



Agreement to Implement Employment Equity

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization KPMG LLP	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 541212	Total number of employees in Canada (Full-Time/Part-Time/Temporary) [REDACTED]
To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjete-sujets/standard-norme/naics-ecianr2002/naics-ecianr02-eng.htm	

Official use only (if information above is incorrect)		
Procurement Business Number	Total number of employees in Canada 5600	Organization's NAICS Code No

HEAD OFFICE			
Address (building number, street, suite, etc.) 333 Bay Street, Suite 4600	City Toronto	Province ON	Postal Code M5G 2S5
	Telephone Number (416) 777-8500	Fax Number (416) 777-8419	

EMPLOYMENT EQUITY CONTACT	
Name (print) Melanie Kerr	Title Director, Employee Relations and HR Compliance
Telephone Number (416) 777-8452	E-mail Address makerr@kpmg.ca

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

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) William B. Thomas	Title CEO
Telephone 416-77 [REDACTED]	E-mail Address bbthomas@kpmg.ca
Signature [REDACTED]	Date August 1, 2013

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



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)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	2521	71	238	2830	Calgary	438	13	41	492
Québec	595	25	61	681	Edmonton	120	6	9	135
Nova Scotia	56	5	3	64	Halifax	56	5	3	64
New Brunswick	43	0	6	49	Montréal	562	22	56	640
Manitoba	80	0	13	93	Regina	34	0	1	35
British Columbia	903	44	60	1007	Toronto	1988	46	182	2216
Saskatchewan	82	2	8	92	Vancouver	620	22	42	684
Alberta	599	20	51	670	Winnipeg	80	0	13	93
Newfoundland and Labrador	31	0	1	32	St. John's	31	0	1	32
Total Employees in Canada				5518	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



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

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

Census Metropolitan Areas

	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
London	45	1	2	48
Windsor	33	1	1	35
Greater Sudbury	41	4	9	54
Saskatoon	48	2	7	57
Abbotsford - Mission	29	4	0	33
Kelowna	22	3	1	26
Victoria	41	0	2	43
Alta. less CMAs	41	1	1	43
B.C. less CMAs	191	15	15	221
N.B. less CMA	11	0	4	15
Ont. less CMAs	29	3	4	36
Que. less CMAs	33	3	5	41
Total Employees in Canada				5518



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2016-07-01 to 2017-06-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	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 Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	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 Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	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 Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	87	6	81	1	1		6		6	23	1	22
	Total	87	6	81	1	1		6		6	23	1	22



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

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

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

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



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

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

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13			
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1		2	2												
	Total		2	2												
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1		279	138	141	2	1	1	13	5	8	87	40	47		
	Total		279	138	141	2	1	1	13	5	8	87	40	47		
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1		10	7	3						5	2	3			
	Total		10	7	3						5	2	3			
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1		2	2							1	1	1			
	Total		2	2	2						1	1	1			



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

Occupational Group Salary Range Col. 1	QTR	All Employees				Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13				
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	111	22	89				6		6	41	5	36				
	Total	111	22	89			6		6	41	5	36					
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	37	15	22	1		1			6	3	3					
	Total	37	15	22	1	1	1			6	3	3					
Total Number of Employees		441	184	257	3	1	2	19	5	14	140	50	90				



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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$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



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

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



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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$5,000	441	184	257	3	1	2	19	5	14	140	50	90
Total Number of Employees	441	184	257	3	1	2	19	5	14	140	50	90

KPMG LLP (certificate # 060065)

Form 4 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

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

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



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / National

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	11		11							1		1
Semi-Professionals and Technicians	3	2	1							1		1
Administrative and Senior Clerical Personnel	3		3							1		1
Total Number of Employees Hired	17	2	15							3		3

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Temporary / National

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

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

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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Part-Time / National

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

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



KPMG LLP (certificate # 060065)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Temporary / National

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

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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Full-Time / National

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

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



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

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

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



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Temporary / National

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

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

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		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 #	Representation		Women		Gap #	Recruitment Area
			#	%	Availability #	%		
2282 : User support technicians	Québec	8	2	25.0 %	2	19.6 %	0	Québec
2282 : User support technicians	Saskatchewan	2	0	0.0 %	1	27.1 %	-1	Saskatchewan
2283 : Information systems testing technicians	Ontario	3	0	0.0 %	1	46.8 %	-1	Ontario
4211 : Paralegal and related occupations	Ontario	1	1	100.0 %	1	82.0 %	0	Ontario
5241 : Graphic designers and illustrators	Alberta	2	2	100.0 %	1	51.7 %	1	Alberta
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	0	44.9 %	0	Ontario
5241 : Graphic designers and illustrators	Québec	5	5	100.0 %	2	47.2 %	3	Québec
05 : Supervisors		90	84	93.3 %	48	53.8 %	36	
Employment Equity Occupational Group	Abbotsford - Mission	1	1	100.0 %	1	63.4 %	0	Abbotsford - Mission
Employment Equity Occupational Group	B. C. less CMAs	3	3	100.0 %	2	64.7 %	1	B. C. less CMAs
Employment Equity Occupational Group	Calgary	9	9	100.0 %	5	55.0 %	4	Calgary
Employment Equity Occupational Group	Edmonton	3	3	100.0 %	2	56.2 %	1	Edmonton
Employment Equity Occupational Group	Halifax	1	1	100.0 %	1	55.9 %	0	Halifax
Employment Equity Occupational Group	Kelowna	1	1	100.0 %	1	71.0 %	0	Kelowna
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	2	100.0 %	1	54.2 %	1	Kitchener - Cambridge
Employment Equity Occupational Group	London	1	1	100.0 %	1	55.5 %	0	London
Employment Equity Occupational Group	Montréal	12	11	91.7 %	6	50.8 %	5	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	1	50.0 %	1	50.7 %	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	1	1	100.0 %	1	58.8 %	0	Que. less CMAs
Employment Equity Occupational Group	St. John's	1	1	100.0 %	1	66.0 %	0	St. John's
Employment Equity Occupational Group	Toronto	41	38	92.7 %	22	53.0 %	16	Toronto
Employment Equity Occupational Group	Vancouver	12	11	91.7 %	6	51.4 %	5	Vancouver
07 : Administrative and Senior Clerical Personnel		738	648	87.8 %	599	81.2 %	49	
Employment Equity Occupational Group	Abbotsford - Mission	8	8	100.0 %	7	85.0 %	1	Abbotsford - Mission

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Gap #	Recruitment Area
			#	%	Availability #	%		
Employment Equity Occupational Group	Alta. less CMAS	8	8	100.0 %	7	89.0 %	1	Alta. less CMAS
Employment Equity Occupational Group	B. C. less CMAS	49	48	98.0 %	43	87.5 %	5	B. C. less CMAS
Employment Equity Occupational Group	Calgary	54	47	87.0 %	43	80.5 %	4	Calgary
Employment Equity Occupational Group	Edmonton	15	14	93.3 %	13	84.6 %	1	Edmonton
Employment Equity Occupational Group	Greater Sudbury	8	8	100.0 %	7	83.9 %	1	Greater Sudbury
Employment Equity Occupational Group	Halifax	9	8	88.9 %	7	81.4 %	1	Halifax
Employment Equity Occupational Group	Hamilton	15	14	93.3 %	13	83.5 %	1	Hamilton
Employment Equity Occupational Group	Kelowna	3	3	100.0 %	3	85.7 %	0	Kelowna
Employment Equity Occupational Group	Kingston	5	5	100.0 %	4	83.5 %	1	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	19	16	84.2 %	16	83.0 %	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	4	4	100.0 %	3	82.5 %	1	London
Employment Equity Occupational Group	Moncton	5	5	100.0 %	4	80.9 %	1	Moncton
Employment Equity Occupational Group	Montréal	70	64	91.4 %	57	80.8 %	7	Montréal
Employment Equity Occupational Group	N. B. less CMA	2	1	50.0 %	2	86.1 %	-1	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAS	6	6	100.0 %	5	87.1 %	1	Ont. less CMAS
Employment Equity Occupational Group	Ottawa - Gatineau	25	23	92.0 %	19	77.2 %	4	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAS	5	4	80.0 %	4	87.5 %	0	Que. less CMAS
Employment Equity Occupational Group	Regina	6	6	100.0 %	5	80.7 %	1	Regina
Employment Equity Occupational Group	Saint John	3	3	100.0 %	3	83.6 %	0	Saint John
Employment Equity Occupational Group	Saskatoon	6	6	100.0 %	5	84.0 %	1	Saskatoon
Employment Equity Occupational Group	St. Catharines - Niagara	3	3	100.0 %	2	81.8 %	1	St. Catharines -
Employment Equity Occupational Group	St. John's	2	2	100.0 %	2	82.5 %	0	St. John's
Employment Equity Occupational Group	Toronto	320	259	80.9 %	256	80.1 %	3	Toronto
Employment Equity Occupational Group	Vancouver	65	62	95.4 %	51	79.0 %	11	Vancouver

