Human Resources and

Ressources humaines et Skills Development Canada Développement des compétences Canada OFFICIAL USE ONLY Agreement N°:

Labour Program Federal Contractors Program

Agreement to Implement Employment Equity

| ☐ New Agreement | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Revised Agreement | | | | |
| | | | | |
| | ANIZATION | Га. | | |
| Legal Name of Organization Kontzamanis Graumann Smith MacMillan Inc. | | Parent company is | located outsid | é Canada |
| | | | Yes | √ No |
| Operating Name (if different from Legal Name of Organization) | | Procurement - | | n kanggan bigan nganan kanangan kangan kangan di dan kan menengan kangan kangan kangan kangan di menengan kang |
| KGS Group | | | | |
| | | Total number or en (Full-Time/Part-Tim | | 360 |
| Organization's North American Industry Classification System (NAICS) Cor 5 4 1 3 3 0 | de N⁵ | | atcan.gc.ca/sul | Code Number please bjects-sujets/standard- an02l-eng.htm |
| Official use only (if information above is incorrect) | | | - | |
| | f employees in Canada | a | Organization's | NAICS Code No |
| le le | AD OFFICE | | | |
| Address (building number, street, suite, etc.) | City | | Province | Postal Code |
| 3rd Floor-865 Waverlery Street | Winnipeg | | мв | R3T 5P4 |
| | Telephone Number | | Fax Number | ************************************** |
| | 204-896-1209 |) | 204-896- | 0754 |
| EMPLOYMEN | T EQUITY CONT | ACT | | |
| Name (print) | Tille | | | |
| Rhonda McCormick | HR Represent | ative | | |
| Telephone Number 204-896-1209 | E-mail Address rmccormick@k | acaroun com | | |
| | 12mccormicaen | gagroup.com | | |
| | TIFICATION | | | |
| The above-named organization: having a combined workforce of 100 or more permanent full-tin 12 weeks or more in Canada, AND 12 weeks or more in Canada, AND | ne, permanent part-l | lime and temporary | y employees | having worked |
| intending to bid on, or being in receipt of, a federal government Supply Arrangement, valued at \$1,000,000 or more (including a | | contract, standing of | offer or contra | act issued under a |
| Hereby certifies its commitment to implement or maintain employm instrument, in keeping with the Federal Contractors Program requiplease refer to: http://www.hrsdc.gc.ca/eng/labour/equality/fcp/inde | rements. For more is | | | |
| Important note: If an audit of the Agreement to Implement Employ the procurement instrument(s) with the Government of Canada may | | rs misrepresentati | on on the pa | rt of the organization, |
| SIG | NATORY | | | |
| NOTE: The signatory must be the Chief Executive Officer OR an a contract on behalf of the organization. | uthorized person in | an executive posit | ion with lega | l authority to sign a |
| Name (print) | Title | and the state of t | | |
| Helmut Graumann | Vice-Preside | nt | ···· | |
| T6 20 | E-mail Address hgraumann@kg | saroup.com | | |
| | Date | 0 92 0 110 7 0 0 11 | Non-American and space I and specialization | |
| | Aug.26/13 | | | |
| RETHRN | INSTRUCTIONS | | | pat one deput to part the blood of the property of the same and the sa |
| IMPORTANT | | | | and the second |
| | mnlaumant Easit. | form much be | ié én éha 1 nº | our Dropram for |
| The original copy of the signed Agreement to Implement En at: (819) 953-8768 or by e-mail at: ee-eme@hrsdc-rhdcc.gc | | ioim must de ser | n (O trie Lab | our Program tax, |



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 | | | | Cens | us 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 Ca | nada 🕨 | | | 363 | Thunder Bay | 27 | 2 | 0 | 29 |
| | | | | | Saskatoon | 1 | 0 | 0 | 1 |
| | | | | | Total Employ | ees in Canada | > | | 363 |



