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Human Resources and Skills Development Canada / Ressources humaines et Développement des compétences Canada

Labour Program / Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°: 070009

### Agreement to Implement Employment Equity

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization Kontzamanis Graumann Smith MacMillan Inc.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) KGS Group	Procurement [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 541330	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 360 To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sciar/2002/naics-sciar02l-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sciar/2002/naics-sciar02l-eng.htm</a>

Official use only (if information above is incorrect)		
[REDACTED]	Total number of employees in Canada	Organization's NAICS Code No

HEAD OFFICE			
Address (building number, street, suite, etc.) 3rd Floor-865 Waverlery Street	City Winnipeg	Province MB	Postal Code R3T 5P4
	Telephone Number 204-896-1209	Fax Number 204-896-0754	

EMPLOYMENT EQUITY CONTACT	
Name (print) Rhonda McCormick	Title HR Representative
Telephone Number 204-896-1209	E-mail Address rmccormick@kgsgroup.com

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

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Helmut Graumann	Title Vice-President
[REDACTED]	E-mail Address hgraumann@kgsgroup.com
[REDACTED]	Date Aug. 26/13

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



Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)

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

Reporting Period 2015-01-01 to 2018-05-17

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	54	4	0	58	Regina	60	4	0	64
Manitoba	222	18	0	240	Toronto	27	2	0	29
Saskatchewan	61	4	0	65	Winnipeg	222	18	0	240
Total Employees in Canada				363	Thunder Bay	27	2	0	29
					Saskatoon	1	0	0	1
					Total Employees in Canada				363



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-01-01 to 2018-05-17

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Middle and Other Managers</b>  Top Range: \$ 60,000 - \$64,999  Bottom Range: \$ 60,000 - \$64,999	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									
<b>Professionals</b>  Top Range: \$100,000 and over  Bottom Range: Under \$5,000	4	5	5										
	3	13	12	1							1	1	
	2	128	115	13	3	3					20	18	2
	1	57	40	17	2	2					7	7	
	<b>Total</b>	203	172	31	5	5					28	26	2
<b>Semi-Professionals and Technicians</b>  Top Range: \$100,000 and over  Bottom Range: Under \$5,000	4	18	17	1				1	1		1	1	
	3	63	51	12	1	1		1		1	16	14	2
	2	23	17	6	2	1	1				4	4	
	1	3	3								2	2	
	<b>Total</b>	107	88	19	3	2	1	2	1	1	23	21	2
<b>Supervisors</b>  Top Range: \$ 65,000 - \$69,999  Bottom Range: \$ 60,000 - \$64,999	4	1		1									
	3												
	2												
	1	1		1									
	<b>Total</b>	2		2									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-01-01 to 2018-05-17

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 55,000 - \$59,999  Bottom Range: \$ 30,000 - \$34,999	4	4		4									
	3	5		5							2		2
	2	1		1									
	1	5		5							1		1
	<b>Total</b>	15		15							3		3
<b>Clerical Personnel</b>  Top Range: \$ 50,000 - \$54,999  Bottom Range: \$ 25,000 - \$29,999	4	5	2	3							1		1
	3	1		1	1		1						
	2	2		2									
	1	1		1									
	<b>Total</b>	9	2	7	1		1				1		1
<b>Total Number of Employees</b>		<b>337</b>	<b>262</b>	<b>75</b>	<b>9</b>	<b>7</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>55</b>	<b>47</b>	<b>8</b>



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / National  
 Reporting Period 2015-01-01 to 2018-05-17

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities			
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13	
<b>Middle and Other Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1		1	1										
	<b>Total</b>		<b>1</b>	<b>1</b>										
<b>Professionals</b>  Top Range: \$100,000 and over Bottom Range: Under \$5,000	4		2	2										
	3													
	2		3	1	2									
	1		12	11	1			1	1					
	<b>Total</b>		<b>17</b>	<b>14</b>	<b>3</b>			<b>1</b>	<b>1</b>					
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 70,000 - \$74,999 Bottom Range: Under \$5,000	4		3	3										
	3		1	1									1	1
	2													
	1		1	1										
	<b>Total</b>		<b>5</b>	<b>4</b>	<b>1</b>			<b>1</b>	<b>1</b>				<b>1</b>	<b>1</b>
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 40,000 - \$44,999 Bottom Range: \$ 30,000 - \$34,999	4		1	1										
	3													
	2													
	1		1	1										
	<b>Total</b>		<b>2</b>	<b>2</b>	<b>2</b>									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2015-01-01 to 2018-05-17

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Clerical Personnel</b>  Top Range: \$ 45,000 - \$49,999  Bottom Range: \$ 45,000 - \$49,999	4												
	3												
	2												
	1	1		1									
	<b>Total</b>		1		1								
<b>Total Number of Employees</b>		26	19	7				1	1		1	1	



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Ontario  
 Reporting Period 2015-01-01 to 2018-05-17

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities							
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13					
<b>Professionals</b>  Top Range: \$100,000 and over  Bottom Range: \$ 55,000 - \$59,999	4	1	1															
	3	4	3	1														
	2	10	9	1										6	5		1	
	1	15	13	2														
	<b>Total</b>	<b>30</b>	<b>26</b>	<b>4</b>										<b>6</b>	<b>5</b>		<b>1</b>	
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 90,000 - \$94,999  Bottom Range: \$ 50,000 - \$54,999	4	2	2															
	3	7	6	1														
	2	7	6	1														
	1	4	2	2														
	<b>Total</b>	<b>20</b>	<b>16</b>	<b>4</b>										<b>2</b>	<b>2</b>			
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 55,000 - \$59,999  Bottom Range: \$ 35,000 - \$39,999	4	1		1														
	3	2		2														
	2																	
	1	1		1														
	<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>										<b>1</b>	<b>1</b>		<b>1</b>	
<b>Total Number of Employees</b>		<b>54</b>	<b>42</b>	<b>12</b>									<b>9</b>	<b>7</b>		<b>1</b>		



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS  
Part-Time / Ontario

Reporting Period 2015-01-01 to 2018-05-17

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Professionals</b>  Top Range: \$ 65,000 - \$69,999  Bottom Range: Under \$5,000	4	1		1									
	3												
	2												
	1	2	2										
	<b>Total</b>	3	2	1									
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 30,000 - \$34,999  Bottom Range: \$ 30,000 - \$34,999	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									
<b>Total Number of Employees</b>		4	2	2									

**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Manitoba  
 Reporting Period 2015-01-01 to 2018-05-17

Occupational Group Salary Range Col. 1	QTR	All Employees				Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13				
<b>Middle and Other Managers</b>  Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 60,000 - \$64,999	4																
	3																
	2																
	1		1		1												
	<b>Total</b>		1		1												
<b>Professionals</b>  Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	5	5														
	3	6	6														
	2	80	71	9	2	2							8	7		1	
	1	42	32	10	2	2							7	7			
	<b>Total</b>	133	114	19	4	4							15	14		1	
<b>Semi-Professionals and Technicians</b>  Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	11	11										1	1			
	3	39	30	9	1	1							12	10		2	
	2	17	14	3	2	1							4	4			
	1	3	3											2	2		
	<b>Total</b>	70	58	12	3	2							1	1		17	2
<b>Supervisors</b>  Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 60,000 - \$64,999	4																
	3																
	2																
	1	1		1													
<b>Total</b>	1		1														



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Manitoba

Reporting Period 2015-01-01 to 2018-05-17

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 55,000 - \$59,999  Bottom Range: \$ 30,000 - \$34,999	4	2		2									
	3	3		3							1		1
	2												
	1	3		3							1		1
	<b>Total</b>	8		8							2		2
<b>Clerical Personnel</b>  Top Range: \$ 50,000 - \$54,999  Bottom Range: \$ 25,000 - \$29,999	4	5	2	3							1		1
	3	1		1	1		1						
	2	2		2									
	1	1		1									
	<b>Total</b>	9	2	7	1		1				1		1
<b>Total Number of Employees</b>		222	174	48	8	6	2	1	1		37	31	6



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / Manitoba  
 Reporting Period 2015-01-01 to 2018-05-17

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Middle and Other Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1		1	1									
	<b>Total</b>		1	1									
<b>Professionals</b>  Top Range: \$100,000 and over Bottom Range: Under \$5,000	4		2	2									
	3												
	2		1	1									
	1		10	9	1			1	1				
	<b>Total</b>		13	12	1			1	1				
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 70,000 - \$74,999 Bottom Range: Under \$5,000	4		1	1									
	3		1	1							1	1	
	2												
	1		1	1									
	<b>Total</b>		3	2	1						1	1	
<b>Clerical Personnel</b>  Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 45,000 - \$49,999	4												
	3												
	2												
	1		1	1									
	<b>Total</b>		1	1									



Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)

Form 2 B

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Manitoba

Reporting Period 2015-01-01 to 2018-05-17

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total Number of Employees</b>		<b>18</b>	<b>15</b>	<b>3</b>				<b>1</b>	<b>1</b>		<b>1</b>	<b>1</b>	



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Saskatchewan  
 Reporting Period 2015-01-01 to 2018-05-17

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities								
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13						
<b>Professionals</b>  Top Range: \$100,000 and over Bottom Range: \$ 55,000 - \$59,999	4	2	2																
	3	8	7	1								2	2						
	2	16	15	1	1	1						5	5						
	1	14	8	6															
	<b>Total</b>	40	32	8	1	1			1			7	7						
<b>Semi-Professionals and Technicians</b>  Top Range: \$100,000 and over Bottom Range: \$ 55,000 - \$59,999	4	2	2																
	3	5	4	1															
	2	4	4									1	1						
	1	6	4	2							1	1	1	1					
	<b>Total</b>	17	14	3					1		1	2	2						
<b>Supervisors</b>  Top Range: \$ 65,000 - \$69,999 Bottom Range: \$ 65,000 - \$69,999	4																		
	3																		
	2																		
	1	1		1															
	<b>Total</b>	1		1															
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 50,000 - \$54,999 Bottom Range: \$ 35,000 - \$39,999	4	1		1															
	3																		
	2																		
	1	2		2															
	<b>Total</b>	3		2															



Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Saskatchewan

Reporting Period 2015-01-01 to 2018-05-17

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total Number of Employees</b>		<b>61</b>	<b>46</b>	<b>15</b>	<b>1</b>	<b>1</b>		<b>1</b>		<b>1</b>	<b>9</b>	<b>9</b>	

Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / Saskatchewan  
 Reporting Period 2015-01-01 to 2018-05-17

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities			
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13	
<b>Professionals</b>  Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 60,000 - \$64,999	4													
	3													
	2													
	1		1		1									
	<b>Total</b>		1		1									
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 60,000 - \$64,999	4													
	3													
	2													
	1		2		2									
	<b>Total</b>		2		2									
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 40,000 - \$44,999 Bottom Range: \$ 40,000 - \$44,999	4													
	3													
	2													
	1		1		1									
	<b>Total</b>		1		1									
<b>Total Number of Employees</b>		4	2	2										