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Gap #	Recruitment Area
			#	%	Availability #	%		
Employment Equity Occupational Group	Victoria	10	9	90.0 %	8	81.2 %	1	Victoria
Employment Equity Occupational Group	Windsor	6	6	100.0 %	5	82.8 %	1	Windsor
Employment Equity Occupational Group	Winnipeg	7	6	85.7 %	6	81.1 %	0	Winnipeg
10 : Clerical Personnel		176	132	75.0 %	118	66.9 %	14	
Employment Equity Occupational Group	Alta. less CMAs	1	1	100.0 %	1	76.3 %	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	9	8	88.9 %	7	77.5 %	1	B.C. less CMAs
Employment Equity Occupational Group	Calgary	9	8	88.9 %	6	70.2 %	2	Calgary
Employment Equity Occupational Group	Edmonton	3	2	66.7 %	2	70.3 %	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	1	1	100.0 %	1	70.9 %	0	Greater Sudbury
Employment Equity Occupational Group	Halifax	1	1	100.0 %	1	67.7 %	0	Halifax
Employment Equity Occupational Group	Hamilton	1	1	100.0 %	1	68.5 %	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	4	4	100.0 %	3	67.9 %	1	Kitchener - Cambridge
Employment Equity Occupational Group	London	1	1	100.0 %	1	71.4 %	0	London
Employment Equity Occupational Group	Moncton	2	1	50.0 %	1	62.4 %	0	Moncton
Employment Equity Occupational Group	Montréal	22	14	63.6 %	14	62.5 %	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	1	100.0 %	1	72.6 %	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	3	3	100.0 %	2	72.4 %	1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	4	3	75.0 %	3	65.8 %	0	Ottawa - Gatineau
Employment Equity Occupational Group	Saskatoon	1	1	100.0 %	1	70.2 %	0	Saskatoon
Employment Equity Occupational Group	Toronto	87	60	69.0 %	57	65.2 %	3	Toronto
Employment Equity Occupational Group	Vancouver	21	17	81.0 %	15	70.0 %	2	Vancouver
Employment Equity Occupational Group	Victoria	1	1	100.0 %	1	74.1 %	0	Victoria
Employment Equity Occupational Group	Windsor	1	1	100.0 %	1	69.7 %	0	Windsor
Employment Equity Occupational Group	Winnipeg	3	3	100.0 %	2	67.9 %	1	Winnipeg

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Women

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

Total may not equal sum of components due to rounding.

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

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Aboriginal Peoples

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

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
2282 : User support technicians	Québec	8	0	0.0 %	1.3 %	0	0	Québec
2282 : User support technicians	Saskatchewan	2	1	50.0 %	7.9 %	0	1	Saskatchewan
2283 : Information systems testing technicians	Ontario	3	0	0.0 %	1.0 %	0	0	Ontario
4211 : Paralegal and related occupations	Ontario	1	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	1	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	1	1.1 %	2.0 %	2	-1	
Employment Equity Occupational Group	Abbotsford - Mission	1	0	0.0 %	6.6 %	0	0	Abbotsford - Mission
Employment Equity Occupational Group	B.C. less CMAs	3	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	3	0	0.0 %	4.6 %	0	0	Edmonton
Employment Equity Occupational Group	Halifax	1	0	0.0 %	2.2 %	0	0	Halifax
Employment Equity Occupational Group	Kelowna	1	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	1	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	2	0	0.0 %	2.7 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	1	0	0.0 %	2.8 %	0	0	Que. less CMAs
Employment Equity Occupational Group	St. John's	1	0	0.0 %	1.9 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	41	1	2.4 %	1.0 %	0	1	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	-11	
Employment Equity Occupational Group	Abbotsford - Mission	8	0	0.0 %	2.6 %	0	0	Abbotsford - Mission

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
Employment Equity Occupational Group	Alta. less CMAS	8	0	0.0 %	6.0 %	0	0	Alta. less CMAS
Employment Equity Occupational Group	B. C. less CMAS	49	2	4.1 %	7.7 %	4	-2	B. C. less CMAS
Employment Equity Occupational Group	Calgary	54	1	1.9 %	2.6 %	1	0	Calgary
Employment Equity Occupational Group	Edmonton	15	0	0.0 %	3.6 %	1	-1	Edmonton
Employment Equity Occupational Group	Greater Sudbury	8	0	0.0 %	8.6 %	1	-1	Greater Sudbury
Employment Equity Occupational Group	Halifax	9	0	0.0 %	2.2 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	15	0	0.0 %	1.5 %	0	0	Hamilton
Employment Equity Occupational Group	Kelowna	3	0	0.0 %	3.4 %	0	0	Kelowna
Employment Equity Occupational Group	Kingston	5	0	0.0 %	1.2 %	0	0	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	19	0	0.0 %	1.6 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	4	0	0.0 %	0.8 %	0	0	London
Employment Equity Occupational Group	Moncton	5	0	0.0 %	1.2 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	70	0	0.0 %	0.7 %	0	0	Montréal
Employment Equity Occupational Group	N. B. less CMA	2	0	0.0 %	2.7 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAS	6	0	0.0 %	4.1 %	0	0	Ont. less CMAS
Employment Equity Occupational Group	Ottawa - Gatineau	25	0	0.0 %	3.2 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAS	5	0	0.0 %	2.9 %	0	0	Que. less CMAS
Employment Equity Occupational Group	Regina	6	0	0.0 %	6.4 %	0	0	Regina
Employment Equity Occupational Group	Saint John	3	0	0.0 %	1.1 %	0	0	Saint John
Employment Equity Occupational Group	Saskatoon	6	0	0.0 %	6.4 %	0	0	Saskatoon
Employment Equity Occupational Group	St. Catharines - Niagara	3	0	0.0 %	1.5 %	0	0	St. Catharines -
Employment Equity Occupational Group	St. John's	2	0	0.0 %	2.5 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	320	1	0.3 %	0.8 %	3	-2	Toronto
Employment Equity Occupational Group	Vancouver	65	0	0.0 %	2.1 %	1	-1	Vancouver

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
Employment Equity Occupational Group	Victoria	10	0	0.0 %	3.0 %	0	0	Victoria
Employment Equity Occupational Group	Windsor	6	0	0.0 %	1.6 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	7	0	0.0 %	8.5 %	1	-1	Winnipeg
10 : Clerical Personnel		176	4	2.3 %	2.0 %	4	0	
Employment Equity Occupational Group	Alta. less CMAs	1	0	0.0 %	8.1 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	9	1	11.1 %	9.1 %	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	3	0	0.0 %	5.1 %	0	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	7.4 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Halifax	1	0	0.0 %	2.7 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	1	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	1	0	0.0 %	1.6 %	0	0	London
Employment Equity Occupational Group	Moncton	2	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	1	0	0.0 %	3.0 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	3	0	0.0 %	4.7 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	4	1	25.0 %	2.8 %	0	1	Ottawa - Gatineau
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	8.4 %	0	0	Saskatoon
Employment Equity Occupational Group	Toronto	87	2	2.3 %	0.7 %	1	1	Toronto
Employment Equity Occupational Group	Vancouver	21	0	0.0 %	2.4 %	1	-1	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	4.3 %	0	0	Victoria
Employment Equity Occupational Group	Windsor	1	0	0.0 %	1.4 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	3	0	0.0 %	9.8 %	0	0	Winnipeg

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples		Gap #	Recruitment Area
			Representation #	Availability %		
Total		5518	34	0.6 %	85	-51

Total may not equal sum of components due to rounding.