Employment and Social Emploi et Développement Development Canada social Canada

Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

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

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

Page 1 of 13 Canada

Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

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

| Occupational Group | | , | All Employee | S | Ab | original Peop | oles | Perso | ons with Disa | bilities | Member | s of Visible M | 1inorities |
|----------------------------------------------|-------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|-----------------|---------------|------------------|------------------|----------------|------------------|
| Salary Range Col. 1 | QTR | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Administrative and Senior Clerical Personnel | 4 | 4 | | 4 | | | | | | | | | |
| Top Range: \$ 55,000 - \$59,999 | 3 | 5 | | 5 | | | | | | | 2 | | 2 |
| Bottom Range: \$ 30,000 - \$34,999 | 2 | 1 | | 1 | | | | | | | | | |
| | 1 | 5 | | 5 | | | | | | | 1 | | 1 |
| | Total | 15 | | 15 | | | | | | | 3 | | 3 |
| Clerical Personnel | 4 | 5 | 2 | 3 | | | | | | | 1 | | 1 |
| Top Range: \$ 50,000 - \$54,999 | 3 | 1 | | 1 | 1 | | 1 | | | | | | |
| Bottom Range: \$ 25,000 - \$29,999 | 2 | 2 | | 2 | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 9 | 2 | 7 | 1 | | 1 | | | | 1 | | 1 |
| Total Number of Employees | | 337 | 262 | 75 | 9 | 7 | 2 | 2 | 1 | 1 | 55 | 47 | 8 |

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| Occupational Group | | A | All Employees | 3 | Ab | Aboriginal Peoples | oles | Pers | Persons with Disabilities | bilities | Member | Members of Visible Minorities | /linorities |
|----------------------------------------------|-------|-----------------|---------------|-----------------|-----------------|--------------------|-----------------|-----------------|---------------------------|------------------|------------------|-------------------------------|------------------|
| Salary Range Col. 1 | QTR | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Middle and Other Managers | 4 | | | | | | | | | | | | |
| Top Range: Under \$5,000 | 3 | | | | | | | | | | | | |
| Bottom Range: Under \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| Professionals | 4 | 2 | 2 | | | | | | | | | | |
| Top Range: \$100,000 and over | ယ | | | | | | | | | | | | |
| Bottom Range: Under \$5,000 | 2 | 3 | _1 | 2 | | | | | | | | | |
| | 1 | 12 | 11 | 1 | | | | 1 | 1 | | | | |
| | Total | 17 | 14 | 3 | | | | 1 | 1 | | | | |
| Semi-Professionals and Technicians | 4 | ယ | ယ | | | | | | | | | | |
| Top Range: \$ 70,000 - \$74,999 | သ | _ | _ | | | | | | | | _ | _ | |
| Bottom Range: Under \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 5 | 4 | 1 | | | | | | | 1 | 1 | |
| Administrative and Senior Clerical Personnel | 4 | | | 1 | | | | | | | | | |
| Top Range: \$ 40,000 - \$44,999 | ω | | | | | | | | | | | | |
| Bottom Range: \$ 30,000 - \$34,999 | 2 | | | | | | | | | | | | |
| | 1 | _1 | | 1 | | | | | | | | | |
| | Total | 2 | | 2 | | | | | | | | | |

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 | | , | All Employee: | S | Ab | original Peop | oles | Perso | ons with Disa | bilities | Member | s of Visible N | /linorities |
|------------------------------------|-------|--------|---------------|--------|--------|---------------|--------|--------|---------------|----------|---------|----------------|-------------|
| Salary Range | QTR | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| Col. 1 | | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | Col. 12 | Col. 13 |
| Clerical Personnel | 4 | | | | | | | | | | | | |
| Top Range: \$ 45,000 - \$49,999 | 3 | | | | | | | | | | | | |
| Bottom Range: \$ 45,000 - \$49,999 | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| Total Number of Employees | | 26 | 19 | 7 | | | | 1 | 1 | | 1 | 1 | |

Form 2 A

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

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

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

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

| Occupational Group | | F | All Employee: | S | Ab | original Peop | oles | Perso | ns with Disa | bilities | Member | s of Visible N | /linorities |
|----------------------------------------------|-------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|-----------------|---------------|------------------|------------------|----------------|------------------|
| Salary Range Col. 1 | QTR | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Professionals | 4 | 1 | | 1 | | | | | | | | | |
| Top Range: \$ 65,000 - \$69,999 | 3 | | | | | | | | | | | | |
| Bottom Range: Under \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 2 | 2 | | | | | | | | | | |
| | Total | 3 | 2 | 1 | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 4 | | | | | | | | | | | | |
| Top Range: \$ 30,000 - \$34,999 | 3 | | | | | | | | | | | | |
| Bottom Range: \$ 30,000 - \$34,999 | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| Total Number of Employees | | 4 | 2 | 2 | | | | | | | | | |