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

Reporting Period 2015-01-01 to 2018-05-17

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	4	4								2	2	
\$ 25,000 - \$29,999	1		1									
\$ 30,000 - \$34,999	2		2							1		1
\$ 37,500 - \$39,999	5		5									
\$ 40,000 - \$44,999	5	3	2	1		1				1	1	
\$ 45,000 - \$49,999	8	2	6							3		3
\$ 50,000 - \$59,999	42	27	15	2	1	1	1		1	8	8	
\$ 60,000 - \$69,999	59	39	20	2	2					10	9	1
\$ 70,000 - \$84,999	77	64	13	1	1					13	11	2
\$ 85,000 - \$99,999	42	38	4	2	2		1	1		4	4	
\$100,000 and over	92	85	7	1	1					13	12	1
<b>Total Number of Employees</b>	<b>337</b>	<b>262</b>	<b>75</b>	<b>9</b>	<b>7</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>55</b>	<b>47</b>	<b>8</b>



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Part-Time / National  
 Reporting Period 2015-01-01 to 2018-05-17

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	14	12	2				1	1				
\$ 30,000 - \$34,999	1		1									
\$ 40,000 - \$49,999	2		2									
\$ 50,000 and over	9	7	2							1		1
<b>Total Number of Employees</b>	<b>26</b>	<b>19</b>	<b>7</b>				<b>1</b>	<b>1</b>		<b>1</b>		<b>1</b>



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

Reporting Period 2015-01-01 to 2018-05-17

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
\$ 37,500 - \$39,999	1		1									
\$ 45,000 - \$49,999	2		2							1		1
\$ 50,000 - \$59,999	6	3	3									
\$ 60,000 - \$69,999	10	8	2							1	1	
\$ 70,000 - \$84,999	15	13	2							1	1	
\$ 85,000 - \$99,999	5	5										
\$100,000 and over	15	13	2							6	5	1
<b>Total Number of Employees</b>	<b>54</b>	<b>42</b>	<b>12</b>							<b>9</b>	<b>7</b>	<b>2</b>



**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**

Part-Time / Ontario

Reporting Period 2015-01-01 to 2018-05-17

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



Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Full-Time / Manitoba  
 Reporting Period 2015-01-01 to 2018-05-17

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	4	4								2	2	
\$ 25,000 - \$29,999	1		1									
\$ 30,000 - \$34,999	2		2							1		1
\$ 37,500 - \$39,999	3		3									
\$ 40,000 - \$44,999	4	3	1	1		1				1	1	
\$ 45,000 - \$49,999	6	2	4							2		2
\$ 50,000 - \$59,999	29	21	8	2	1	1				7	7	
\$ 60,000 - \$69,999	41	27	14	2	2					9	8	1
\$ 70,000 - \$84,999	52	42	10	1	1					11	9	2
\$ 85,000 - \$99,999	24	22	2	1	1			1		1	1	
\$100,000 and over	56	53	3	1	1					3	3	
<b>Total Number of Employees</b>	<b>222</b>	<b>174</b>	<b>48</b>	<b>8</b>	<b>6</b>	<b>2</b>	<b>1</b>	<b>1</b>		<b>37</b>	<b>31</b>	<b>6</b>





**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Part-Time / Manitoba**  
**Reporting Period 2015-01-01 to 2018-05-17**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$5,000</b>	12	10	2				1	1				
<b>\$ 40,000 - \$49,999</b>	1		1									
<b>\$ 50,000 and over</b>	5	5								1	1	
<b>Total Number of Employees</b>	<b>18</b>	<b>15</b>	<b>3</b>				<b>1</b>	<b>1</b>		<b>1</b>	<b>1</b>	

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
 Full-Time / Saskatchewan  
 Reporting Period 2015-01-01 to 2018-05-17

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
\$ 37,500 - \$39,999	1		1									
\$ 40,000 - \$44,999	1		1									
\$ 50,000 - \$59,999	7	3	4				1		1	1	1	
\$ 60,000 - \$69,999	8	4	4									
\$ 70,000 - \$84,999	10	9	1							1	1	
\$ 85,000 - \$99,999	13	11	2	1	1					3	3	
\$100,000 and over	21	19	2							4	4	
<b>Total Number of Employees</b>	<b>61</b>	<b>46</b>	<b>15</b>	<b>1</b>	<b>1</b>		<b>1</b>		<b>1</b>	<b>9</b>	<b>9</b>	



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Saskatchewan

Reporting Period 2015-01-01 to 2018-05-17

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 40,000 - \$49,999	1		1									
\$ 50,000 and over	3	2	1									
<b>Total Number of Employees</b>	<b>4</b>	<b>2</b>	<b>2</b>									



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**

Form 4 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

**Full-Time / National**

**Reporting Period 2015-01-01 to 2018-05-17**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	61	47	14	1	1					12	10	2
<b>Semi-Professionals and Technicians</b>	31	26	5							3	2	1
<b>Supervisors</b>	1		1									
<b>Administrative and Senior Clerical Personnel</b>	6	1	5									
<b>Clerical Personnel</b>	5	2	3							2	1	1
<b>Total Number of Employees Hired</b>	<b>104</b>	<b>76</b>	<b>28</b>	<b>1</b>	<b>1</b>					<b>17</b>	<b>13</b>	<b>4</b>



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Part-Time / National

Reporting Period 2015-01-01 to 2018-05-17

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	16	13	3							3	3	
Semi-Professionals and Technicians	4	4								1	1	
Clerical Personnel	2		2									
<b>Total Number of Employees Hired</b>	<b>22</b>	<b>17</b>	<b>5</b>							<b>4</b>	<b>4</b>	



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

**Full-Time / Ontario**

**Reporting Period 2015-01-01 to 2018-05-17**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	13	11	2							3	2	1
<b>Semi-Professionals and Technicians</b>	3	3								1	1	
<b>Total Number of Employees Hired</b>	16	14	2							4	3	1



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Part-Time / Ontario

Reporting Period 2015-01-01 to 2018-05-17

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



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**

Form 4 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

**Full-Time / Manitoba**

**Reporting Period 2015-01-01 to 2018-05-17**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	30	24	6	1	1					7	6	1
<b>Semi-Professionals and Technicians</b>	18	15	3							2	1	1
<b>Supervisors</b>	1		1									
<b>Administrative and Senior Clerical Personnel</b>	5		5									
<b>Clerical Personnel</b>	5	2	3							2	1	1
<b>Total Number of Employees Hired</b>	<b>59</b>	<b>41</b>	<b>18</b>	<b>1</b>	<b>1</b>					<b>11</b>	<b>8</b>	<b>3</b>





**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Part-Time / Manitoba

Reporting Period 2015-01-01 to 2018-05-17

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	13	10	3							2	2	
Semi-Professionals and Technicians	2	2								1	1	
Clerical Personnel	2		2									
<b>Total Number of Employees Hired</b>	<b>17</b>	<b>12</b>	<b>5</b>							<b>3</b>	<b>3</b>	



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

**Full-Time / Saskatchewan**

**Reporting Period 2015-01-01 to 2018-05-17**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	18	12	6							2	2	
<b>Semi-Professionals and Technicians</b>	10	8	2									
<b>Administrative and Senior Clerical Personnel</b>	1	1										
<b>Total Number of Employees Hired</b>	<b>29</b>	<b>21</b>	<b>8</b>							<b>2</b>	<b>2</b>	



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Part-Time / Saskatchewan

Reporting Period 2015-01-01 to 2018-05-17

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	2	2								1	1	
Semi-Professionals and Technicians	2											
<b>Total Number of Employees Hired</b>	<b>4</b>	<b>4</b>								<b>1</b>	<b>1</b>	



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**

**Full-Time / National**

**Reporting Period 2015-01-01 to 2018-05-17**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	15	14	1							1	1	
<b>Semi-Professionals and Technicians</b>	3	1	2							2		2
<b>Total Number of Employees Promoted</b>	18	15	3							3	1	2
<b>Total Number of Promotions</b>	19	16	3							3	1	2



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**

**Full-Time / Manitoba**

**Reporting Period 2015-01-01 to 2018-05-17**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	15	14	1							1	1	
<b>Semi-Professionals and Technicians</b>	3	1	2							2		2
<b>Total Number of Employees Promoted</b>	18	15	3							3	1	2
<b>Total Number of Promotions</b>	19	16	3							3	1	2



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

**Full-Time / National**

**Reporting Period 2015-01-01 to 2018-05-17**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	50	36	14							13	10	3
<b>Semi-Professionals and Technicians</b>	22	17	5	2	2					5	4	1
<b>Supervisors</b>	2		2									
<b>Administrative and Senior Clerical Personnel</b>	5	1	4									
<b>Clerical Personnel</b>	5	3	2							2	2	
<b>Total Number of Employees Terminated</b>	<b>84</b>	<b>57</b>	<b>27</b>	<b>2</b>	<b>2</b>					<b>20</b>	<b>16</b>	<b>4</b>



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)  
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

Part-Time / National

Reporting Period 2015-01-01 to 2018-05-17

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	10	8	2							3	3	
Semi-Professionals and Technicians	1	1										
Clerical Personnel	1		1									
<b>Total Number of Employees Terminated</b>	<b>12</b>	<b>9</b>	<b>3</b>							<b>3</b>	<b>3</b>	



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

**Full-Time / Ontario**

**Reporting Period 2015-01-01 to 2018-05-17**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	<b>11</b>	<b>8</b>	<b>3</b>							<b>1</b>		<b>1</b>
<b>Semi-Professionals and Technicians</b>	<b>2</b>	<b>2</b>										
<b>Total Number of Employees Terminated</b>	<b>13</b>	<b>10</b>	<b>3</b>							<b>1</b>		<b>1</b>





**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)  
 FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED  
 Part-Time / Ontario**

**Reporting Period 2015-01-01 to 2018-05-17**

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



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

**Full-Time / Manitoba**

**Reporting Period 2015-01-01 to 2018-05-17**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	31	23	8							11	9	2
<b>Semi-Professionals and Technicians</b>	16	12	4	2	2					4	3	1
<b>Supervisors</b>	1		1									
<b>Administrative and Senior Clerical Personnel</b>	3		3									
<b>Clerical Personnel</b>	5	3	2							2	2	
<b>Total Number of Employees Terminated</b>	<b>56</b>	<b>38</b>	<b>18</b>	<b>2</b>	<b>2</b>					<b>17</b>	<b>14</b>	<b>3</b>



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)  
 FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

Part-Time / Manitoba

Reporting Period 2015-01-01 to 2018-05-17

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	8	6	2							2	2	
Clerical Personnel	1		1									
<b>Total Number of Employees Terminated</b>	<b>9</b>	<b>6</b>	<b>3</b>							<b>2</b>	<b>2</b>	

**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)**

Form 6 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

**Full-Time / Saskatchewan**

**Reporting Period 2015-01-01 to 2018-05-17**

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



**Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)  
 FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED  
 Part-Time / Saskatchewan  
 Reporting Period 2015-01-01 to 2018-05-17**

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	2	2								1		
<b>Total Number of Employees Terminated</b>	<b>2</b>	<b>2</b>								<b>1</b>	<b>1</b>	