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

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability		Gap #	Recruitment Area
			Representation #	%	#	%		
02 : Middle and Other Managers	National	95	11	11.6 %	15.0 %	14	-3	National
03 : Professionals	National	4320	1532	35.5 %	27.1 %	1171	361	National
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	8	5	62.5 %	21.7 %	2	3	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 %	3	1	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	8	4	50.0 %	38.2 %	3	1	National
2171 : Information systems analysts and consultants	National	66	32	48.5 %	31.4 %	21	11	National
2172 : Database analysts and data administrators	National	1	1	100.0 %	32.3 %	0	1	National
2173 : Software engineers and designers	National	4	2	50.0 %	40.5 %	2	0	National
2175 : Web designers and developers	National	7	3	42.9 %	22.8 %	2	1	National
4112 : Lawyers and Quebec notaries	National	4	0	0.0 %	12.5 %	1	-1	National
5111 : Librarians	National	1	0	0.0 %	11.9 %	0	0	National
5121 : Authors and writers	National	18	1	5.6 %	10.7 %	2	-1	National
5125 : Translators, terminologists and interpreters	National	27	2	7.4 %	22.2 %	6	-4	National
04 : Semi-Professionals and Technicians	National	99	35	35.4 %	30.5 %	30	5	National
2281 : Computer network technicians	Ontario	20	10	50.0 %	34.1 %	7	3	Ontario
2282 : User support technicians	Alberta	6	2	33.3 %	28.2 %	2	0	Alberta
2282 : User support technicians	British Columbia	12	6	50.0 %	32.5 %	4	2	British Columbia
2282 : User support technicians	Manitoba	1	0	0.0 %	17.3 %	0	0	Manitoba
2282 : User support technicians	New Brunswick	1	0	0.0 %	3.0 %	0	0	New Brunswick
2282 : User support technicians	Ontario	37	12	32.4 %	35.9 %	13	-1	Ontario

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
2282 : User support technicians	Québec	8	2	25.0 %	1	1	Québec
2282 : User support technicians	Saskatchewan	2	0	0.0 %	0	0	Saskatchewan
2283 : Information systems testing technicians	Ontario	3	1	33.3 %	1	0	Ontario
4211 : Paralegal and related occupations	Ontario	1	0	0.0 %	0	0	Ontario
5241 : Graphic designers and illustrators	Alberta	2	1	50.0 %	0	1	Alberta
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	0	0	Ontario
5241 : Graphic designers and illustrators	Québec	5	1	20.0 %	1	0	Québec
05 : Supervisors		90	24	26.7 %	30	-6	
Employment Equity Occupational Group	Abbotsford - Mission	1	0	0.0 %	0	0	Abbotsford - Mission
Employment Equity Occupational Group	B. C. less CMAs	3	1	33.3 %	0	1	B. C. less CMAs
Employment Equity Occupational Group	Calgary	9	2	22.2 %	2	0	Calgary
Employment Equity Occupational Group	Edmonton	3	0	0.0 %	1	-1	Edmonton
Employment Equity Occupational Group	Halifax	1	0	0.0 %	0	0	Halifax
Employment Equity Occupational Group	Kelowna	1	1	100.0 %	0	1	Kelowna
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	0	0.0 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	1	0	0.0 %	0	0	London
Employment Equity Occupational Group	Montréal	12	0	0.0 %	2	-2	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	1	0	0.0 %	0	0	Que. less CMAs
Employment Equity Occupational Group	St. John's	1	0	0.0 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	41	18	43.9 %	19	-1	Toronto
Employment Equity Occupational Group	Vancouver	12	2	16.7 %	5	-3	Vancouver
07 : Administrative and Senior Clerical Personnel		738	246	33.3 %	176	70	
Employment Equity Occupational Group	Abbotsford - Mission	8	1	12.5 %	1	0	Abbotsford - Mission

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Workforce Analysis - Detailed Report

Date: 2017-06-30

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
Employment Equity Occupational Group	Alta. less CMAs	8	0	0.0 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B. C. less CMAs	49	4	8.2 %	2	2	B. C. less CMAs
Employment Equity Occupational Group	Calgary	54	22	40.7 %	9	13	Calgary
Employment Equity Occupational Group	Edmonton	15	5	33.3 %	2	3	Edmonton
Employment Equity Occupational Group	Greater Sudbury	8	0	0.0 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Halifax	9	2	22.2 %	1	1	Halifax
Employment Equity Occupational Group	Hamilton	15	0	0.0 %	1	-1	Hamilton
Employment Equity Occupational Group	Kelowna	3	0	0.0 %	0	0	Kelowna
Employment Equity Occupational Group	Kingston	5	0	0.0 %	0	0	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	19	2	10.5 %	2	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	4	0	0.0 %	0	0	London
Employment Equity Occupational Group	Moncton	5	0	0.0 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	70	19	27.1 %	9	10	Montréal
Employment Equity Occupational Group	N. B. less CMA	2	0	0.0 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	6	1	16.7 %	0	1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	25	4	16.0 %	3	1	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	5	0	0.0 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Regina	6	1	16.7 %	0	1	Regina
Employment Equity Occupational Group	Saint John	3	0	0.0 %	0	0	Saint John
Employment Equity Occupational Group	Saskatoon	6	2	33.3 %	0	2	Saskatoon
Employment Equity Occupational Group	St. Catharines - Niagara	3	0	0.0 %	0	0	St. Catharines -
Employment Equity Occupational Group	St. John's	2	1	50.0 %	0	1	St. John's
Employment Equity Occupational Group	Toronto	320	153	47.8 %	119	34	Toronto
Employment Equity Occupational Group	Vancouver	65	23	35.4 %	23	0	Vancouver

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability		Gap #	Recruitment Area
			Representation #	%	%	#		
Employment Equity Occupational Group	Victoria	10	5	50.0 %	8.2 %	1	4	Victoria
Employment Equity Occupational Group	Windsor	6	0	0.0 %	9.9 %	1	-1	Windsor
Employment Equity Occupational Group	Winnipeg	7	1	14.3 %	11.1 %	1	0	Winnipeg
10 : Clerical Personnel		176	62	35.2 %	34.0 %	60	2	
Employment Equity Occupational Group	Alta. less CMAs	1	0	0.0 %	4.2 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	9	0	0.0 %	2.9 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	9	3	33.3 %	24.3 %	2	1	Calgary
Employment Equity Occupational Group	Edmonton	3	1	33.3 %	17.5 %	1	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	1.8 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Halifax	1	0	0.0 %	7.3 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	10.1 %	0	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	4	1	25.0 %	11.5 %	0	1	Kitchener - Cambridge
Employment Equity Occupational Group	London	1	0	0.0 %	9.1 %	0	0	London
Employment Equity Occupational Group	Moncton	2	0	0.0 %	1.5 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	22	4	18.2 %	17.4 %	4	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	1.9 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	3	0	0.0 %	1.7 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	0.0 %	14.7 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	7.1 %	0	0	Saskatoon
Employment Equity Occupational Group	Toronto	87	41	47.1 %	48.1 %	42	-1	Toronto
Employment Equity Occupational Group	Vancouver	21	9	42.9 %	42.3 %	9	0	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	8.6 %	0	0	Victoria
Employment Equity Occupational Group	Windsor	1	0	0.0 %	10.4 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	3	3	100.0 %	17.0 %	1	2	Winnipeg

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Members of Visible Minorities

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

Total may not equal sum of components due to rounding.

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

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Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities		Availability #	Gap #	Recruitment Area
			Representation #	%			
01/02 : Managers	National	95	3	3.2 %	4	-1	National
03 : Professionals	National	4320	124	2.9 %	164	-40	National
04 : Semi-Professionals and Technicians	National	99	8	8.1 %	5	3	National
05 : Supervisors	National	90	6	6.7 %	13	-7	National
07 : Administrative and Senior Clerical Personnel	National	738	37	5.0 %	25	12	National
10 : Clerical Personnel	National	176	11	6.3 %	12	-1	National
Total		5518	189	3.4 %	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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WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



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WFA Defaults - Persons with Disabilities

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



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Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		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

Total may not equal sum of components due to rounding.

