPMG LLP's employment equity program.

- We recommend that short-term goals be set equal to availability in EEOG 05 Supervisors, for Persons with Disabilities and Aboriginal Peoples.
- We recommend that KPMG LLP further encourage employees to complete the self-identification survey as improved employment equity results may show further to follow-up initiatives.

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 June 27, 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, KPMG LLP will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

Finally, you will find attached a summary of your organizations' employment equity results for women, Aboriginal peoples and members of visible minorities compared to the professional, scientific and technical services sector and the overall Canadian labour market availability. Please note that the labour market availability at the industry level is not available for persons with disabilities.

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 KPMG LLP continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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

Attachment