## Workforce Analysis - Detailed Report

Date: 2018-05-17

### Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>02 : Middle and Other Managers</b>	National	2	1	50.0 %	38.9 %	1	0	National
<b>03 : Professionals</b>		220	34	15.5 %	17.1 %	38	-4	
1111 : Financial auditors and accountants	National	3	1	33.3 %	55.1 %	2	-1	National
2113 : Geoscientists and oceanographers	National	6	1	16.7 %	22.4 %	1	0	National
2121 : Biologists and related scientists	National	1	1	100.0 %	50.9 %	1	0	National
2131 : Civil engineers	National	132	22	16.7 %	15.3 %	20	2	National
2132 : Mechanical engineers	National	24	2	8.3 %	9.0 %	2	0	National
2133 : Electrical and electronics engineers	National	25	1	4.0 %	11.3 %	3	-2	National
2144 : Geological engineers	National	10	0	0.0 %	15.9 %	2	-2	National
2171 : Information systems analysts and consultants	National	2	0	0.0 %	28.3 %	1	-1	National
2174 : Computer programmers and interactive media developers	National	2	0	0.0 %	17.9 %	0	0	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	42.5 %	0	0	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	13	5	38.5 %	41.0 %	5	0	National
5113 : Archivists	National	1	1	100.0 %	64.5 %	1	0	National
<b>04 : Semi-Professionals and Technicians</b>		112	20	17.9 %	19.4 %	22	-2	
2231 : Civil engineering technologists and technicians	Manitoba	28	6	21.4 %	12.3 %	3	3	Manitoba
2231 : Civil engineering technologists and technicians	Ontario	11	2	18.2 %	15.7 %	2	0	Ontario
2231 : Civil engineering technologists and technicians	Saskatchewan	5	1	20.0 %	18.9 %	1	0	Saskatchewan
2232 : Mechanical engineering technologists and technicians	Manitoba	3	0	0.0 %	8.7 %	0	0	Manitoba
2232 : Mechanical engineering technologists and technicians	Ontario	2	1	50.0 %	6.3 %	0	1	Ontario
2232 : Mechanical engineering technologists and technicians	Saskatchewan	3	0	0.0 %	9.6 %	0	0	Saskatchewan
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	5	0	0.0 %	10.7 %	1	-1	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	Ontario	2	0	0.0 %	12.1 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	2	1	50.0 %	8.7 %	0	1	Saskatchewan

Workforce Analysis - Detailed Report

Date: 2018-05-17

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation #	Representation %	Women		Gap #	Recruitment Area
					Availability #	Availability %		
2251 : Architectural technologists and technicians	Manitoba	2	0	0.0 %	1	36.7 %	-1	Manitoba
2251 : Architectural technologists and technicians	Ontario	1	0	0.0 %	0	29.6 %	0	Ontario
2251 : Architectural technologists and technicians	Saskatchewan	1	0	0.0 %	1	52.5 %	-1	Saskatchewan
2253 : Drafting technologists and technicians	Manitoba	9	1	11.1 %	2	22.3 %	-1	Manitoba
2253 : Drafting technologists and technicians	Ontario	2	1	50.0 %	1	26.4 %	0	Ontario
2253 : Drafting technologists and technicians	Saskatchewan	1	0	0.0 %	0	22.6 %	0	Saskatchewan
2255 : Technical occupations in geomatics and meteorology	Manitoba	24	5	20.8 %	6	25.4 %	-1	Manitoba
2255 : Technical occupations in geomatics and meteorology	Ontario	2	0	0.0 %	1	28.8 %	-1	Ontario
2255 : Technical occupations in geomatics and meteorology	Saskatchewan	7	1	14.3 %	2	31.6 %	-1	Saskatchewan
2263 : Inspectors in public and environmental health and occupational health and safety	Manitoba	1	0	0.0 %	0	35.5 %	0	Manitoba
5241 : Graphic designers and illustrators	Manitoba	1	1	100.0 %	0	44.7 %	1	Manitoba
05 : Supervisors	Regina	2	2	100.0 %	1	53.3 %	1	Regina
Employment Equity Occupational Group	Regina	1	1	100.0 %	1	52.5 %	0	Regina
Employment Equity Occupational Group	Winnipeg	1	1	100.0 %	1	54.2 %	0	Winnipeg
07 : Administrative and Senior Clerical Personnel	Regina	17	4	100.0 %	14	81.4 %	3	Regina
Employment Equity Occupational Group	Thunder Bay	4	3	100.0 %	3	80.7 %	1	Thunder Bay
Employment Equity Occupational Group	Toronto	3	2	100.0 %	3	83.9 %	0	Toronto
Employment Equity Occupational Group	Winnipeg	2	2	100.0 %	2	80.1 %	0	Winnipeg
10 : Clerical Personnel	Winnipeg	8	8	100.0 %	6	81.1 %	2	Winnipeg
Employment Equity Occupational Group	Winnipeg	10	8	80.0 %	7	67.9 %	1	Winnipeg
Total		363	82	22.6 %	83	22.5 %	-1	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Kontzamanis Graumann Smith MacMillan Inc.

Workforce Analysis - Detailed Report

Date: 2018-05-17

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>02 : Middle and Other Managers</b>	National	2	0	0.0 %	2.2 %	0	0	National
<b>03 : Professionals</b>		220	5	2.3 %	1.0 %	2	3	
1111 : Financial auditors and accountants	National	3	0	0.0 %	1.3 %	0	0	National
2113 : Geoscientists and oceanographers	National	6	0	0.0 %	1.4 %	0	0	National
2121 : Biologists and related scientists	National	1	0	0.0 %	1.7 %	0	0	National
2131 : Civil engineers	National	132	1	0.8 %	1.0 %	1	0	National
2132 : Mechanical engineers	National	24	3	12.5 %	0.7 %	0	3	National
2133 : Electrical and electronics engineers	National	25	1	4.0 %	0.7 %	0	1	National
2144 : Geological engineers	National	10	0	0.0 %	0.8 %	0	0	National
2171 : Information systems analysts and consultants	National	2	0	0.0 %	1.1 %	0	0	National
2174 : Computer programmers and interactive media developers	National	2	0	0.0 %	1.0 %	0	0	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	1.6 %	0	0	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	13	0	0.0 %	2.7 %	0	0	National
5113 : Archivists	National	1	0	0.0 %	3.1 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		112	3	2.7 %	4.9 %	5	-2	
2231 : Civil engineering technologists and technicians	Manitoba	28	2	7.1 %	9.0 %	3	-1	Manitoba
2231 : Civil engineering technologists and technicians	Ontario	11	0	0.0 %	2.2 %	0	0	Ontario
2231 : Civil engineering technologists and technicians	Saskatchewan	5	0	0.0 %	3.8 %	0	0	Saskatchewan
2232 : Mechanical engineering technologists and technicians	Manitoba	3	0	0.0 %	6.0 %	0	0	Manitoba
2232 : Mechanical engineering technologists and technicians	Ontario	2	0	0.0 %	1.4 %	0	0	Ontario
2232 : Mechanical engineering technologists and technicians	Saskatchewan	3	0	0.0 %	0.0 %	0	0	Saskatchewan
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	5	0	0.0 %	8.5 %	0	0	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	Ontario	2	0	0.0 %	1.8 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	2	0	0.0 %	1.3 %	0	0	Saskatchewan



### Workforce Analysis - Detailed Report

Date: 2018-05-17

#### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
2251 : Architectural technologists and technicians	Manitoba	2	0	0.0 %	0.0 %	0	0	Manitoba
2251 : Architectural technologists and technicians	Ontario	1	0	0.0 %	0.9 %	0	0	Ontario
2251 : Architectural technologists and technicians	Saskatchewan	1	0	0.0 %	0.0 %	0	0	Saskatchewan
2253 : Drafting technologists and technicians	Manitoba	9	0	0.0 %	5.5 %	0	0	Manitoba
2253 : Drafting technologists and technicians	Ontario	2	0	0.0 %	1.3 %	0	0	Ontario
2253 : Drafting technologists and technicians	Saskatchewan	1	0	0.0 %	2.4 %	0	0	Saskatchewan
2255 : Technical occupations in geomatics and meteorology	Manitoba	24	1	4.2 %	4.2 %	1	0	Manitoba
2255 : Technical occupations in geomatics and meteorology	Ontario	2	0	0.0 %	4.7 %	0	0	Ontario
2255 : Technical occupations in geomatics and meteorology	Saskatchewan	7	0	0.0 %	0.0 %	0	0	Saskatchewan
2263 : Inspectors in public and environmental health and occupational health and safety	Manitoba	1	0	0.0 %	11.5 %	0	0	Manitoba
5241 : Graphic designers and illustrators	Manitoba	1	0	0.0 %	8.9 %	0	0	Manitoba
05 : Supervisors	Regina	2	0	0.0 %	8.8 %	0	0	Regina
Employment Equity Occupational Group	Regina	1	0	0.0 %	5.9 %	0	0	Regina
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	11.8 %	0	0	Winnipeg
07 : Administrative and Senior Clerical Personnel	Regina	17	0	0.0 %	6.7 %	1	-1	Regina
Employment Equity Occupational Group	Regina	4	0	0.0 %	6.4 %	0	0	Regina
Employment Equity Occupational Group	Thunder Bay	3	0	0.0 %	6.4 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	2	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Winnipeg	8	0	0.0 %	8.5 %	1	-1	Winnipeg
10 : Clerical Personnel	Winnipeg	10	1	10.0 %	9.8 %	1	0	Winnipeg
Employment Equity Occupational Group	Winnipeg	10	1	10.0 %	9.8 %	1	0	Winnipeg
Total		363	9	2.5 %	2.8 %	9	0	

Total may not equal sum of components due to rounding.

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



## Workforce Analysis - Detailed Report

Date: 2018-05-17

### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>02 : Middle and Other Managers</b>	National	2	0	0.0 %	15.0 %	0	0	National
<b>03 : Professionals</b>		220	28	12.7 %	26.0 %	57	-29	
1111 : Financial auditors and accountants	National	3	0	0.0 %	27.5 %	1	-1	National
2113 : Geoscientists and oceanographers	National	6	0	0.0 %	13.2 %	1	-1	National
2121 : Biologists and related scientists	National	1	0	0.0 %	17.2 %	0	0	National
2131 : Civil engineers	National	132	18	13.6 %	26.0 %	34	-16	National
2132 : Mechanical engineers	National	24	3	12.5 %	28.6 %	7	-4	National
2133 : Electrical and electronics engineers	National	25	4	16.0 %	34.9 %	9	-5	National
2144 : Geological engineers	National	10	3	30.0 %	22.6 %	2	1	National
2171 : Information systems analysts and consultants	National	2	0	0.0 %	31.4 %	1	-1	National
2174 : Computer programmers and interactive media developers	National	2	0	0.0 %	31.5 %	1	-1	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	12.5 %	0	0	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	13	0	0.0 %	13.6 %	2	-2	National
5113 : Archivists	National	1	0	0.0 %	6.4 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		112	24	21.4 %	14.7 %	16	8	
2231 : Civil engineering technologists and technicians	Manitoba	28	7	25.0 %	14.8 %	4	3	Manitoba
2231 : Civil engineering technologists and technicians	Ontario	11	1	9.1 %	22.7 %	2	-1	Ontario
2231 : Civil engineering technologists and technicians	Saskatchewan	5	0	0.0 %	12.1 %	1	-1	Saskatchewan
2232 : Mechanical engineering technologists and technicians	Manitoba	3	3	100.0 %	13.3 %	0	3	Manitoba
2232 : Mechanical engineering technologists and technicians	Ontario	2	0	0.0 %	20.5 %	0	0	Ontario
2232 : Mechanical engineering technologists and technicians	Saskatchewan	3	1	33.3 %	6.8 %	0	1	Saskatchewan
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	5	2	40.0 %	14.3 %	1	1	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	Ontario	2	0	0.0 %	31.4 %	1	-1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	2	1	50.0 %	9.6 %	0	1	Saskatchewan