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Aboriginal Peoples

Employment Equity Occupational Group	All Employees		Representation		Aboriginal Peoples 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	1.0 %	1.9 %	2	-1	
05 : Supervisors	90	1	1.1 %	2.0 %	2	-1	
07 : Administrative and Senior Clerical Personnel	738	4	0.5 %	2.1 %	15	-11	
10 : Clerical Personnel	176	4	2.3 %	2.0 %	4	0	
Total	5518	34	0.6 %	1.5 %	85	-51	

Total may not equal sum of components due to rounding.

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Members of Visible Minorities

Employment Equity Occupational Group	All Employees		Members of Visible Minorities		Availability		Gap #
	#	Representation %	#	%	#	%	
02 : Middle and Other Managers	95	11.6 %	14	15.0 %	14	3.3 %	-3
03 : Professionals	4320	35.5 %	1171	27.1 %	1171	27.1 %	361
04 : Semi-Professionals and Technicians	99	35.4 %	30	30.5 %	30	30.5 %	5
05 : Supervisors	90	26.7 %	30	33.6 %	30	33.6 %	-6
07 : Administrative and Senior Clerical Personnel	738	33.3 %	176	23.8 %	176	23.8 %	70
10 : Clerical Personnel	176	35.2 %	60	34.0 %	60	34.0 %	2
Total	5518	34.6 %	1481	26.8 %	1481	26.8 %	429

Total may not equal sum of components due to rounding.

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Employment Equity Occupational Group	Persons with Disabilities					
	All Employees	Representation	Persons with Disabilities		Gap	
	#	#	%	Availability	#	
01/02 : Managers	95	3	3.2 %	4	-1	
03 : Professionals	4320	124	2.9 %	164	-40	
04 : Semi-Professionals and Technicians	99	8	8.1 %	5	3	
05 : Supervisors	90	6	6.7 %	13	-7	
07 : Administrative and Senior Clerical Personnel	738	37	5.0 %	25	12	
10 : Clerical Personnel	176	11	6.3 %	12	-1	
Total	5518	189	3.4 %	223	-34	

Total may not equal sum of components due to rounding.



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WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



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WFA Defaults - Persons with Disabilities

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

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 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 addition 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	0 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.

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

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)

Summary of Cumulative Hires and Promotions (July 1 2014 – June 30 2017)			
	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			
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 Analysis (June 30 2017)				Numerical Goals	
EEOG #	Employment Equity Occupational Group (EEOG)	Gap		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

Workforce Analysis (June 30 2017)				Numerical Goals	
EEOG #	Employment Equity Occupational Group (EEOG)	Gap		Hiring/Promotion Goal	Time Frame
		#	%		
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 Occupational Group (EEOG)	Gap		Hiring/Promotion Goal	Time Frame
		#	%		
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 Aboriginal Peoples in -		
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 Persons with Disabilities in -		
Feeder EEOG	Potential Promotion EEOG	Opportunity
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 of Women in -		
Feeder EEOG	Potential Promotion EEOG	Opportunity
Semi-professional & Technician (Client Services)	Professional (Client Services)	

26.3%	50.0%	0
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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	Content ⁶
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.
I	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.

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

ABORIGINAL PEOPLE

EEOG #		All employees	Aboriginal Peoples						Detail on the Gap
			Representation		Availability		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

EEOG #		All employees	People with Disabilities						No details available
			Representation		Availability		Gap		
			#	%	%	#	#	%	
02 :	Middle and Other Managers	95	3	3.2%	4.3%	4	-1	73.4%	
03	Professionals	4320	124	2.9%	3.8%	164	-40	75.5%	
04	Semi-Professionals and Technicians	99	8	8.1%	4.6%	5	3		
05	Supervisors	90	6	6.7%	13.9%	13	-7	48.0%	
07	Administrative and Senior Clerical 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%	
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Sources: 2012 Canadian Survey on Disability and KPMG Internal Data via WEIMS

WOMEN

EEOG #		All employees	Women						
			Representation #	Representation %	Availability %	Availability #	Gap #	Gap %	Detail on the Gap
02	Middle and Other 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
04	Semi-Professionals and Technicians	99	26	26.3%	26.8%	27	-1	98.0%	2282 User Support Technicians Ontario and Alberta
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		

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

VISIBLE MINORITIES

EEOG #		All employees	Visible Minorities						
			Representation #	Representation %	Availability %	Availability #	Gap #	Gap %	Detail on the Gap
02	Middle and Other Managers	95	11	11.6%	15.0%	14	-3	77.2%	
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	-6	79.4%	Vancouver, Montreal
07	Administrative and 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)	0%
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%
		25					

	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 – 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	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%

	Total Workforce	Women	% of Terminations	% of KPMG workforce June 2017
Women				
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%

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 Goal 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 and technicians*	50	12	24.0%	35.4%	30.5%	28.7%	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%

	Total Workforce	Women	% of Terminations	% of KPMG workforce 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

2017 June 30

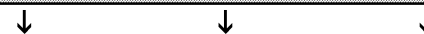
Data from Previous Workforce Analysis



Date of Previous Workforce Analysis

YYYY	MM	DD
2014	06	30

Data from Current Workforce Analysis



Date of Current Workforce Analysis

YYYY	MM	DD
2017	06	30

Table 1: Women

Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		Women	
				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	

Table 5: Women

Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees		Women	
				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	
		0	0	0.0	
		5,518	3,102	58.1	

*** Source:**

2006 Census of Canada

*** Source:**

2006 Census of Canada

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

Data from Previous Workforce Analysis

↓ ↓ ↓

Date of Previous Workforce Analysis		
YYYY	MM	DD
2014	06	30

Data from Current Workforce Analysis

↓ ↓ ↓

Date of Current Workforce Analysis		
YYYY	MM	DD
2017	06	30

Table 2: Aboriginal Peoples

	Previous Workforce Analysis		
	All Employees	Aboriginal Peoples	
		Representation	Availability*
#	#	%	%
01 Senior Managers	0	0	0.0
02 Middle & Other Managers	413	1	2.2
03 Professionals	3,430	20	1.4
04 Semi-Professionals & Technicians	95	0	1.9
05 Supervisors	89	0	1.9
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	624	3	2.1
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	274	4	2.1
11 Intermediate Sales & Service Personnel	0	0	0.0
12 Semi-Skilled Manual Workers	0	0	0.0
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
Total	4,925	28	1.6

Table 6: Aboriginal Peoples

	Current Workforce Analysis		
	All Employees	Aboriginal Peoples	
		Representation	Availability*
#	#	%	%
0	0	0	0.0
95	1	2.2	2.2
4,320	23	1.4	1.4
99	1	1.9	1.9
90	1	2.0	2.0
0	0	0.0	0.0
738	4	2.1	2.1
0	0	0.0	0.0
0	0	0.0	0.0
176	4	2.0	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
5,518	34	1.5	1.5

*** Source:**
2006 Census of Canada

*** Source:**
2006 Census of Canada

Federal Contractors Program Achievement Table

Part 1: Workforce Analysis

KPMG

2017 June 30

Data from Previous Workforce Analysis

↓ ↓ ↓

Date of Previous Workforce Analysis		
YYYY	MM	DD
2014	06	30

Data from Current Workforce Analysis

↓ ↓ ↓

Date of Current Workforce Analysis		
YYYY	MM	DD
2017	06	30

Table 3: Members of Visible Minorities

	Previous Workforce Analysis		
	All Employees	Members of Visible Minorities	
		Representation	Availability*
#	#	%	%
01 Senior Managers	0	0	0.0
02 Middle & Other Managers	413	65	14.0
03 Professionals	3,430	1,033	22.5
04 Semi-Professionals & Technicians	95	27	26.5
05 Supervisors	89	19	30.7
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	624	166	20.3
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	274	74	27.0
11 Intermediate Sales & Service Personnel	0	0	0.0
12 Semi-Skilled Manual Workers	0	0	0.0
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
Total	4,925	1,384	22.0

Table 7: Members of Visible Minorities

	Current Workforce Analysis		
	All Employees	Members of Visible Minorities	
		Representation	Availability*
#	#	%	%
01 Senior Managers	0	0	0.0
02 Middle & Other Managers	95	11	15.0
03 Professionals	4,320	1,532	27.1
04 Semi-Professionals & Technicians	99	35	30.5
05 Supervisors	90	24	33.6
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	738	246	23.8
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	176	62	34.0
11 Intermediate Sales & Service Personnel	0	0	0.0
12 Semi-Skilled Manual Workers	0	0	0.0
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
Total	5,518	1,910	26.8