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| | Þ | √ll Employees | | Ab | original Peop | les | Perso | ns with Disal | oilities | Members | s of Visible M. | inorities |
|-------|-----------------------------------------------|---------------------------------------------------------|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------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| QTR | | Men | | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | Col. 12 | Col. 13 |
| 4 | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | |
| 2 | | | | | | | | | | | | |
| 1 | 1 | | 1 | | | | | | | | | |
| Total | 1 | | 1 | | | | | | | | | |
| 4 | 5 | 5 | | | | | | | | | | |
| ω | 6 | 6 | | | | | | | | | | |
| 2 | 80 | 71 | 9 | 2 | 2 | | | | | 8 | 7 | |
| 1 | 42 | 32 | 10 | 2 | 2 | | | | | 7 | 7 | |
| Total | 133 | 114 | 19 | 4 | 4 | | | | | 15 | 14 | |
| 4 | 11 | 11 | | | | | 1 | 1 | | | | |
| သ | 39 | 30 | 9 | 1 | 1 | | | | | 12 | 10 | 2 |
| 2 | 17 | 14 | ယ | 2 | 1 | 1 | | | | 4 | 4 | |
| 1 | 3 | 3 | | | | | | | | 2 | 2 | |
| Total | 70 | 58 | 12 | 3 | 2 | -1 | _ | 1 | | 19 | 17 | 2 |
| 4 | | | | | | | | | | | | |
| ယ | | | | | | | | | | | | |
| 2 | | | | | | | | | | | | |
| 1 | 1 | | 1 | | | | | | | | | |
| Total | | | 1 | | | | | | | | | |
| | QTR QTR 3 3 3 3 3 1 1 1 1 1 1 1 1 1 1 1 1 1 1 | Total Col. 2 Col. 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 | Total Col. 2 Col. 2 1 1 1 1 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 | All Employees Total Men Women Col. 2 Col. 3 Col. 4 1 1 5 5 6 6 6 80 71 42 32 113 114 11 11 39 30 70 58 70 58 | All Employees Total Men Women Total Col. 2 Col. 3 Col. 4 Col. 5 Col. 2 Col. 3 Col. 4 Col. 5 1 1 1 1 80 71 9 80 71 9 11 11 11 33 31 14 19 70 58 12 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 | All Employees Total Men Women Total Col. 2 Col. 3 Col. 4 Col. 5 Col. 2 Col. 3 Col. 4 Col. 5 1 1 1 1 80 71 9 80 71 9 11 11 11 33 31 14 19 70 58 12 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 | All Employees Total Men Col. 2 Col. 3 Col. 4 Col. 5 Col. 6 Col. 6 Col. 6 Col. 7 Col. 6 Col. 7 Col. 7 Col. 6 Col. 7 Col. 6 Col. 7 Col | All Employees Total Men Col. 2 Col. 3 Col. 4 Col. 5 Col. 6 Col. 7 Col. 7 Col. 2 Col. 3 Col. 4 Col. 5 Col. 6 Col. 7 Col. 7 Col. 7 Col. 6 Col. 7 Col. 7 Col. 6 Col. 7 Col. | All Employees Total Men Col. 2 Col. 3 Col. 4 Col. 5 Col. 6 Col. 7 Col. 7 Col. 2 Col. 3 Col. 4 Col. 5 Col. 6 Col. 7 Col. 7 Col. 7 Col. 6 Col. 7 Col. 7 Col. 6 Col. 7 Col. | Total Men Women Total Men Col. 5 Col. 6 Col. 7 Col. 8 Col. 9 | Total Men | Total Men |

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 | | , | All Employee | s | Ab | original Peop | oles | Perso | ns with Disa | bilities | Member | s of Visible M | linorities |
|----------------------------------------------|-------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|-----------------|---------------|------------------|------------------|----------------|------------------|
| Salary Range Col. 1 | QTR | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Administrative and Senior Clerical Personnel | 4 | 2 | | 2 | | | | | | | | | |
| Top Range: \$ 55,000 - \$59,999 | 3 | 3 | | 3 | | | | | | | 1 | | 1 |
| Bottom Range: \$ 30,000 - \$34,999 | 2 | | | | | | | | | | | | |
| | 1 | 3 | | 3 | | | | | | | 1 | | 1 |
| | Total | 8 | | 8 | | | | | | | 2 | | 2 |
| Clerical Personnel | 4 | 5 | 2 | 3 | | | | | | | 1 | | 1 |
| Top Range: \$ 50,000 - \$54,999 | 3 | 1 | | 1 | 1 | | 1 | | | | | | |
| Bottom Range: \$ 25,000 - \$29,999 | 2 | 2 | | 2 | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 9 | 2 | 7 | 1 | | 1 | | | | 1 | | 1 |
| Total Number of Employees | | 222 | 174 | 48 | 8 | 6 | 2 | 1 | 1 | | 37 | 31 | 6 |