### Workforce Analysis - Detailed Report

Date: 2018-05-17

#### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
2251 : Architectural technologists and technicians	Manitoba	2	0	0.0 %	0	0	Manitoba
2251 : Architectural technologists and technicians	Ontario	1	0	0.0 %	0	0	Ontario
2251 : Architectural technologists and technicians	Saskatchewan	1	0	0.0 %	0	0	Saskatchewan
2253 : Drafting technologists and technicians	Manitoba	9	6	66.7 %	2	4	Manitoba
2253 : Drafting technologists and technicians	Ontario	2	0	0.0 %	1	-1	Ontario
2253 : Drafting technologists and technicians	Saskatchewan	1	0	0.0 %	0	0	Saskatchewan
2255 : Technical occupations in geomatics and meteorology	Manitoba	24	2	8.3 %	3	-1	Manitoba
2255 : Technical occupations in geomatics and meteorology	Ontario	2	1	50.0 %	0	1	Ontario
2255 : Technical occupations in geomatics and meteorology	Saskatchewan	7	0	0.0 %	0	0	Saskatchewan
2263 : Inspectors in public and environmental health and occupational health and safety	Manitoba	1	0	0.0 %	0	0	Manitoba
5241 : Graphic designers and illustrators	Manitoba	1	0	0.0 %	0	0	Manitoba
05 : Supervisors	Regina	1	0	0.0 %	0	0	Regina
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	0	0	Winnipeg
07 : Administrative and Senior Clerical Personnel	Regina	17	3	17.6 %	2	1	Regina
Employment Equity Occupational Group	Thunder Bay	4	0	0.0 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	3	0	0.0 %	0	0	Toronto
Employment Equity Occupational Group	Winnipeg	2	1	50.0 %	1	0	Winnipeg
10 : Clerical Personnel	Winnipeg	8	2	25.0 %	1	1	Winnipeg
Employment Equity Occupational Group	Winnipeg	10	1	10.0 %	2	-1	Winnipeg
Total		363	56	15.4 %	77	-21	

Total may not equal sum of components due to rounding.

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



## Workforce Analysis - Detailed Report

Date: 2018-05-17

### Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities		Availability %	Gap #	Recruitment Area	
			Representation #	Representation %				
01/02 : Managers	National	2	0	0.0 %	4.3 %	0	0	National
03 : Professionals	National	220	1	0.5 %	3.8 %	8	-7	National
04 : Semi-Professionals and Technicians	National	112	2	1.8 %	4.6 %	5	-3	National
05 : Supervisors	National	2	0	0.0 %	13.9 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	17	0	0.0 %	3.4 %	1	-1	National
10 : Clerical Personnel	National	10	0	0.0 %	7.0 %	1	-1	National
<b>Total</b>		<b>363</b>	<b>3</b>	<b>0.9 %</b>	<b>4.2 %</b>	<b>15</b>	<b>-12</b>	

Total may not equal sum of components due to rounding.

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



**Workforce Analysis - Detailed Report**

Date: 2018-05-17

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

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



## Workforce Analysis - Detailed Report

Date: 2018-05-17

### WFA Defaults - Persons with Disabilities

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



### Workforce Analysis - Summary Report

Date: 2018-05-17

#### Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
02 : Middle and Other Managers	2	1	50.0 %	38.9 %	1	0
03 : Professionals	220	34	15.5 %	17.1 %	38	-4
04 : Semi-Professionals and Technicians	112	20	17.9 %	19.4 %	22	-2
05 : Supervisors	2	2	100.0 %	53.3 %	1	1
07 : Administrative and Senior Clerical Personnel	17	17	100.0 %	81.4 %	14	3
10 : Clerical Personnel	10	8	80.0 %	67.9 %	7	1
<b>Total</b>	<b>363</b>	<b>82</b>	<b>22.6 %</b>	<b>22.5 %</b>	<b>83</b>	<b>-1</b>

Total may not equal sum of components due to rounding.

### Workforce Analysis - Summary Report

Date: 2018-05-17

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees #	Representation #	Representation %	Availability %	Availability #	Gap #
02 : Middle and Other Managers	2	0	0.0 %	2.2 %	0	0
03 : Professionals	220	5	2.3 %	1.0 %	2	3
04 : Semi-Professionals and Technicians	112	3	2.7 %	4.9 %	5	-2
05 : Supervisors	2	0	0.0 %	8.8 %	0	0
07 : Administrative and Senior Clerical Personnel	17	0	0.0 %	6.7 %	1	-1
10 : Clerical Personnel	10	1	10.0 %	9.8 %	1	0
<b>Total</b>	<b>363</b>	<b>9</b>	<b>2.5 %</b>	<b>2.8 %</b>	<b>9</b>	<b>0</b>

Total may not equal sum of components due to rounding.





## Workforce Analysis - Summary Report

Date: 2018-05-17

### Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
02 : Middle and Other Managers	2	0	0.0 %	15.0 %	0	0
03 : Professionals	220	28	12.7 %	26.0 %	57	-29
04 : Semi-Professionals and Technicians	112	24	21.4 %	14.7 %	16	8
05 : Supervisors	2	0	0.0 %	12.8 %	0	0
07 : Administrative and Senior Clerical Personnel	17	3	17.6 %	11.3 %	2	1
10 : Clerical Personnel	10	1	10.0 %	17.0 %	2	-1
<b>Total</b>	<b>363</b>	<b>56</b>	<b>15.4 %</b>	<b>21.4 %</b>	<b>77</b>	<b>-21</b>

Total may not equal sum of components due to rounding.

### Workforce Analysis - Summary Report

Date: 2018-05-17

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees	Representation		Persons with Disabilities		Gap
	#	#	%	%	Availability	#
01/02 : Managers	2	0	0.0 %	4.3 %	0	0
03 : Professionals	220	1	0.5 %	3.8 %	8	-7
04 : Semi-Professionals and Technicians	112	2	1.8 %	4.6 %	5	-3
05 : Supervisors	2	0	0.0 %	13.9 %	0	0
07 : Administrative and Senior Clerical Personnel	17	0	0.0 %	3.4 %	1	-1
10 : Clerical Personnel	10	0	0.0 %	7.0 %	1	-1
<b>Total</b>	<b>363</b>	<b>3</b>	<b>0.9 %</b>	<b>4.2 %</b>	<b>15</b>	<b>-12</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2018-05-17

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

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

**Workforce Analysis - Summary Report**

Date: 2018-05-17

**WFA Defaults - Persons with Disabilities**

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

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Kontzamanis Graumann Smith MacMillan Inc.**

**[Date: 2018-05-11]**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	02	17

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	05	11

**Table 1: Women**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees		
		Women		
		Representation	Availability*	
	#	#	%	
01	Senior Managers	0	0	0.0
02	Middle & Other Managers	1	0	38.9
03	Professionals	208	32	17.2
04	Semi-Professionals & Technicians	110	20	17.0
05	Supervisors	3	3	53.6
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	20	19	81.1
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	9	6	67.9
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>351</b>	<b>80</b>	<b>0.0</b>

**Table 5: Women**

**Subsequent/Current Workforce Analysis**

		All Employees		
		Women		
		Representation	Availability*	
	#	#	%	
		0	0	0.0
		2	1	38.9
		220	34	17.1
		112	20	19.4
		2	2	53.3
		0	0	0.0
		17	17	81.4
		0	0	0.0
		0	0	0.0
		0	0	0.0
		10	8	67.9
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		<b>363</b>	<b>82</b>	<b>0.0</b>

**\* Source:**

**\* Source:**

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	02	17

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	05	11

Employment Equity Occupational Group (EEOG)

Table 2: Aboriginal Peoples

	First/Previous Workforce Analysis	Aboriginal Peoples		Availability*
		All Employees	Representation	
	#	#	%	
01 Senior Managers	0	0	0.0	0.0
02 Middle & Other Managers	1	0	0.0	0.0
03 Professionals	208	4	1.1	1.1
04 Semi-Professionals & Technicians	110	5	5.5	5.5
05 Supervisors	3	0	9.8	9.8
06 Supervisors: Crafts & Trades	0	0	0.0	0.0
07 Administrative & Senior Clerical Personnel	20	1	6.8	6.8
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	9	1	9.8	9.8
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
<b>Total</b>	<b>351</b>	<b>11</b>	<b>0.0</b>	<b>0.0</b>

Table 6: Aboriginal Peoples

	Subsequent/Current Workforce Analysis	Aboriginal Peoples		Availability*
		All Employees	Representation	
	#	#	%	
01 Senior Managers	0	0	0.0	0.0
02 Middle & Other Managers	2	0	2.2	2.2
03 Professionals	220	5	1.0	1.0
04 Semi-Professionals & Technicians	112	3	4.9	4.9
05 Supervisors	2	0	8.8	8.8
06 Supervisors: Crafts & Trades	0	0	0.0	0.0
07 Administrative & Senior Clerical Personnel	17	0	6.7	6.7
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	10	1	9.8	9.8
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
<b>Total</b>	<b>363</b>	<b>9</b>	<b>0.0</b>	<b>0.0</b>

\* Source:

0

\* Source:

0

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Kontzamanis Graumann Smith MacMillan Inc.**  
[Date: 2018-05-11]

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	02	17

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	05	11

**Table 3: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
#	#	%		
01	Senior Managers	0	0	0.0
02	Middle & Other Managers	1	0	15.0
03	Professionals	208	33	26.1
04	Semi-Professionals & Technicians	110	22	16.2
05	Supervisors	3	0	13.9
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	20	3	10.8
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	9	1	17.0
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>351</b>	<b>59</b>	<b>0.0</b>

\* Source:  
0

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		Subsequent/Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
#	#	%		
		0	0	0.0
		2	0	15.0
		220	28	26.0
		112	24	14.7
		2	0	12.8
		0	0	0.0
		17	3	11.3
		0	0	0.0
		0	0	0.0
		10	1	17.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		363	56	0.0

\* Source:  
0

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

Data from First/Previous Workforce Analysis

↓ ↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	02	17

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	05	11

Employment Equity Occupational Group (EEOG)

	Table 4: Persons with Disabilities		
	First/Previous Workforce Analysis		Persons with Disabilities Availability*
	All Employees	Representation	
	#	#	%
01/02 Managers	1	0	4.3
03 Professionals	208	3	3.8
04 Semi-Professionals & Technicians	110	1	4.6
05 Supervisors	3	0	0.0
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	20	0	0.0
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	9	0	0.0
11 Intermediate Sales & Service Personnel	0	0	0.0
12 Semi-Skilled Manual Workers	0	0	0.0
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
<b>Total</b>	<b>351</b>	<b>4</b>	<b>0.0</b>

\* Source:

Table 8: Persons with Disabilities

	Subsequent/Current Workforce Analysis		
	Persons with Disabilities		Persons with Disabilities Availability*
	All Employees	Representation	
	#	#	%
01/02 Managers	2	0	4.3
03 Professionals	220	1	3.8
04 Semi-Professionals & Technicians	112	2	4.6
05 Supervisors	2	0	13.9
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	17	0	3.4
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	10	0	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
<b>Total</b>	<b>363</b>	<b>3</b>	<b>0.0</b>

\* Source:



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Kontzamanis Graumann Smith MacMillan Inc.**