* Source: 2006 Census of Canada

* Source: 2006 Census of Canada

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

Data from Previous Workforce Analysis

↓ ↓ ↓

Date of Previous Workforce Analysis		
YYYY	MM	DD
2014	06	30

Data from Current Workforce Analysis

↓ ↓ ↓

Date of Current Workforce Analysis		
YYYY	MM	DD
2017	06	30

Table 4: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Previous Workforce Analysis			
	All Employees	Persons with Disabilities		Availability*
		Representation	#	
	#	#		%
01/02 Managers	413	23		3.2
03 Professionals	3,430	70		4.5
04 Semi-Professionals & Technicians	95	5		4.8
05 Supervisors	89	3		9.5
06 Supervisors: Crafts & Trades	0	0		0.0
07 Administrative & Senior Clerical Personnel	624	29		2.6
08 Skilled Sales & Service Personnel	0	0		0.0
09 Skilled Crafts & Trades Workers	0	0		0.0
10 Clerical Personnel	274	11		4.4
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	141		4.2

* Source:
 2011 National Household Survey

Table 8: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Current Workforce Analysis			
	All Employees	Persons with Disabilities		Availability*
		Representation	#	
	#	#		%
01/02 Managers	95	3		4.3
03 Professionals	4,320	124		3.8
04 Semi-Professionals & Technicians	99	8		4.6
05 Supervisors	90	6		13.9
06 Supervisors: Crafts & Trades	0	0		0.0
07 Administrative & Senior Clerical Personnel	738	37		3.4
08 Skilled Sales & Service Personnel	0	0		0.0
09 Skilled Crafts & Trades Workers	0	0		0.0
10 Clerical Personnel	176	11		7.0
11 Intermediate Sales & Service Personnel	0	0		0.0
12 Semi-Skilled Manual Workers	0	0		0.0
13 Other Sales & Service Personnel	0	0		0.0
14 Other Manual Workers	0	0		0.0
Total	5,518	189		4.0

* Source:
 2012 Canadian Survey on Disability

Federal Contractors Program Achievement Table
Part 2: Flow Data Analysis

KPMG

2017 June 30

Start Date of Flow Data			
YYYY	MM	DD	
2016	06	30	

End Date of Flow Data			
YYYY	MM	DD	
2017	06	30	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 1: Women Hired				Table 5: Women Promoted				Table 9: Women Terminated			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	5	3	0	0	4	2	0	0	15	7	0	0
03 Professionals	1,071	484	11	11	806	386	2	2	925	420	0	0
04 Semi-Professionals & Technicians	6	1	3	3	10	1	0	0	2	0	0	0
05 Supervisors	5	5	0	0	4	3	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	3	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	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

Federal Contractors Program Achievement Table
Part 2: Flow Data Analysis

KPMG

2017 June 30

Start Date of Flow Data			
YYYY	MM	DD	
2016	06	30	

End Date of Flow Data			
YYYY	MM	DD	
2017	06	30	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	5	0	0	0	4	0	0	0	15	0	0	0
03 Professionals	1,071	6	11	0	806	3	2	0	925	3	0	0
04 Semi-Professionals & Technicians	6	0	3	0	10	0	0	0	2	0	0	0
05 Supervisors	5	0	0	0	4	0	0	0	9	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	137	1	3	0	15	0	0	0	113	1	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	0	0	0	2	1	1	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	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	7	17	0	841	4	3	0	1,083	4	0	0

Federal Contractors Program Achievement Table
Part 2: Flow Data Analysis

KPMG

2017 June 30

Start Date of Flow Data		
YYYY	MM	DD
2016	06	30

End Date of Flow Data		
YYYY	MM	DD
2017	06	30

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	5	0	0	0	4	0	0	0	15	0	0	0
03 Professionals	1,071	27	11	0	806	8	2	0	925	23	0	0
04 Semi-Professionals & Technicians	6	2	3	0	10	1	0	0	2	0	0	0
05 Supervisors	5	0	0	0	4	1	0	0	9	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	137	7	3	0	15	0	0	0	113	8	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	1	0	0	2	1	1	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	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	37	17	0	841	11	3	0	1,083	31	0	0

Federal Contractors Program Achievement Table
Part 2: Flow Data Analysis

KPMG

2017 June 30

Start Date of Flow Data		
YYYY	MM	DD
2016	06	30

End Date of Flow Data		
YYYY	MM	DD
2017	06	30

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	5	0	0	0	4	0	0	0	15	1	0	0
03 Professionals	1,071	437	11	1	806	295	2	0	925	331	0	0
04 Semi-Professionals & Technicians	6	3	3	1	10	2	0	0	2	2	0	0
05 Supervisors	5	0	0	0	4	1	0	0	9	1	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	137	51	3	1	15	6	0	0	113	34	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	8	0	0	2	0	1	0	19	5	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	499	17	3	841	304	3	0	1,083	374	0	0

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

Data from Previous Goals			
↓	↓	↓	↓

Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYYY	YYYYY
2014	2017	2014	2020

Data from Current Goals			
↓	↓	↓	↓

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYYY	YYYYY	YYYYY	YYYYY
2017	2020	2017	2023

Table 1: Women				
	Short-term Goals		Long-term Goals	
	#	%	#	%
Employment Equity Occupational Group (EEOG)				
01 Senior Managers	0	0.0	0	0.0
02 Middle & Other Managers	0	0.0	0	0.0
03 Professionals	0	53.5	0	53.5
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	0	0.0	0	0.0

Table 5: Women				
	Short-term Goals		Long-term Goals	
	#	%	#	%
01 Senior Managers	0	0.0	0	0.0
02 Middle & Other Managers	0	0.0	0	0.0
03 Professionals	0	55.0	0	55.0
04 Semi-Professionals & Technicians	0	26.8	0	0.0
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	0	0.0	0	0.0

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

Data from Previous Goals

↓ ↓ ↓ ↓

Data from Current Goals

↓ ↓ ↓ ↓

Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2014	2017	2014	2020

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2023

	Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples					
		Aboriginal Peoples		Aboriginal Peoples			
		Short-term Goals	Long-term Goals	Short-term Goals	Long-term Goals		
		#	%	#	%	#	%
01	Senior Managers	0	0.0	0	0.0	0	0.0
02	Middle & Other Managers	3	0.0	3	0.0	0	0.0
03	Professionals	0	1.2	0	1.2	0	1.2
04	Semi-Professionals & Technicians	1	0.0	1	0.0	1	0.0
05	Supervisors	1	0.0	1	0.0	0	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	4	0.0	4	0.0	0	0.0
08	Skilled Sales & Service Personnel	0	0.0	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0	0	0.0
10	Clerical Personnel	2	0.0	2	0.0	0	0.0
11	Intermediate Sales & Service Personnel	0	0.0	0	0.0	0	0.0
12	Semi-Skilled Manual Workers	0	0.0	0	0.0	0	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0	0	0.0
Total		0	0.0	0	0.0	0	0.0

	Employment Equity Occupational Group (EEOG)	Table 6: Aboriginal Peoples					
		Aboriginal Peoples		Aboriginal Peoples			
		Short-term Goals	Long-term Goals	Short-term Goals	Long-term Goals		
		#	%	#	%	#	%
01	Senior Managers	0	0.0	0	0.0	0	0.0
02	Middle & Other Managers	1	0.0	0	0.0	0	0.0
03	Professionals	0	1.4	0	1.4	0	1.4
04	Semi-Professionals & Technicians	1	0.0	0	0.0	0	0.0
05	Supervisors	1	0.0	0	0.0	0	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	5	0.0	5	0.0	0	0.0
08	Skilled Sales & Service Personnel	0	0.0	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	0	0.0	0	0.0	0	0.0
12	Semi-Skilled Manual Workers	0	0.0	0	0.0	0	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0	0	0.0
Total		0	0.0	0	0.0	0	0.0

Federal Contractors Program Achievement Table

Part 3: Goals

KPMG

2017 June 30

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Data from Current Goals

↓ ↓ ↓ ↓ ↓

Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2014	2017	2014	2020

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2023

Table 3: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Persons with Disabilities			
	Short-term Goals		Long-term Goals	
	#	%	#	%
01/02 Managers	0	0.0	0	0.0
03 Professionals	0	4.5	0	4.5
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	3	0.0	3	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	4.4	0	4.4
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	0	0.0	0	0.0