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

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 | | / | All Employees | s | Ab | original Peop | les | Perso | ns with Disa | bilities | Member | s of Visible N | /linorities |
|---------------------------|-----|--------|---------------|--------|--------|---------------|--------|--------|--------------|----------|---------|----------------|-------------|
| Salary Range | QTR | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| Col. 1 | | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | Col. 12 | Col. 13 |
| Total Number of Employees | | 18 | 15 | 3 | | | | 1 | 1 | | 1 | 1 | |

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| | Α | II Employee: | v, | Ab | original Peop | les | Perso | ns with Disal | oilities | Members | s of Visible M | inorities |
|-------|-----------------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------|------------------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| QTR | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| 4 | 2 | 2 | | | | | | | | | | |
| 3 | 8 | 7 | 1 | | | | | | | 2 | 2 | |
| 2 | 16 | 15 | 1 | 1 | 1 | | | | | 5 | 5 | |
| 1 | 14 | 8 | 9 | | | | | | | | | |
| Total | 40 | 32 | 8 | 1 | 1 | | | | | 7 | 7 | |
| 4 | 2 | 2 | | | | | | | | | | |
| ω | 5 | 4 | 1 | | | | | | | | | |
| 2 | 4 | 4 | | | | | | | | 1 | _ | |
| _ | 6 | 4 | 2 | | | | 1 | | 1 | 1 | 1 | |
| Total | 17 | 14 | 3 | | | | 1 | | 1 | 2 | 2 | |
| 4 | | | | | | | | | | | | |
| ω | | | | | | | | | | | | |
| 2 | | | | | | | | | | | | |
| _ | 1 | | 1 | | | | | | | | | |
| Total | 1 | | 1 | | | | | | | | | |
| 4 | 1 | | 1 | | | | | | | | | |
| ω | | | | | | | | | | | | |
| 2 | | | | | | | | | | | | |
| _ | 2 | | 2 | | | | | | | | | |
| Total | 3 | | 3 | | | | | | | | | |
| | QTR QTR 2 2 1 1 1 Total Total 1 2 2 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 | Total Col. 2 Col. 2 2 1 1 1 1 5 5 2 1 1 1 1 1 2 2 2 1 1 1 1 | Total Col. 2 Col. 2 2 1 1 1 1 5 5 2 1 1 1 1 1 2 2 2 1 1 1 1 | All Employees Total Men Women Col. 2 Col. 3 Col. 4 2 Col. 3 Col. 4 14 8 14 8 40 32 5 4 17 14 1 1 14 2 2 3 3 | All Employees Total Men Women Col. 3 Col. 2 2 2 2 3 Col. 3 Col. 4 Col. 5 14 8 7 14 8 7 14 8 6 40 32 8 6 4 4 4 4 4 4 7 11 11 11 11 1 | All Employees Total Men Women Col. 3 Col. 2 2 2 2 3 Col. 4 Col. 5 Col. 4 Col. 5 14 8 7 14 8 7 14 8 6 40 32 8 6 4 4 4 4 4 7 11 11 11 11 11 | All Employees Aboriginal Peoples | All Employees Total Men | All Employees Total Men | All Employees | All Employees All Employee | All Employees All Employee |

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 | | , | All Employee: | S | Ab | original Peop | les | Perso | ns with Disa | bilities | Member | s of Visible N | /linorities |
|---------------------------|-----|--------|---------------|--------|--------|---------------|--------|--------|--------------|----------|---------|----------------|-------------|
| Salary Range | QTR | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| Col. 1 | | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | Col. 12 | Col. 13 |
| Total Number of Employees | | 61 | 46 | 15 | 1 | 1 | | 1 | | 1 | 9 | 9 | |