**[Date: 2018-05-11]**

Start Date of Flow Data		
YYYY	MM	DD
2015	01	01

End Date of Flow Data		
YYYY	MM	DD
2018	03	22

**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			
	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	52	11	5	0
04 Semi-Professionals & Technicians	27	4	2	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	4	4	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	3	3	1	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>86</b>	<b>22</b>	<b>8</b>	<b>0</b>

	Table 5: Women			
	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
	0	0	0	0
	0	0	0	0
	15	1	0	0
	3	2	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>18</b>	<b>3</b>	<b>0</b>	<b>0</b>

	Table 9: Women			
	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
	0	0	0	0
	0	0	0	0
	50	14	0	0
	22	5	0	0
	2	2	0	0
	0	0	0	0
	5	4	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>84</b>	<b>27</b>	<b>0</b>	<b>0</b>

Federal Contractors Program Achievement Report

005703

Part 2: Flow Data Analysis

Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

Start Date of Flow Data			
YYYY	MM	DD	
2015	01	01	

End Date of Flow Data			
YYYY	MM	DD	
2018	03	22	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

**Table 2: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	52	1	5	0
04 Semi-Professionals & Technicians	27	0	2	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	4	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	3	0	1	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>86</b>	<b>1</b>	<b>8</b>	<b>0</b>

**Table 6: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	15	0	0	0
04 Semi-Professionals & Technicians	3	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	50	0	0	0
04 Semi-Professionals & Technicians	22	2	0	0
05 Supervisors	2	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	5	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	5	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>84</b>	<b>2</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Kontzamanis Graumann Smith MacMillan Inc.**

**[Date: 2018-05-11]**

Start Date of Flow Data		
YYYY	MM	DD
2015	01	01

End Date of Flow Data		
YYYY	MM	DD
2018	03	22

**Data from Form 4 - Employees Hired**

↓ ↓ ↓ ↓

**Table 3: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	52	0	5	0
04 Semi-Professionals & Technicians	27	0	2	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	4	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	3	0	1	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>86</b>	<b>0</b>	<b>8</b>	<b>0</b>

**Data from Form 5 - Employees Promoted**

↓ ↓ ↓ ↓

**Table 7: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	15	0	0	0
04 Semi-Professionals & Technicians	3	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓

**Table 11: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	50	0	0	0
04 Semi-Professionals & Technicians	22	0	0	0
05 Supervisors	2	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	5	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	5	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>84</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Kontzamanis Graumann Smith MacMillan Inc.**

[Date: 2018-05-11]

005705

Start Date of Flow Data			
YYYY	MM	DD	
2015	01	01	

End Date of Flow Data			
YYYY	MM	DD	
2018	03	22	

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 4: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	52	9	5	0
04 Semi-Professionals & Technicians	27	1	2	1
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	4	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	3	1	1	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>86</b>	<b>11</b>	<b>8</b>	<b>1</b>

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	15	1	0	0
04 Semi-Professionals & Technicians	3	2	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>18</b>	<b>3</b>	<b>0</b>	<b>0</b>

**Table 12: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	50	13	0	0
04 Semi-Professionals & Technicians	22	5	0	0
05 Supervisors	2	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	5	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	5	2	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>84</b>	<b>20</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Kontzamanis Graumann Smith MacMillan Inc.**

[Date: 2018-05-11]

**Data for First/Previous Goals**

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

**Table 1: Women**

Employment Equity Occupational Group (EEOG)	All Employees								First/Previous Short-term Goals											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2015-02-17	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-02-17	Annually	Over 3 Years	Years	2015	2018							
	#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	#	%	%		
01 Senior Managers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
02 Middle & Other Managers	1	26.0%	2.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	38.9%	0	0	0	0.0%	0.0%	
03 Professionals	208	1.9%	3.0%	19	23.4%	1.0%	6	25	32	1.0%	1	8	0	17.2%	-4	-8	15.4%	13.7%		
04 Semi-Professionals & Tech	110	0.6%	3.0%	10	19.8%	1.0%	3	13	20	1.0%	1	1	0	17.0%	1	-1	18.2%	15.8%		
05 Supervisors	3	-12.6%	1.0%	0	80.0%	1.0%	0	0	3	1.0%	0	-1	0	53.6%	1	1	100.0%	100.0%		
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	20	-5.3%	1.0%	1	27.0%	2.0%	1	2	19	2.0%	1	-1	0	81.1%	3	1	95.0%	85.7%		
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	9	3.6%	1.0%	0	52.6%	2.0%	1	1	6	2.0%	0	0	0	67.9%	0	0	66.7%	66.7%		
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
<b>Total</b>	<b>351</b>	<b>1.1%</b>		<b>0</b>	<b>23.5%</b>		<b>0</b>	<b>0</b>	<b>80</b>	<b>0.0%</b>	<b>0</b>	<b>-80</b>	<b>0</b>	<b>0.0%</b>	<b>80</b>	<b>80</b>	<b>22.8%</b>	<b>22.8%</b>		

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

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

**Table 2: Women**

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	4	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**

**Konzamanis Graumann Smith MacMillan Inc.**

|Date: 2018-05-11|

I4	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Kontzamanis Graumann Smith MacMillan Inc.**

[Date: 2018-05-11]

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**

**First/Previous Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2015-02-17	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-02-17	Annually	Over 3 Years	2015	2018							
	#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	#	%	%	
01 Senior Managers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	1	26.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%
03 Professionals	208	1.9%		0	23.4%		0	0	4	0.0%	0	-2	0	1.1%	2	2	2	1.9%	1.9%
04 Semi-Professionals & Tech	110	0.6%	3.0%	10	19.8%	1.0%	3	13	5	1.0%	0	2	0	5.5%	-1	-2	2	4.5%	4.2%
05 Supervisors	3	-12.6%		0	80.0%		0	0	0	0.0%	0	0	0	9.8%	0	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	20	-5.3%		0	27.0%		0	0	1	0.0%	0	0	0	6.8%	0	0	0	5.0%	5.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	9	3.6%		0	52.6%		0	0	1	0.0%	0	0	0	9.8%	0	0	0	11.1%	11.1%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
<b>Total</b>	<b>351</b>	<b>1.1%</b>		<b>0</b>	<b>23.5%</b>		<b>0</b>	<b>0</b>	<b>11</b>	<b>0.0%</b>	<b>0</b>	<b>-11</b>	<b>0</b>	<b>0.0%</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>3.1%</b>	<b>3.1%</b>

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

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

**Table 4: Aboriginal Peoples**

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Konzamanis Graumann Smith MacMillan Inc.**

|Date: 2018-05-11|

I4	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Kontzamanis Graumann Smith MacMillan Inc.**

[Date: 2018-05-11]

**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)		All Employees																		
		First/Previous Short-term Goals																		
		All Employees								Persons with Disabilities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
2015-02-17	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2015-02-17	Annually	Over 3 Years	#	#	%	%	#	#	%	%		
#	%	%	#	%	%	#	#	#	%	%	#	#	%	%	#	#	%	%		
01/02	Managers	1	13.0%		0	0.0%		0	0	0.0%	0	0	0		4.3%	0	0	0.0%	0.0%	
03	Professionals	208	1.9%	3.0%	19	23.4%	1.0%	6	25	3	1.0%	0	6	0	3.8%	-5	-6	1.4%	1.3%	
04	Semi-Professionals & Tech	110	0.6%	3.0%	10	19.8%	1.0%	3	13	1	1.0%	0	5	0	4.6%	-4	-5	0.9%	0.8%	
05	Supervisors	3	-12.6%		0	80.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%	
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	20	-5.3%	1.0%	1	27.0%	2.0%	1	2	0	2.0%	0	0	0	0.0%	0	0	0.0%	0.0%	
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	9	3.6%	1.0%	0	52.6%	2.0%	1	1	0	2.0%	0	0	0	0.0%	0	0	0.0%	0.0%	
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>		<b>351</b>	<b>1.1%</b>		<b>0</b>	<b>23.5%</b>		<b>0</b>	<b>0</b>	<b>4</b>	<b>0.0%</b>	<b>0</b>	<b>-4</b>	<b>0</b>	<b>0.0%</b>	<b>4</b>	<b>4</b>	<b>1.1%</b>	<b>1.1%</b>	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

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

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	0	0.0	0	0.0	
03	Professionals	0	0.0	5	0.0	
04	Semi-Professionals & Tech	0	0.0	4	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	1	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	1	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>		<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	

Federal Contractors Program Achievement Report  
Part 3: Goals

Konzmann's Graumann Smith MacMillan Inc.

|Date: 2018-05-11|

Federal Contractors Program Achievement Report  
Part 3: Goals  
Konzanamis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

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Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	All Employees										Members of Visible Minorities																				
	Growth (New Positions)					Turnover (Replacement of Terminated Employees)					Turnover (Replacement of Terminated Employees)					3 Year Goals					Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years						
	Number	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	Number	Actual	Projected	Over 3 Years	Hires Over 3 Years	From - To	2015	2018	%	%						%	%				
01 Senior Managers	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	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	1	26.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	15.0%	0	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
03 Professionals	208	1.9%	19	6	23.4%	1.0%	25	1	27	1.0%	1	1	1	27	0	0	0	0	0	26.1%	-21	-27	4	4	15.9%	14.1%	20.0%	15.9%	14.1%	20.0%	
04 Semi-Professionals & Tech	110	0.6%	0	0	19.8%	0	0	0	0	0.0%	0	0	0	-4	0	0	0	0	0	16.2%	4	4	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
05 Supervisors	3	-12.6%	0	0	80.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	13.9%	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
07 Administrative & Sr Clerical	20	-5.3%	0	0	27.0%	0	0	0	0	0.0%	0	0	0	-1	0	0	0	0	0	10.8%	1	1	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
08 Skilled Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
09 Skilled Crafts & Trades	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
10 Clerical Personnel	9	3.6%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	1	0	0	0	0	0	17.0%	-1	-1	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
11 Intermediate Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
12 Semi-Skilled Manual	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
13 Other Sales & Service	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
14 Other Manual Workers	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Total	351	1.1%	0	0	23.5%	0	0	0	0	0.0%	0	0	0	-59	0	0	0	0	0	0.0%	59	59	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals	Long-term Goals	Short-term Goals	Long-term Goals	
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	21	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Kontzamanis Graumann Smith MacMillan Inc.**

[Date: 2018-05-11]

14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

Federal Contractors Program Achievement Report  
Part 3: Goals

Konzaniam's Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

Data for Subsequent/Current Goals

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

Table 9: Women

Employment Equity Occupational Group (EEOG)	All Employees										Subsequent/Current Short-term Goals										Women			
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years				
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Actual	Projected	Over 3 Years		From - To	%						%	%	%	%
01 Senior Managers	0	0.0%		0	0.0%		0	0	0.0%		0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!				
02 Middle & Other Managers	2	26.0%		0	0.0%		0	1	0.0%		0	0	0	0	38.9%	0	0	0	50.0%	50.0%				
03 Professionals	220	1.9%	1.0%	7	1.0%	7	14	34	1.0%	1	6	2	2	17.1%	-4	-4	-4	15.5%	15.4%					
04 Semi-Professionals & Tech	112	0.6%	2.0%	7	1.0%	3	10	20	1.0%	1	4	2	2	19.4%	-2	-2	-2	17.9%	17.6%					
05 Supervisors	2	-12.6%	4.0%	0	0.0%	0	0	2	0.0%	0	-1	0	0	53.3%	1	1	1	100.0%	100.0%					
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!					
07 Administrative & Sr Clerical	17	-5.3%	6.0%	3	2.0%	1	4	17	2.0%	1	0	3	3	81.4%	0	0	3	100.0%	95.0%					
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!					
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!					
10 Clerical Personnel	10	3.6%	3.0%	1	2.0%	1	2	8	2.0%	0	-1	1	1	67.9%	1	2	2	80.0%	81.8%					
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!					
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!					
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!					
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!					
Total	363	1.1%		0	23.5%	0	0	82	0.0%	0	-82	0	0	0.0%	0	82	82	22.6%	22.6%					