Table 7: Persons with Disabilities

	Persons with Disabilities			
	Short-term Goals		Long-term Goals	
	#	%	#	%
	0	4.3	0	0.0
	0	3.8	0	0.0
	0	0.0	0	0.0
	1	0.0	1	0.0
	0	0.0	0	0.0
	0	0.0	0	0.0
	0	0.0	0	0.0
	0	0.0	0	0.0
	0	0.0	0	0.0
	0	0.0	0	0.0
	0	0.0	0	0.0
	0	0.0	0	0.0
	0	0.0	0	0.0
	0	0.0	0	0.0

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

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Data from Current Goals

↓ ↓ ↓ ↓ ↓

Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2014	2017	2014	2020

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2023

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Members of Visible Minorities			
	Short-term Goals		Long-term Goals		Short-term Goals		Long-term Goals	
	#	%	#	%	#	%	#	%
01 Senior Managers	0	0.0	0	0.0	0	0.0	0	0.0
02 Middle & Other Managers	0	0.0	0	0.0	0	15.0	0	15.0
03 Professionals	0	0.0	0	0.0	0	0.0	0	0.0
04 Semi-Professionals & Technicians	0	0.0	0	0.0	0	0.0	0	0.0
05 Supervisors	0	30.7	0	30.7	0	33.6	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	0.0	0	0.0	0	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	0	0.0	0	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

Federal Contractors Program Achievement Table

Part 4: Results - Women

KPMG

2017 June 30

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

Occupational Equity (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Women Availability	Gap	EE Result	All Employees	Actual	Women Expected	Difference	All Employees	Actual	Women Expected	Difference	All Employees	Actual	Women Expected	Difference	All Employees	Actual	Women Expected	Difference	Turnover Rate		
01 Senior Managers	2014	0	0.0	0.0	0	0.0	0	0.0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	
	2017	0	0	0.0	0	0.0	0	0.0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	
02 Middle & Other Managers	2014	413	165	40.0	39.1	161	4	102.2		5	3	60.0	2	1	4	2	50.0	2	0	15	7	46.7	6	1	5.9
	2017	95	51	53.7	38.9	37	14	138.0		5	3	60.0	2	1	4	2	50.0	2	0	15	7	46.7	6	1	5.9
03 Professionals	2014	3,430	1,689	49.2	53.4	1,832	-143	92.2		1,082	495	45.7	595	-100	808	388	48.0	398	-10	925	420	45.4	455	-35	23.9
	2017	4,320	2,161	50.0	55.0	2,376	-215	91.0		1,082	495	45.7	595	-100	808	388	48.0	398	-10	925	420	45.4	455	-35	23.9

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01 Senior Managers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
02 Middle & Other Managers	2017	9	55.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	9	55.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
03 Professionals	2017	1,890	46.7	0	0.0	53.5	87.3	0	0.0	53.5	87.3	0	0.0	
	2020	1,890	46.7	0	0.0	55.0	84.9	0	0.0	55.0	84.9	0	0.0	

Federal Contractors Program Achievement Table

Part 4: Results - Women

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Part 4: Results - Women

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E - H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x F + 100	V - X	U + (DY/Year) + 2) x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	Turnover Rate		
04	Semi-Professionals & Technicians	2014	95	32	33.7	31.1	30	2	108.3	9	2	22.2	2	0	10	1	10.0	3	-2	2	0	0.0	1	-1	2.1
		2017	99	26	26.3	26.8	27	-1	98.0	9	2	22.2	2	0	10	1	10.0	3	-2	2	0	0.0	1	-1	2.1
05	Supervisors	2014	89	81	91.0	53.4	48	33	170.4	5	5	100.0	3	2	4	3	75.0	4	-1	9	9	100.0	8	1	10.1
		2017	90	84	93.3	53.8	48	36	173.5	5	5	100.0	3	2	4	3	75.0	4	-1	9	9	100.0	8	1	10.1
06	Supervisors, Crafts & Trades	2014	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
		2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
04	Semi-Professionals & Technicians	2017	19	15.8	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
		2020	19	15.8	0	0.0	26.8	58.9	0	0.0	0	0.0	0.0	
05	Supervisors	2017	9	88.9	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
		2020	9	88.9	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
06	Supervisors, Crafts & Trades	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
		2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	

Federal Contractors Program Achievement Table

Part 4: Results - Women

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Federal Contractors Program Achievement Table

Part 4: Results - Women

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis												
		Workforce						Hires						Promotions						Terminations						
		All Employees	Representation	Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	Turnover Rate			
07	Administrative & Senior Clerical	2014	624	557	89.3	81.6	509	48	109.4		140	114	81.4	114	0	15	14	93.3	13	1	113	96	85.0	101	-5	16.6
08	Skilled Sales & Service Personnel	2014	738	648	87.8	81.2	599	49	108.1						0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
09	Skilled Crafts & Trades Workers	2014	0	0	0.0	0.0	0	0	0.0						0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
		2017	0	0	0.0	0.0	0	0	0.0						0	0	0	0.0	0	0	0	0	0.0	0	0	0.0

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
07	Administrative & Senior Clerical	2017	155	128	82.6	0	0.0	0	0.0	0	0.0	0	0.0	0.0
		2020	155	128	82.6	0	0.0	0	0.0	0	0.0	0	0.0	0.0
08	Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0
		2020	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0
09	Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0
		2020	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0

Federal Contractors Program Achievement Table

Part 4: Results - Women

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Part 4: Results - Women

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

Occupational Equity (EEOG)	Year	Workforce Analysis												Flow Data Analysis												
		All Employees						Women						All Employees						Women						
		#	%	Availability	Gap	EE Result	#	#	%	Availability	Gap	EE Result	#	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference	Turnover Rate
10 Clerical Personnel	2014	274	232	84.7	70.7	194	38	119.8		20	16	80.0	13	3	3	3	100.0	3	0	19	17	89.5	16	1	8.4	
	2017	176	132	75.0	66.9	118	14	112.1																		
11 Intermediate Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	
	2017	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	
12 Semi-Skilled Manual Workers	2014	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	
	2017	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Goal	Percent of Goal Met	#	%	Goal	Percent of Goal Met	#	%	Goal	Percent of Goal Met	
10 Clerical Personnel	2017	23	82.6	0	0.0	0	0.0	0	0.0	0	0.0	0.0		
	2020	23	82.6	0	0.0	0	0.0	0	0.0	0	0.0	0.0		
11 Intermediate Sales & Service Personnel	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0		
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0		
12 Semi-Skilled Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0		
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0		

Federal Contractors Program Achievement Table

Part 4: Results - Women

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Federal Contractors Program Achievement Table

Part 4: Results - Women

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce					Hires					Promotions			Terminations			Turnover Rate								
		All Employees	Representation	Women Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected		Difference							
13 Other Sales & Service Personnel	2014	0	0.0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	
	2017	0	0.0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	
14 Other Manual Workers	2014	0	0.0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
	2017	0	0.0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
Total	2014	4,925	2,756	56.0	56.3	2,773	-17	99.4	1,261	635	50.4	733	-98	844	411	48.7	472	-61	1,083	549	50.7	606	-57		20.7	
	2017	5,518	3,102	56.2	58.1	3,206	-104	96.8	1,261	635	50.4	733	-98	844	411	48.7	472	-61	1,083	549	50.7	606	-57		20.7	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + 1 \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
----------------------------	----------------------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
13 Other Sales & Service Personnel	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
14 Other Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total	2017	2,105	49.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	2,105	49.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Table

Part 4: Results - Women

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Part 5: Results - Aboriginal Peoples

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	Turnover Rate		
01 Senior Managers	2014	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	
	2017	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	
02 Middle & Other Managers	2014	413	1	0.2	2.2	9	-8	11.0																	5.9
	2017	95	1	1.1	2.2	2	-1	47.8																	
03 Professionals	2014	3,430	20	0.6	1.4	48	-28	41.6																	
	2017	4,320	23	0.5	1.4	60	-37	38.0																	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
		#	%	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	
01 Senior Managers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
02 Middle & Other Managers	2017	9	0.0	3	0.0	3	0.0	0	0.0	3	0.0	0	0.0	
	2020	9	0.0	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
03 Professionals	2017	1,890	0.5	0	0.0	1.2	39.7	0	0.0	1.2	39.7	0	0.0	
	2020	1,890	0.5	0	0.0	1.4	34.0	0	0.0	1.4	34.0	0	0.0	