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

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / National

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

| | | All Employees | | Al | boriginal Peopl | es | Pers | ons with Disab | ilities | Membe | rs of Visible Mi | norities |
|---------------------------|-----------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|-----------------|------------------|------------------|------------------|
| Salary Range | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| 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 |
| Total Number of Employees | 337 | 262 | 75 | 9 | 7 | 2 | 2 | 1 | 1 | 55 | 47 | 8 |

Form 3 B

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| Total Number of Employees | \$ 50,000 and over | \$ 40,000 - \$49,999 | \$ 30,000 - \$34,999 | Under \$5,000 | Salary Range | | |
|---------------------------|--------------------|----------------------|----------------------|---------------|---------------------------|-------------------------------|---|
| 26 | 9 | 2 | 1 | 14 | Total Col. 1 | | |
| 19 | 7 | | | 12 | Men Col. 2 | All Employees | |
| 7 | 2 | 2 | 1 | 2 | Women Col. 3 | | |
| | | | | | Total Col. 4 | A | , |
| | | | | | Men Col. 5 | Aboriginal Peoples | |
| | | | | | Women Col. 6 | es | |
| 1 | | | | 1 | Total Col. 7 | Pers | |
| 1 | | | | 1 | Men Col. 8 | Persons with Disabilities | |
| | | | | | Women Col. 9 | ilities | |
| 1 | 1 | | | | Total Col. 10 | Membe | |
| 1 | | | | | Total Men Col. 10 Col. 11 | Members of Visible Minorities | |
| - | 1 | | | | Women Col. 12 | inorities | |

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Ontario

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

| | | All Employees | | А | boriginal Peop | les | Pers | ons with Disab | oilities | Membe | rs of Visible Mi | norities |
|---------------------------|--------|---------------|--------|--------|----------------|--------|--------|----------------|----------|---------|------------------|----------|
| Salary Range | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| | Col. 1 | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | Col. 12 |
| \$ 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 |
| Total Number of Employees | 54 | 42 | 12 | | | | | | | 9 | 7 | 2 |

Form 3 B

| Total Number of Employees | \$ 50,000 and over | \$ 30,000 - \$34,999 | Under \$5,000 | | Salary Range | | |
|---------------------------|--------------------|----------------------|---------------|--------------------------|--------------|---------------------------|--|
| 4 | 1 | 1 | 2 | Col. 1 | Total | | |
| 2 | | | 2 | Col. 2 | Men | All Employees | |
| 2 | 1 | 1 | | Col. 3 | Women | | |
| | | | | Col. 4 | Total | А | |
| | | | | Col. 5 | Men | Aboriginal Peoples | |
| | | | | Col. 6 | Women | les | |
| | | | | Col. 7 | | Pers | |
| | | | | Col. 8 | | Persons with Disabilities | |
| | | | | Col. 9 | Women | oilities | |
| | | | | Col. 10 | Total | Membe | |
| | | | | Col. 10 Col. 11 Col. | Men | rs of Visible M | |
| | | | | Col. 12 | Women | inorities | |

| Total Number of Employees | \$ 50,000 and over | \$ 30,000 - \$34,999 | Under \$5,000 | Salary Range | |
|---------------------------|--------------------|----------------------|---------------|------------------|-------------------------------|
| 4 | 1 | 1 | 2 | Total Col. 1 | |
| 2 | | | 2 | Men Col. 2 | All Employees |
| 2 | 1 | 1 | | Women Col. 3 | |
| | | | | Total Col. 4 | A |
| | | | | Men Col. 5 | Aboriginal Peoples |
| | | | | Women Col. 6 | es |
| | | | | Total Col. 7 | Pers |
| | | | | Men Col. 8 | Persons with Disabilities |
| | | | | Women Col. 9 | oilities |
| | | | | Total Col. 10 | Membe |
| | | | | Men Col. 11 | Members of Visible Minorities |
| | | | | Women Col. 12 | linorities |