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

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

Table 10: Women

Employment Equity Occupational Group (EEOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	17.1	17.1	
04 Semi-Professionals & Tech	19.4	19.4	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	81.4	81.4	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	67.9	67.9	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Kontzamanis Graumann Smith MacMillan Inc.**

[Date: 2018-05-11]

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

**Part 3: Goals**

**Konzanamis Graumann Smith MacMillan Inc.**

[Date: 2018-05-11]

005716

**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	All Employees										Subsequent/Current Short-term Goals										Aboriginal Peoples					
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years						
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Actual	Projected	Over 3 Years		From - To	%						%	%	%			
01 Senior Managers	0	0.0%	2.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!						
02 Middle & Other Managers	2	26.0%	2.0%	0	0.0%	0	0	0	1.0%	0	0	0	0	0	2.2%	0	0	0	0.0%	0.0%						
03 Professionals	220	1.9%	1.0%	7	23.4%	0	7	5	0.0%	-3	0	0	0	0	1.0%	3	3	2.3%	2.2%							
04 Semi-Professionals & Tech	112	0.6%	1.0%	3	19.8%	0	3	3	0.0%	0	3	0	0	0	4.9%	-2	-3	2.7%	2.6%							
05 Supervisors	2	-12.6%	2.0%	0	80.0%	0	0	0	1.0%	0	0	0	0	0	8.8%	0	0	0.0%	0.0%							
06 Supervisors: Crafts & Trades	0	0.0%	2.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	-1	-1	0.0%	0.0%							
07 Administrative & Sr Clerical	17	-5.3%	2.0%	1	27.0%	0	2	0	2.0%	0	1	0	0	0	6.7%	0	0	0.0%	0.0%							
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0.0%	0.0%							
09 Skilled Crafts & Trades	0	0.0%	2.0%	0	0.0%	0	0	0	1.0%	0	0	0	0	0	9.8%	0	0	0.0%	10.0%							
10 Clerical Personnel	10	3.6%	2.0%	1	52.6%	0	1	1	1.0%	0	0	0	0	0	9.8%	0	0	0.0%	9.1%							
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0.0%	#DIV/0!							
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0.0%	#DIV/0!							
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0.0%	#DIV/0!							
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0.0%	#DIV/0!							
Total	363	1.1%	1.1%	0	23.5%	0	9	9	0.0%	-9	0	0	0	0	0.0%	9	9	2.5%	2.5%							

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis) ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

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

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	2.2	2.2	
03 Professionals	1.0	1.0	
04 Semi-Professionals & Tech	4.9	4.9	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	6.7	6.7	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	9.8	9.8	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Kontzamanis Graumann Smith MacMillan Inc.**

**[Date: 2018-05-11]**

Total		0.0	0.0
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Federal Contractors Program Achievement Report  
Part 3: Goals

Konzaniamis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

005718

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Actual	Projected	Over 3 Years		From - To	2018						2021
		%	%	#	%	%	#			%	%	#		%	%						%
01/02 Managers	2	13.0%	1.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	4.3%	0	0	0.0%	0.0%	
03 Professionals	220	1.9%	1.0%	7	23.4%	0	0	0	0.0%	0	0	8	0	0	3.8%	-7	-8	0.5%	0.4%		
04 Semi-Professionals & Tech	112	0.6%	1.0%	3	19.8%	0	0	3	0.0%	2	0	3	0	0	4.6%	-3	-3	1.8%	1.7%		
05 Supervisors	2	-12.6%	1.0%	0	80.0%	0	0	0	0.0%	0	0	0	0	0	13.9%	0	0	0.0%	0.0%		
06 Supervisors: Crafts & Trades	0	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%		
07 Administrative & Sr Clerical	17	-5.3%	1.0%	1	27.0%	0	0	1	0.0%	0	0	1	0	0	3.4%	-1	-1	0.0%	0.0%		
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0.0%	0.0%		
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	7.0%	0	0	0.0%	0.0%		
10 Clerical Personnel	10	3.6%	1.0%	0	52.6%	0	0	0	0.0%	0	0	1	0	0	7.0%	-1	-1	0.0%	0.0%		
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0.0%	0.0%		
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0.0%	0.0%		
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0.0%	0.0%		
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0.0%	0.0%		
Total	363	1.1%	1.1%	0	23.5%	0	0	0	0.0%	3	0	0	-3	0	0	0.0%	3	3	0.8%	0.8%	

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

Table 14: Persons with Disabilities

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Kontzamanis Graumann Smith MacMillan Inc.**

[Date: 2018-05-11]

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2018-05-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-05-11	Annually	Over 3 Years	Years	2018	2021						
	#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	#	%	%	
01 Senior Managers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	2	26.0%	3.0%	0	0.0%	1.0%	0	0	0	1.0%	0	0	0	15.0%	15.0%	0	0	0.0%	0.0%
03 Professionals	220	1.9%	2.0%	13	23.4%	0.0%	0	13	28	0.0%	0	33	3	26.0%	26.0%	-29	-30	12.7%	13.3%
04 Semi-Professionals & Tech	112	0.6%	2.0%	7	19.8%	0.0%	0	7	24	0.0%	0	-7	1	14.7%	14.7%	8	8	21.4%	21.0%
05 Supervisors	2	-12.6%	1.0%	0	80.0%	1.0%	0	0	0	1.0%	0	0	0	12.8%	12.8%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	17	-5.3%	3.0%	2	27.0%	1.0%	1	3	3	1.0%	0	-1	0	11.3%	11.3%	1	1	17.6%	15.8%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	10	3.6%	2.0%	1	52.6%	1.0%	0	1	1	1.0%	0	1	0	17.0%	17.0%	-1	-1	10.0%	9.1%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
<b>Total</b>	<b>363</b>	<b>1.1%</b>		<b>0</b>	<b>23.5%</b>		<b>0</b>	<b>0</b>	<b>56</b>	<b>0.0%</b>	<b>0</b>	<b>-56</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>56</b>	<b>56</b>	<b>15.4%</b>	<b>15.4%</b>

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

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

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		0.0		0.0	
02 Middle & Other Managers		15.0		15.0	
03 Professionals		26.0		26.0	
04 Semi-Professionals & Tech		14.7		14.7	
05 Supervisors		12.8		12.8	
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical		11.3		11.3	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		0.0		0.0	
10 Clerical Personnel		17.0		17.0	
11 Intermediate Sales & Service		0.0		0.0	
12 Semi-Skilled Manual		0.0		0.0	
13 Other Sales & Service		0.0		0.0	
14 Other Manual Workers		0.0		0.0	

Federal Contractors Program Achievement Report  
Part 3: Goals

Konzamanis Graumann Smith MacMillan Inc.

Date: 2018-05-11

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

**Part 4: Results - Women**

**Kontzamanis Graumann Smith MacMillan Inc.**

**[Date: 2018-05-11]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#			
01 Senior Managers	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2015	1	0	0.0	38.9	0	0	0.0																	
	2018	2	1	50.0	38.9	1	0	128.5	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
03 Professionals	2015	208	32	15.4	17.2	36	-4	89.4																	
	2018	220	34	15.5	17.1	38	-4	90.4	57	11	19.3	10	1	15	1	6.7	2	-1	50	14	28.0	8	6		
04 Semi-Professionals & Technicians	2015	110	20	18.2	17.0	19	1	107.0																	
	2018	112	20	17.9	19.4	22	-2	92.0	29	4	13.8	6	-2	3	2	66.7	1	1	22	5	22.7	4	1		
05 Supervisors	2015	3	3	100.0	53.6	2	1	186.6																	
	2018	2	2	100.0	53.3	1	1	187.6	0	0	0.0	0	0	0	0	0.0	0	0	2	2	100.0	2	0		
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
01 Senior Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
02 Middle & Other Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
03 Professionals	2018	22	-2	-9.1	0	0.0	0.0	0.0	4	-50.0	0.0	0.0		
	2021	22	-2	-9.1	0	0.0	17.1	-53.2	0	0.0	17.1	-53.2		
04 Semi-Professionals & Technicians	2018	10	1	10.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	10	1	10.0	0	0.0	19.4	51.5	0	0.0	19.4	51.5		
05 Supervisors	2018	-2	-2	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-2	-2	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

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

Occupational Group (EOG)	Year	Workforce Analysis										Hires					Flow Data Analysis					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 #			
07 Administrative & Senior Clerical	2015	20	19	95.0	81.1	16	3	117.1		4	4	100.0	3	1	0	0.0	0	0	0	5	4	80.0	5	-1	
	2018	17	17	100.0	81.4	14	3	122.9		4	3	75.0	3	0	0	0.0	0	0	0	5	2	40.0	3	-1	
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
	2018	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
	2018	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
10 Clerical Personnel	2015	9	6	66.7	67.9	6	0	98.2		4	3	75.0	3	0	0	0.0	0	0	0	5	2	40.0	3	-1	
	2018	10	8	80.0	67.9	7	1	117.8		4	3	75.0	3	0	0	0.0	0	0	0	5	2	40.0	3	-1	
11 Intermediate Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
	2018	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
	2018	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	

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; E + I x 100; Part 3: Goals; E + K x 100; Part 3: Goals; E + M x 100; Part 3: Goals.