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Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	E - H	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	V - X	$U + (DY \text{ ear} 1 + 2) \times 100$

Occupational Equity (EEOC*)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	Turnover Rate		
04	Semi-Professionals & Technicians	2014	95	0	0.0	1.9	2	-2	0.0	9	0	0.0	0	0	10	0	0.0	0	0	2	0	0.0	0	0	2.1
		2017	99	1	1.0	1.9	2	-1	53.2	9	0	0.0	0	0	10	0	0.0	0	0	2	0	0.0	0	0	2.1
05	Supervisors	2014	89	0	0.0	1.9	2	-2	0.0	5	0	0.0	0	0	4	0	0.0	0	0	9	0	0.0	0	0	10.1
		2017	90	1	1.1	2.0	2	-1	55.6	5	0	0.0	0	0	4	0	0.0	0	0	9	0	0.0	0	0	10.1
06	Supervisors: Crafts & Trades	2014	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
		2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E + G \times 100$	Part 3: Goals	$F + 1 \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
04	Semi-Professionals & Technicians	2017	19	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0	
		2020	19	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0	
05	Supervisors	2017	9	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0	
		2020	9	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0	
06	Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E - D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	$V - X$	$U \div (DY \text{ ear} + 2) \times 100$		
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis													
		Workforce						Hires						Promotions						Terminations							
		All Employees	Representation	Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	Turnover Rate				
07	Administrative & Senior Clerical	2014	624	3	0.5	2.1	13	-10	22.9		140	1	0.7	3	-2	15	0	0.0	0	0	0	113	1	0.9	1	0	16.6
08	Skilled Sales & Service Personnel	2014	738	4	0.5	2.1	15	-11	25.8																		0.0
09	Skilled Crafts & Trades Workers	2014	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0
		2017	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E + G \times 100$	Part 3: Goals	$F + 1 \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants						Short-term Goals						Long-term Goals						Comments							
		All Employees			Aboriginal Peoples			Aboriginal Peoples			Aboriginal Peoples			Aboriginal Peoples													
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
07	Administrative & Senior Clerical	2017	155	1	0.6	4	25.0	0.0	0.0	4	25.0	0.0	0.0														
		2020	155	1	0.6	5	20.0	0.0	0.0	5	20.0	0.0	0.0														
08	Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0														
		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0														
09	Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0														
		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0														

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E - H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L - K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x F + 100	V - X	U + (DY Carl + 2) x 100	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis													Flow Data Analysis												
		All Employees						Aboriginal Peoples						All Employees						Aboriginal Peoples							
		#	Representation %	Availability %	Gap #	EE Result %	#	#	Actual	Expected	Difference #	Employees #	Actual	Expected	Difference #	Employees #	Actual	Expected	Difference #	Employees #	Actual	Expected	Difference #	Turnover Rate %			
10 Clerical Personnel	2014	274	4	1.5	2.1	6	-2	69.5				20	0	0.0	0	3	1	33.3	0	1	19	0	0.0	0	8.4		
	2017	176	4	2.3	2.0	4	0	113.6				0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0.0			
11 Intermediate Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0				0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0.0			
	2017	0	0	0.0	0.0	0	0	0.0				0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0.0			
12 Semi-Skilled Manual Workers	2014	0	0	0.0	0.0	0	0	0.0				0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0.0			
	2017	0	0	0.0	0.0	0	0	0.0				0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0.0			

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + 1 x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants						Short-term Goals						Long-term Goals						Comments
		All Employees			Aboriginal Peoples			Aboriginal Peoples			Aboriginal Peoples			Aboriginal Peoples						
		#	#	%	Goal #	Percent of Goal Met %	%	Goal #	Percent of Goal Met %	%	Goal #	Percent of Goal Met %	%							
10 Clerical Personnel	2017	23	1	4.3	2	50.0	0.0	2	50.0	0.0	0	0.0	0.0							
	2020	23	1	4.3	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0							
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0							
	2020	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0							
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0							
	2020	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0							

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	$V - X$	$U + (DY \text{ ear} 1 + 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce					Hires					Promotions					Terminations					Turnover Rate		
		All Employees	Representation	Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference						
#	#	%	%	#	%	#	#	#	%	#	#	#	#	#	%	#	#	#	#	#	#	#	#	%
13 Other Sales & Service Personnel	2014	0	0.0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0
	2017	0	0.0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0
14 Other Manual Workers	2014	0	0.0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0
	2017	0	0.0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0
Total	2014	4,925	0.6	1.6	79	-51	35.5	1,261	7	0.6	19	-12	844	4	0.5	5	-1	1,083	4	0.4	6	-2	20.7	
	2017	5,518	0.6	1.5	83	-49	41.1	1,261	7	0.6	19	-12	844	4	0.5	5	-1	1,083	4	0.4	6	-2	20.7	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E + G \times 100$	Part 3: Goals	$F + 1 \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
13 Other Sales & Service Personnel	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
14 Other Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total	2017	2,105	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	2,105	0.5	11	0.5	0	0.0	0	0.0	0	0.0	0	0.0	

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Part 6: Results - Persons with Disabilities

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	$V - X$	$U \times (DY \text{ Year} + 2) \times 100$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	

Occupational Equity (EEOC*)	Year	Workforce Analysis												Flow Data Analysis											
		All Employees						Persons with Disabilities						All Employees						Persons with Disabilities					
		#	Representation %	Availability %	Gap #	EE Result %	#	Actual #	Expected #	Difference #	All Employees #	Actual #	Expected #	Difference #	All Employees #	Actual #	Expected #	Difference #	All Employees #	Actual #	Expected #	Difference #	Turnover Rate %		
01 & Managers	2014	413	23	5.6	3.2	13	10	174.0																	
	2017	95	3	3.2	4.3	4	-1	73.4		5	0	0.0	0	0	4	0	0.0	0	0	15	0	0.0	1	-1	5.9
03 Professionals	2014	3,430	70	2.0	4.5	154	-84	45.4																	
	2017	4,320	124	2.9	3.8	164	-40	75.5		1,082	27	2.5	41	-14	808	8	1.0	16	-8	925	23	2.5	19	4	23.9

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E + G \times 100$	Part 3: Goals	$F + 1 \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		
		#	Actual #	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
01 & Managers	2017	9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
	2020	9	0	0.0	0	0.0	4.3	0.0	0	0.0	0	0.0	0.0	
03 Professionals	2017	1,890	35	1.9	0	0.0	4.5	41.2	0	0.0	4.5	41.2		
	2020	1,890	35	1.9	0	0.0	3.8	48.7	0	0.0	0.0	0.0		

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	E - H	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	V - X	$U + (DY \text{ ear} 1 + 2) \times 100$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions			Terminations			Turnover Rate					
		All Employees	Representation	Persons with Disabilities Availability	Gap	EZ Result	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference							
04	Semi-Professionals & Technicians	2014	95	5	5.3	48	5	0	109.6	9	2	22.2	0	2	10	1	10.0	1	0	2	0	0.0	0	0	2.1
05	Supervisors	2014	89	3	3.4	9.5	8	-5	35.5	5	0	0.0	1	4	1	25.0	0	0	1	9	0	0.0	0	0	10.1
06	Supervisors: Crafts & Trades	2014	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
		2017	99	8	8.1	4.6	5	3	175.7	9	2	22.2	0	2	10	1	10.0	1	0	2	0	0.0	0	0	2.1
		2017	90	6	6.7	13.9	13	-7	48.0	5	0	0.0	1	4	1	25.0	0	0	1	9	0	0.0	0	0	10.1
		2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

Data sources:

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
04	Semi-Professionals & Technicians	2017	19	3	15.8	0	0.0	0	0.0	0	0.0	0	0.0	
		2020	19	3	15.8	0	0.0	0	0.0	0	0.0	0	0.0	
05	Supervisors	2017	9	1	11.1	3	33.3	0	0.0	3	33.3	0	0.0	
		2020	9	1	11.1	1	100.0	1	100.0	1	100.0	0	0.0	
06	Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		2020	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

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Table with columns A-Z and rows for analysis categories like Workforce Analysis, Hires, Promotions, Terminations, and Turnover Rate, with various formulas and data points.