Form 3 A

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

| Total Number of Employees | \$100,000 and over | \$ 85,000 - \$99,999 | \$ 70,000 - \$84,999 | \$ 60,000 - \$69,999 | \$ 50,000 - \$59,999 | \$ 45,000 - \$49,999 | \$ 40,000 - \$44,999 | \$ 37,500 - \$39,999 | \$ 30,000 - \$34,999 | \$ 25,000 - \$29,999 | Under \$15,000 | Calary Francy | Calani Danna |
|---------------------------|--------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------|---------------|-------------------------------|
| 222 | 56 | 24 | 52 | 41 | 29 | 6 | 4 | 3 | 2 | _ | 4 | Col. 1 | Total |
| 174 | 53 | 22 | 42 | 27 | 21 | 2 | 3 | | | | 4 | Col. 2 | All Employees |
| 48 | 3 | 2 | 10 | 14 | 8 | 4 | 1 | 3 | 2 | _ | | Col. 3 | |
| 8 | _ | _ | 1 | 2 | 2 | | 1 | | | | | Col. 4 | Total A |
| 6 | _ | _ | 1 | 2 | 1 | | | | | | | Col. 5 | Aboriginal Peoples |
| 2 | | | | | 1 | | _ | | | | | Col. 6 | - 1 |
| | | _ | | | | | | | | | | Col. 7 | Per |
| _ | | _ | | | | | | | | | | Col. 8 | Persons with Disabilities |
| | | | | | | | | | | | | Col. 9 | oilities |
| 37 | 3 | | 11 | 9 | 7 | 2 | | | | | 2 | Col. 10 | Memb |
| 31 | 3 | | 9 | 8 | | | | | | | 2 | Col. 11 | Members of Visible Minorities |
| 6 | | | 2 | | , | 2 | - | | _ | | .5 | Col. 12 | inorities |

Form 3 B

Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / Manitoba

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

| | | All Employees | | А | boriginal Peopl | es | Pers | ons with Disab | ilities | Membe | rs of Visible M | inorities |
|---------------------------|-----------------|---------------|-----------------|--------|-----------------|--------|-----------------|----------------|---------|------------------|-----------------|------------------|
| Salary Range | Total Col. 1 | Men | Women Col. 3 | Total | Men Col. 5 | Women | Total Col. 7 | Men | Women | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| | Coi. i | Col. 2 | C01. 3 | Col. 4 | C01. 5 | Col. 6 | C01. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | C01. 12 |
| Under \$5,000 | 12 | 10 | 2 | | | | 1 | 1 | | | | |
| \$ 40,000 - \$49,999 | 1 | | 1 | | | | | | | | | |
| \$ 50,000 and over | 5 | 5 | | | | | | | | 1 | 1 | |
| Total Number of Employees | 18 | 15 | 3 | | | | 1 | 1 | | 1 | 1 | |

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Form 3 A

Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)

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

| Total Number of Employees | \$100,000 and over | \$ 85,000 - \$99,999 | \$ 70,000 - \$84,999 | \$ 60,000 - \$69,999 | \$ 50,000 - \$59,999 | \$ 40,000 - \$44,999 | \$ 37,500 - \$39,999 | Salary Range | |
|---------------------------|--------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------|-------------------------------|
| 61 | 21 | 13 | 10 | 8 | 7 | 1 | 1 | Total Col. 1 | |
| 46 | 19 | 11 | 9 | 4 | 3 | | | Men Col. 2 | All Employees |
| 15 | 2 | 2 | 1 | 4 | 4 | 1 | 1 | Women Col. 3 | |
| 1 | | 1 | | | | | | Total Col. 4 | |
| 1 | | 1 | | | | | | Men Col. 5 | Aboriginal Peoples |
| | | | | | | | | Women Col. 6 | |
| 1 | | | | | 1 | | | Total Col. 7 | Pers |
| | | | | | | | | Men Col. 8 | Persons with Disabilities |
| 1 | | | | | 1 | | | Women Col. 9 | ilities |
| 9 | 4 | 3 | 1 | | 1 | | | Total Col. 10 | Membe |
| 9 | 4 | 3 | 1 | | 1 | | | Men Col. 11 | Members of Visible Minorities |
| | • | | | | | | | Women Col. 12 | inorities |

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / Saskatchewan

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

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

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FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

| | | All Employees | | Al | ooriginal Peop | es | Pers | ons with Disab | ilities | Membe | rs of Visible Mi | norities |
|-------------------------------------------------|--------|---------------|--------|--------|----------------|--------|--------|----------------|---------|---------|------------------|----------|
| Occupational Group | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| | Col. 1 | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | Col. 12 |
| Professionals | 61 | 47 | 14 | 1 | 1 | | | | | 12 | 10 | 2 |
| Semi-Professionals and Technicians | 31 | 26 | 5 | | | | | | | 3 | 2 | 1 |
| Supervisors | 1 | | 1 | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 6 | 1 | 5 | | | | | | | | | |
| Clerical Personnel | 5 | 2 | 3 | | | | | | | 2 | 1 | 1 |
| Total Number of Employees Hired | 104 | 76 | 28 | 1 | 1 | | | | | 17 | 13 | 4 |