Occupational Group (EOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees	Women Actual	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met		
07 Administrative & Senior Clerical	2018	-1	0	0	0.0	0	0.0	0	0.0		
	2021	-1	0	0	0.0	81.4	0.0	0.0	81.4		
08 Skilled Sales & Service Personnel	2018	0	0	0	0.0	0	0.0	0	0.0		
	2021	0	0	0	0.0	0	0.0	0	0.0		
09 Skilled Crafts & Trades Workers	2018	0	0	0	0.0	0	0.0	0	0.0		
	2021	0	0	0	0.0	0	0.0	0	0.0		
10 Clerical Personnel	2018	-1	1	-100.0	0	0.0	0	0.0	0		
	2021	-1	1	-100.0	0	67.9	-147.3	0.0	67.9	-147.3	
11 Intermediate Sales & Service Personnel	2018	0	0	0	0.0	0	0.0	0	0.0		
	2021	0	0	0	0.0	0	0.0	0	0.0		
12 Semi-Skilled Manual Workers	2018	0	0	0	0.0	0	0.0	0	0.0		
	2021	0	0	0	0.0	0	0.0	0	0.0		



# Federal Contractors Program Achievement Report

## Part 4: Results - Women

### Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

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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
			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
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis											Hires					Flow Data Analysis					Terminations			
		All Employees					Women					All Employees		Women			All Employees		Women							
		#	Representation %	Availability %	Gap #	EE Result %	#	Availability %	Gap #	EE Result %	#	Actual %	Expected #	Difference #	#	Actual %	Expected #	Difference #	#	Actual %	Expected #	Difference #	#	Actual %	Expected #	Difference #
13 Other Sales & Service Personnel	2015	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0
	2018	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0
	2018	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0
Total	2015	351	80	22.8	0	80	80	22.6	0	82	94	22	23.4	0	22	18	3	16.7	4	-1	84	27	32.1	19	8	
	2018	363	82	22.6	0	82	82	22.6	0	82	94	22	23.4	0	22	18	3	16.7	4	-1	84	27	32.1	19	8	

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals 100	E - G x 100	Part 3: Goals 100	F + I x 100	Part 3: Goals 100	E + K x 100	Part 3: Goals 100	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		Women		All Employees		Women		All Employees		Women			
		#	Actual %	Goal #	Percent of Goal Met %	#	Actual %	Goal #	Percent of Goal Met %	#	Actual %	Goal #	Percent of Goal Met %		
13 Other Sales & Service Personnel	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
14 Other Manual Workers	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
Total	2018	28	-2	-7.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	28	-2	-7.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Kontzamanis Graumann Smith MacMillan Inc.**

**[Date: 2018-05-11]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#			
01 Senior Managers	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2015	1	0	0.0	0.0	0	0	0.0																	
	2018	2	0	0.0	2.2	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
03 Professionals	2015	208	4	1.9	1.1	2	2	174.8																	
	2018	220	5	2.3	1.0	2	3	227.3	57	1	1.8	1	0	15	0	0.0	0	0	0	50	0	0.0	1	-1	
04 Semi-Professionals & Technicians	2015	110	5	4.5	5.5	6	-1	82.6																	
	2018	112	3	2.7	4.9	5	-2	54.7	29	0	0.0	1	-1	3	0	0.0	0	0	0	22	2	9.1	1	1	
05 Supervisors	2015	3	0	0.0	9.8	0	0	0.0																	
	2018	2	0	0.0	8.8	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	2	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			2.2	0.0			2.2	0.0		
03 Professionals	2018	22	1	4.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	22	1	4.5			1.0	454.5			1.0	454.5		
04 Semi-Professionals & Technicians	2018	10	-2	-20.0	0	0.0	0.0	0.0	1	-200.0	0.0	0.0		
	2021	10	-2	-20.0			4.9	-408.2			4.9	-408.2		
05 Supervisors	2018	-2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-2	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report  
 Part 5: Results - Aboriginal Peoples  
 Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

005725

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																						
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D 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
<b>Workforce Analysis</b>																							<b>Flow Data Analysis</b>																							
<b>Employment Equity (EEOG)</b>																							<b>Workforce</b>						<b>Hires</b>						<b>Promotions</b>						<b>Terminations</b>					
Occupational Group	Year	All Employees		Aboriginal Peoples		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples																								
		#	%	#	%	Goal #	Percent of Goal Met	Gap #	EE Result %	#	%	#	%	#	%	#	%	#	%	#	%	#	%																							
Administrative & Senior Clerical	2015	20	5.0	6.8	1	0	73.5	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																							
Administrative & Senior Clerical	2018	17	0	6.7	1	-1	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																							
Skilled Sales & Service Personnel	2015	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																							
Skilled Sales & Service Personnel	2018	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																							
Skilled Crafts & Trades Workers	2015	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																							
Skilled Crafts & Trades Workers	2018	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																							
Clerical Personnel	2015	9	11.1	9.8	1	0	113.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																							
Clerical Personnel	2018	10	1	10.0	9.8	1	102.0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-1																							
Intermediate Sales & Service Personnel	2015	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																							
Intermediate Sales & Service Personnel	2018	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																							
Semi-Skilled Manual Workers	2015	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																							
Semi-Skilled Manual Workers	2018	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																							

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, E + H x 100, Part 3: Goals, E + K x 100, Part 3: Goals, F + M x 100

Occupational Group (EEOG)	Year	New Entrants		Short-term Goals		Long-term Goals		Comments
		All Employees	Aboriginal Peoples	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	
Administrative & Senior Clerical	2018	-1	0	0	0.0	0	0.0	
Administrative & Senior Clerical	2021	-1	0	0	0.0	0	0.0	
Skilled Sales & Service Personnel	2018	0	0	0	0.0	0	0.0	
Skilled Sales & Service Personnel	2021	0	0	0	0.0	0	0.0	
Skilled Crafts & Trades Workers	2018	0	0	0	0.0	0	0.0	
Skilled Crafts & Trades Workers	2021	0	0	0	0.0	0	0.0	
Clerical Personnel	2018	-1	0	0	0.0	0	0.0	
Clerical Personnel	2021	-1	0	0	0.0	0	0.0	
Intermediate Sales & Service Personnel	2018	0	0	0	0.0	0	0.0	
Intermediate Sales & Service Personnel	2021	0	0	0	0.0	0	0.0	
Semi-Skilled Manual Workers	2018	0	0	0	0.0	0	0.0	
Semi-Skilled Manual Workers	2021	0	0	0	0.0	0	0.0	



**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Kontzamanis Graumann Smith MacMillan Inc.**

**[Date: 2018-05-11]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2015	351	11	3.1	0.0	0	11	0.0																
	2018	363	9	2.5	0.0	0	9	0.0	94	1	1.1	0	1	18	0	0.0	1	-1	84	2	2.4	3	-1	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2021	0	0	0.0			0.0	0.0				0.0	0.0	0.0
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2021	0	0	0.0			0.0	0.0				0.0	0.0	0.0
Total	2018	28	-1	-3.6	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2021	28	-1	-3.6			0.0	0.0				0.0	0.0	0.0

Federal Contractors Program Achievement Report  
 Part 6: Results - Persons with Disabilities  
 Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

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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	Data sources:					
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis E + D x 100	Part 1: Workforce Analysis Part 1: D x G + 100	E - H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis L + K x 100
<b>Workforce Analysis</b>																														
Occupational Group (EOG)			Year			Workforce						Hires						Promotions						Terminations						
						All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities						
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%				
01&02	Managers	2018	1	0.0	4.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
03	Professionals	2015	2	0.0	4.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
04	Professionals	2018	208	0	3.8	8	-5	38.0	0	0.0	0	0.0	2	-2	15	0	0.0	0	0.0	0	0.0	0	0.0	50	0	0.0	1	-1		
05	Professionals	2015	220	0	3.8	8	-7	12.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
06	Professionals	2018	110	0	0.9	4.6	5	-4	19.8	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	22	0	0.0	0	0.0		
07	Professionals	2015	112	0	1.8	4.6	5	-3	38.8	0	0.0	0	0.0	1	-1	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
08	Professionals	2018	3	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09	Professionals	2015	2	0.0	0.0	13.9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	2	0	0.0	0	0.0	
10	Professionals	2018	0	0.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
11	Professionals	2015	0	0.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	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	Professionals	2018	0	0.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Short-term Goals		Long-term Goals		Comments		
		All Employees	Persons with Disabilities	Actual	Goal	Percent of Goal Met	Actual		Goal	Percent of Goal Met
01&02	Managers	2018	0	0	0.0	0	0.0	0.0	0.0	
03	Professionals	2021	0	0	0.0	0	0.0	0.0	0.0	
04	Professionals	2018	22	0	0.0	0	0.0	0.0	0.0	
05	Professionals	2021	22	0	0.0	0	0.0	0.0	0.0	
06	Professionals	2018	10	0	0.0	0	0.0	0.0	0.0	
07	Professionals	2021	10	0	0.0	0	0.0	0.0	0.0	
08	Professionals	2018	10	0	0.0	0	0.0	0.0	0.0	
09	Professionals	2021	10	0	0.0	0	0.0	0.0	0.0	
10	Professionals	2018	-2	0	0.0	0	0.0	0.0	0.0	
11	Professionals	2021	-2	0	0.0	0	0.0	0.0	0.0	
12	Professionals	2018	0	0	0.0	0	0.0	0.0	0.0	
13	Professionals	2021	0	0	0.0	0	0.0	0.0	0.0	

Federal Contractors Program Achievement Report

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Part 6: Results - Persons with Disabilities

Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																				
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis
Data sources:																							Part 2: Flow Data Analysis	Part 2: Flow Data 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	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X		
↓																							↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Employment Equity (EEOG)																							Workforce Analysis										Flow Data Analysis							Terminations				
Occupational Group	Year	All Employees #	Workforce				Hires				Promotions				Terminations																													
			Representation %	Availability %	Gap #	EE Result %	All Employees #	Actual %	Expected #	Difference #	All Employees #	Actual %	Expected #	Difference #	All Employees #	Actual %	Expected #	Difference #																										
Administrative & Senior Clerical	2015	20	0.0	0.0	0	0.0	4	0	0.0	0	0	0	0	0.0	0	0	0	5	0	0.0	0	0	0																					
	2018	17	0.0	3.4	1	-1	0	0.0	0	0	0	0	0	0.0	0	0	0	5	0	0.0	0	0	0																					
Skilled Sales & Service Personnel	2015	0	0.0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0																					
	2018	0	0.0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0																					
Skilled Crafts & Trades Workers	2015	0	0.0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0																					
	2018	0	0.0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0																					
Clerical Personnel	2015	9	0.0	0.0	0	0.0	4	0	0.0	0	0	0	0	0.0	0	0	0	5	0	0.0	0	0	0																					
	2018	10	0.0	7.0	1	-1	0	0.0	0	0	0	0	0	0.0	0	0	0	5	0	0.0	0	0	0																					
Intermediate Sales & Service Personnel	2015	0	0.0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0																					
	2018	0	0.0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0																					
Semi-Skilled Manual Workers	2015	0	0.0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0																					
	2018	0	0.0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0																					

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, E + I x 100, Part 3: Goals, E + K x 100, Part 3: Goals, F + M x 100

Employment Equity (EEOG) Occupational Group	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees #	Persons with Disabilities Actual #	Goal #	Percent of Goal Met %	Persons with Disabilities Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Persons with Disabilities Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
Administrative & Senior Clerical	2018	-1	0	0	0	0	0	0	0	0	0	0	0	
	2021	-1	0	0	0	3.4	0	0	0	0	0	0	0	
Skilled Sales & Service Personnel	2018	0	0	0	0	0	0	0	0	0	0	0	0	
	2021	0	0	0	0	0	0	0	0	0	0	0	0	
Skilled Crafts & Trades Workers	2018	0	0	0	0	0	0	0	0	0	0	0	0	
	2021	0	0	0	0	0	0	0	0	0	0	0	0	
Clerical Personnel	2018	-1	0	0	0	0	0	0	0	0	0	0	0	
	2021	-1	0	0	0	7.0	0	0	0	0	0	0	0	
Intermediate Sales & Service Personnel	2018	0	0	0	0	0	0	0	0	0	0	0	0	
	2021	0	0	0	0	0	0	0	0	0	0	0	0	
Semi-Skilled Manual Workers	2018	0	0	0	0	0	0	0	0	0	0	0	0	
	2021	0	0	0	0	0	0	0	0	0	0	0	0	

**Federal Contractors Program Achievement Report**

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

**Kontzamanis Graumann Smith MacMillan Inc.**

**[Date: 2018-05-11]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2015	351	4	1.1	0.0	0	4	0.0																
	2018	363	3	0.8	0.0	0	3	0.0	94	0	0.0	0	0	0	18	0	0.0	0	0	0	84	0	0.0	1