Workforce Analysis table with columns for Occupational Group (EEOC*), Year, and various workforce metrics like All Employees, Representation, Availability, Gap, EE Result, etc.

Data sources table with 4 columns: Data sources, Part 2: Flow Data Analysis, Part 2: Flow Data Analysis, and Part 3: Goals.

Employment Equity Occupational Group (EEOG) table with columns for Occupational Group, Year, Hires and Promotions, Short-term Goals, Long-term Goals, and Comments.

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	E - H	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	V - X	$U - (DY \text{ ear} 1 + 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Persons with Disabilities Availability	Gap	EZ Result	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	Turnover Rate		
10 Clerical Personnel	2014	274	11	4.0	4.4	12	-1	91.2		20	1	5.0	1	0	3	1	33.3	0	1	19	0	0.0	1	-1	8.4
	2017	176	11	6.3	7.0	12	-1	89.3																	
11 Intermediate Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
	2017	0	0	0.0	0.0	0	0	0.0																	
12 Semi-Skilled Manual Workers	2014	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
	2017	0	0	0.0	0.0	0	0	0.0																	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
10 Clerical Personnel	2017	23	8.7	0	0.0	4.4	197.6	0	0.0	4.4	197.6			
	2020	23	8.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
11 Intermediate Sales & Service Personnel	2017	0	0.0	0	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			
12 Semi-Skilled Manual Workers	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			

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	$V - X$	$U - (DY \text{ ear} 1 + 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Persons with Disabilities Availability	Gap	EE Result	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	Turnover Rate		
13 Other Sales & Service Personnel	2014	0	0.0	0.0	0	0	0.0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0.0		
	2017	0	0.0	0.0	0	0	0.0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0.0		
14 Other Manual Workers	2014	0	0.0	0.0	0	0	0.0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0.0		
	2017	0	0.0	0.0	0	0	0.0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0.0		
Total	2014	4,925	141	2.9	4.2	207	-66	68.2	1,261	37	2.9	50	-13	844	11	1.3	24	-13	1,083	31	2.9	31	20.7		
	2017	5,518	189	3.4	4.0	221	-32	85.6	1,261	37	2.9	50	-13	844	11	1.3	24	-13	1,083	31	2.9	31	20.7		

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
13 Other Sales & Service Personnel	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
14 Other Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total	2017	2,105	48	2.3	2.3	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	2,105	48	2.3	2.3	0	0.0	0	0.0	0	0.0	0	0.0	

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	$V - X$	$U - (DY \text{ Earl} + 2) \times 100$	

Occupational Equity (EEOC)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Visible Minorities Availability	Gap	EE Result	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	Turnover Rate		
01 Senior Managers	2014	0	0.0	0.0	0	0	0.0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	
	2017	0	0.0	0.0	0	0	0.0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	
02 Middle & Other Managers	2014	413	65	15.7	14.0	58	7	112.4		5	0	0.0	1	-1	4	0	0.0	1	-1	15	1	6.7	2	-1	5.9
	2017	95	11	11.6	15.0	14	-3	77.2		5	0	0.0	1	-1	4	0	0.0	1	-1	15	1	6.7	2	-1	5.9
03 Professionals	2014	3,430	1,033	30.1	22.5	772	261	133.9		1,082	438	40.5	293	145	808	295	36.5	243	52	925	331	35.8	279	52	23.9
	2017	4,320	1,532	35.5	27.1	1,171	361	130.9		1,082	438	40.5	293	145	808	295	36.5	243	52	925	331	35.8	279	52	23.9

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + 1 \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01 Senior Managers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
02 Middle & Other Managers	2017	9	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	9	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
03 Professionals	2017	1,890	38.8	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	1,890	38.8	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L - K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x R + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x F + 100	V - X	U + (DY/Year) + 2) x 100		

Occupational Group (EOC*)	Year	Workforce Analysis												Flow Data Analysis												
		Workforce						Hires						Promotions						Terminations						
		All Employees	Representation	Visible Minorities Availability	Gap	EE Result	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	Turnover Rate			
04 Semi-Professionals & Technicians	2014	95	27	28.4	26.5	25	2	107.2		9	4	44.4	3	1	10	2	20.0	3	-1	2	2	2	100.0	1	1	2.1
	2017	99	35	35.4	30.5	30	5	115.9		9	4	44.4	3	1	10	2	20.0	3	-1	2	2	2	100.0	1	1	2.1
05 Supervisors	2014	89	19	21.3	30.7	27	-8	69.5		5	0	0.0	2	-2	4	1	25.0	1	0	9	1	1	11.1	2	-1	10.1
	2017	90	24	26.7	33.6	30	-6	79.4		5	0	0.0	2	-2	4	1	25.0	1	0	9	1	1	11.1	2	-1	10.1
06 Supervisors, Crafts & Trades	2014	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
	2017	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
04 Semi-Professionals & Technicians	2017	19	6	31.6	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
	2020	19	6	31.6	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
05 Supervisors	2017	9	1	11.1	0	0.0	0	0.0	0	0.0	0	0.0	30.7	36.2
	2020	9	1	11.1	0	0.0	0	0.0	0	0.0	0	0.0	33.1	36.2
06 Supervisors, Crafts & Trades	2017	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0
	2020	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	E - H	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	V - X	$U \div (DY \text{ ear} + 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Visible Minorities Availability	Gap	EE Result	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	Turnover Rate		
07	2014	624	166	26.6	20.3	127	39	131.0		140	52	37.1	33	19	15	6	40.0	4	2	113	34	30.1	30	4	16.6
	2017	738	246	33.3	23.8	176	70	140.1																	
08	2014	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
	2017	0	0	0.0	0.0	0	0	0.0																	
09	2014	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
	2017	0	0	0.0	0.0	0	0	0.0																	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities Actual		Visible Minorities Goal		Visible Minorities Goal		Visible Minorities Goal		Visible Minorities Goal		
		#	%	#	%	#	%	#	%	#	%	#	%	
07	2017	155	37.4	58	37.4	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	155	37.4	58	37.4	0	0.0	0	0.0	0	0.0	0	0.0	
08	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

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

Occupational Equity (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Visible Minorities Availability	Gap	EE Result	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	Turnover Rate		
10	Clerical Personnel	2014	274	74	27.0	27.0	74	0	100.0	20	8	40.0	7	1	3	0	0.0	1	-1	19	5	26.3	5	0	8.4
		2017	176	62	35.2	34.0	60	0	0.0	20	8	40.0	7	1	3	0	0.0	1	-1	19	5	26.3	5	0	8.4
11	Intermediate Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
		2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
12	Semi-Skilled Manual Workers	2014	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
		2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities Actual		Visible Minorities Goal		Visible Minorities Goal		Visible Minorities Goal		Visible Minorities Goal		
		#	%	#	%	#	%	#	%	#	%	#	%	
10	Clerical Personnel	2017	23	34.8	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
		2020	23	34.8	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
11	Intermediate Sales & Service Personnel	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
		2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
12	Semi-Skilled Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
		2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	

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

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

KPMG

2017 June 30

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis															
		Workforce										Hires				Promotions				Terminations				Turnover Rate			
		All Employees	Visible Minorities					All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities										
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference									
13	Other Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0																		
		2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0	0	0.0
14	Other Manual Workers	2014	0	0	0.0	0.0	0	0	0.0																		
		2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0	0	0.0
Total		2014	4,925	1,384	28.1	22.0	1,084	301	127.7																		
		2017	5,518	1,910	34.6	26.8	1,479	431	129.2	1,261	502	39.8	338	164	844	304	36.0	237	67	1,083	374	34.5	304	70	20.7		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
13	Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
14	Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
Total		2017	2,105	806	38.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	2,105	806	38.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
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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, [KPMG’s Aboriginal Client Services](#) 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, not-for 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

I have verified that the data provided as part of the subsequent assessment package are consistent with those provided during the previous submission:

Yes No

Comments:

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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.

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

Percent of Previous Goals Met	Middle & Other Managers	Professionals	Semi-Professionals & Technicians	Supervisors	Administrative & Senior Clerical Personnel	Clerical Personnel
Women		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

- An 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

- 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).
- 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.

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- 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 under-represented; 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