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
Total	2018	28	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	28	0	0.0										

**Federal Contractors Program Achievement Report**  
**Part 7: Results - Members of Visible Minorities**  
**Kontzamanis Graumann Smith MacMillan Inc.**

[Date: 2018-05-11]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																					
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D 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
Data sources:																								↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
<b>Employment Equity (EEOG)</b>																								<b>Workforce Analysis</b>										<b>Flow Data Analysis</b>											
		<b>Year</b>		<b>All Employees</b>		<b>Representation</b>		<b>Visible Minorities Availability</b>		<b>Gap</b>		<b>EE Result</b>		<b>All Employees</b>		<b>Hires</b>		<b>Promotions</b>		<b>Terminations</b>																									
		#		#		%		#		#		%		#		#		#		#		#																							
01	Senior Managers	2015	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	2015	1	0	0.0	15.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																						
03	Professionals	2015	208	33	15.9	26.1	54	-21	60.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0																						
04	Semi-Professionals & Technicians	2015	110	22	20.0	16.2	18	4	123.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0																						
05	Supervisors	2015	3	0	0.0	13.9	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																						
06	Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																						
01	Senior Managers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																						
02	Middle & Other Managers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																						
03	Professionals	2018	22	-3	-13.6	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																						
04	Semi-Professionals & Technicians	2018	10	-1	-10.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																						
05	Supervisors	2018	-2	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																						
06	Supervisors: Crafts & Trades	2018	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																						
01	Senior Managers	2021	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	2021	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																						
03	Professionals	2021	22	-3	-13.6	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																						
04	Semi-Professionals & Technicians	2021	10	-1	-10.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																						
05	Supervisors	2021	-2	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																						
06	Supervisors: Crafts & Trades	2021	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; E + H x 100; Part 3: Goals; E + K x 100; Part 3: Goals; E + M x 100

Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees	Visible Minorities Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
01 Senior Managers	2018	0	0	0	0.0	0	0.0	0	0.0		
02 Middle & Other Managers	2018	0	0	0	0.0	0	0.0	0	0.0		
03 Professionals	2018	22	-3	-13.6	0	0.0	0	0.0	0.0		
04 Semi-Professionals & Technicians	2018	10	-1	-10.0	0	0.0	0	0.0	-68.0		
05 Supervisors	2018	-2	0	0.0	0	0.0	0	0.0	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0	0.0	0.0		
01 Senior Managers	2021	0	0	0.0	0	0.0	0	0.0	0.0		
02 Middle & Other Managers	2021	0	0	0.0	0	0.0	0	0.0	0.0		
03 Professionals	2021	22	-3	-13.6	0	0.0	21	-14.3	0.0		
04 Semi-Professionals & Technicians	2021	10	-1	-10.0	0	0.0	0	0.0	-68.0		
05 Supervisors	2021	-2	0	0.0	0	0.0	0	0.0	0.0		
06 Supervisors: Crafts & Trades	2021	0	0	0.0	0	0.0	0	0.0	0.0		



**Federal Contractors Program Achievement Report**

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

**Kontzamanis Graumann Smith MacMillan Inc.**

**[Date: 2018-05-11]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires			Promotions			Terminations							
		All Employees	Visible Minorities						All Employees	Visible Minorities		All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2015	20	3	15.0	10.8	2	1	138.9																
	2018	17	3	17.6	11.3	2	1	156.2	4	0	0.0	0	0	0	0	0	0.0	0	0	0	5	0	0.0	1
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
10 Clerical Personnel	2015	9	1	11.1	17.0	2	-1	65.4																
	2018	10	1	10.0	17.0	2	-1	58.8	4	1	25.0	1	0	0	0	0	0.0	0	0	0	5	2	40.0	1
11 Intermediate Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2018	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-1	0	0.0			11.3	0.0			11.3	0.0		
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2018	-1	-1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-1	-1	100.0			17.0	588.2			17.0	588.2		
11 Intermediate Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**  
**Part 7: Results - Members of Visible Minorities**  
**Kontzamanis Graumann Smith MacMillan Inc.**

[Date: 2018-05-11]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis + 100	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
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
<b>Employment Equity Occupational Group (EEOG)</b>																								
<b>Workforce Analysis</b>																								
<b>Workforce</b>																								
<b>Hires</b>																								
<b>Flow Data Analysis</b>																								
<b>Terminations</b>																								
<b>Promotions</b>																								
<b>Visible Minorities</b>																								
<b>Actual</b>																								
<b>Expected</b>																								
<b>Difference</b>																								
<b>Visible Minorities</b>																								
<b>Actual</b>																								
<b>Expected</b>																								
<b>Difference</b>																								
13	Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
13	Other Sales & Service Personnel	2021	0	0	0.0	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	2018	0	0	0.0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
14	Other Manual Workers	2021	0	0	0.0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
Total		2018	28	-5	-17.9	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		2021	28	-5	-17.9	0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	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	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %			
13	Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
13	Other Sales & Service Personnel	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
14	Other Manual Workers	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
14	Other Manual Workers	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total		2018	28	-5	-17.9	0	0.0	0	0.0	0	0.0	0	0.0	
Total		2021	28	-5	-17.9	0	0.0	0	0.0	0	0.0	0	0.0	

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Kontzamanis Graumann Smith MacMillan Inc.</b>
<b>[Date: 2018-05-11]</b>

## Efforts

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

### Required measures:

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

### Other measures:

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



- Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

**Additional Details**

Please provide any additional information (optional):

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** Kontzamanis Graumann Smith MacMillan Inc.

**Primary Location:** Winnipeg, Manitoba

**Number of Employees :** 363

Manitoba – 240

Saskatchewan – 65

Ontario – 58

**Organization Overview:**

**NAICS:** 5413 – Architectural, engineering and related services.

Kontzamanis Graumann Smith MacMillan Inc. provides consulting, design and project management services for private and public sector projects in Canada and internationally. Its services include detailing of water resources, hydroelectric, industrial, geotechnical, municipal infrastructure, hydro geological and geo-environmental, commercial and institutional, and steel. The company's head office is located in Winnipeg with additional offices in Regina, Thunder Bay and Toronto.

**Key Dates – First Year Assessment**

Initiated: 2014-09-12

Received: 2014-10-15

Closed: 2015-11-18

Workforce Analysis: 2014-09-12

**Key Dates – Subsequent Assessment**

Initiated: 2018-05-26

Received: 2018-05-16

Workforce Analysis: 2018-05-11

**DATA VERIFICATION**

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

Yes  No

The period for which the data was submitted and analyzed was from 2015-02-17 to 2018-05-11. The initial Workforce Analysis was done on 2014-09-12 while the period for which the Workforce Analysis submitted for the 2nd Assessment is 2015-02-17 to 2018-05-11. This date was accepted since the reports submitted by the employer indicate no change in the number of employees between 2014-09-12 and 2015-02-17.

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

Yes  No

The date on the Achievement Report was corrected from 2018-03-01 to 2018-05-11 as per the Workforce Analysis – Summary report, since the numbers all matched. The data from the current workforce analysis included in the Achievement Table is consistent with that found in Forms 1 to 6 from WEIMS.

**ASSESSMENT OF REASONABLE PROGRESS**

In the previous assessment, few gaps were found in different EEOG’s in all designated groups, many goals were not set, and therefore was not able were to assess if any reasonable progress was made by the organization.

***Women***

3	Professionals	No goal was set.
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Assessment/Observations

- EEOG 3 – There were 72 new entrants and 12 were women while the market availability is 17.2%. Hiring or promoting 1 woman could eliminate this gap.

***Aboriginal Peoples***

4	Semi-Professionals & Technicians	No goal was set
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Assessment/Observations

- EEOG 4 – There were 32 new entrants and none were from this designated group while the market availability is 5.5%. Hiring / promoting at least 2 Aboriginal persons could eliminate this gap.

**Persons with Disabilities**

3	Professionals	No goal was set
4	Semi-Professionals and Technicians	No goal was set

**Assessment/Observations**

- EEOG 3 – There were 72 new entrants and none were persons with disabilities, while the market availability is 3.8%. Hiring / promoting 3 people from this designated group could eliminate this gap.
- EEOG 4 – There were 32 new entrants and none were person with disabilities, while the market availability is 4.6%. Hiring / promoting 2 people from this designated group could eliminate this gap.

**Members of Visible Minorities**

3	Professionals	No goal was set
10	Clerical Personnel	No goal was set

**Assessment/Observations**

- EEOG 3 – There were 72 new entrants and 9 were from this designated group, while the market availability is 26.1%. Hiring 19 people from this designated group could eliminate this gap.
- EEOG 10 – There were 4 new entrants and 1 was from this designated group, while the market availability is 17.0%.

**ASSESSMENT OF REASONABLE EFFORTS**

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- This assessment covers the data from 2015-01-01 to 2018-05-17. During their initial assessment, the organization had not set any short or long term goals. There were 6 gaps in the previous assessment and no goals were set. Therefore reasonable efforts could not be assessed.
  - The organization has set the short term and long term goals as per the market availability.

## ASSESSMENT OF GOALS

### *Short-term goals*

- All short-term goals are set at market availability by the organization.
- All short-term goals are set in percentages.

#### Women

- EEOG 3 – a short-term goal of 17.1 % was set.
- EEOG 4 – a short-term goal of 19.4 % was set.

#### Aboriginal Person

- EEOG 4 – a short-term goal of 4.9 % was set.
- EEOG 7 – a short-term goal of 6.7 % was set.

#### Persons with Disabilities

- EEOG 3 – a short-term goal of 3.8 % was set.
- EEOG 4 – a short-term goal of 4.6 % was set.
- EEOG 7 – a short-term goal of 3.4 % was set.
- EEOG 10 – a short-term goal of 7.0 % was set.

#### Visible Minorities

- EEOG 3 – a short-term goal of 26.0 % was set.
- EEOG 10 – a short-term goal of 17.0 % was set.

### *Long-term goals*

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

#### Assessment/Observations

- For all outstanding gaps, a long term goal was set at availability by the organization.
- All long-term goals are set in percentages.

**RECOMMENDATION**

I recommend that the employer be found:

in compliance    in non-compliance

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

Kontzamanis Graumann Smith MacMillan Inc. has a number of small gaps in women, Indigenous persons, person with disabilities and visible minorities. It may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of these designated groups.

**Name of Analyst: Neena Sharan**

**Date: June 07, 2018**

## Nyirasafari, Ange AN [NC]

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**From:** Sharan, Neena N [NC] on behalf of EE-EME  
**Sent:** September 20, 2018 2:28 PM  
**To:** 'hgraumann@kgsgroup.com'; 'nritchie@kgsgroup.com'  
**Subject:** Government of Canada Agreement Number: 070069 – Notification of Compliance with the Federal Contractors Program

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

Dear Helmu Graumann:

I am writing to inform you that the subsequent compliance assessment initiated on July 31, 2017 has been completed. As a result of the assessment, Kontzamanis Graumann Smith MacMillan Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

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

- Kontzamanis Graumann Smith MacMillan Inc. has a number of small gaps in women, Indigenous peoples, person with disabilities and visible minorities. It may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of these designated groups.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on July 31, 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, Kontzamanis Graumann Smith MacMillan Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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



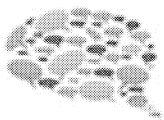
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish Kontzamanis Graumann Smith MacMillan Inc. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



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