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FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / National Reporting Period 2015-01-01 to 2018-05-17

| | | All Employees | | Al | Aboriginal Peoples | es | Persi | Persons with Disabilities | ilities | Member | Members of Visible Minorities | orities |
|------------------------------------|--------|---------------|--------|--------|--------------------|--------|--------|---------------------------|---------|---------|-------------------------------|---------|
| Occupational Group | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| | Col. 1 | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | | Col. 9 | Col. 10 | Col. 11 | Col. 12 |
| Professionals | 16 | 13 | 3 | | | | | | | 3 | 3 | |
| Semi-Professionals and Technicians | 4 | 4 | | | | | | | | _ | 1 | |
| Clerical Personnel | 2 | | 2 | | | | | | | | | |
| Total Number of Employees Hired | 22 | 17 | 5 | | | | | | | 4 | 4 | |

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Ontario

| | | All Employees | | Al | boriginal Peopl | es | Pers | ons with Disab | ilities | Membe | rs of Visible Mi | norities |
|------------------------------------|-----------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|-----------------|------------------|------------------|------------------|
| Occupational Group | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Professionals | 13 | 11 | 2 | | | | | | | 3 | 2 | 1 |
| Semi-Professionals and Technicians | 3 | 3 | | | | | | | | 1 | 1 | |
| Total Number of Employees Hired | 16 | 14 | 2 | | | | | | | 4 | 3 | 1 |

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / Ontario Reporting Period 2015-01-01 to 2018-05-17

| | | All Employees | | A | Aboriginal Peoples | es | Pers | Persons with Disabilities | lities | Membe | Members of Visible Minorities | norities |
|---------------------------------|-----------------|---------------|-----------------|-----------------|--------------------|-----------------|-----------------|---------------------------|-----------------|------------------|-------------------------------|------------------|
| Occupational Group | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Professionals | 1 | 1 | | | | | | | | | | |
| Total Number of Employees Hired | 1 | 1 | | | | | | | | | | |

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Manitoba

| | | All Employees | | А | boriginal Peopl | es | Pers | ons with Disab | ilities | Membe | rs of Visible Mi | norities |
|-------------------------------------------------|-----------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|-----------------|------------------|------------------|------------------|
| Occupational Group | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Professionals | 30 | | | 1 | 1 | 333 | | 30 0 | 30 0 | 7 | 6 | 1 |
| Semi-Professionals and Technicians | 18 | 15 | 3 | | | | | | | 2 | 1 | 1 |
| Supervisors | 1 | | 1 | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 5 | | 5 | | | | | | | | | |
| Clerical Personnel | 5 | 2 | 3 | | | | | | | 2 | 1 | 1 |
| Total Number of Employees Hired | 59 | 41 | 18 | 1 | 1 | | | | | 11 | 8 | 3 |

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / Manitoba Reporting Period 2015-01-01 to 2018-05-17

| | | All Employees | | Ab | Aboriginal Peoples | es | Persi | Persons with Disabilities | ilities | Member | Members of Visible Minorities | norities |
|------------------------------------|--------|---------------|--------|--------|--------------------|--------|--------|---------------------------|---------|---------|-------------------------------|----------|
| Occupational Group | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| | Col. 1 | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | Col. 12 |
| Professionals | 13 | 10 | 3 | | | | | | | 2 | 2 | |
| Semi-Professionals and Technicians | 2 | 2 | | | | | | | | 1 | 1 | |
| Clerical Personnel | 2 | | 2 | | | | | | | | | |
| Total Number of Employees Hired | 17 | 12 | 5 | | | | | | | 3 | 3 | |

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Saskatchewan

| | | All Employees | | А | boriginal Peopl | es | Pers | ons with Disab | oilities | Membe | rs of Visible Mi | norities |
|----------------------------------------------|--------|---------------|--------|--------|-----------------|--------|--------|----------------|----------|---------|------------------|----------|
| Occupational Group | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| | Col. 1 | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | Col. 12 |
| Professionals | 18 | 12 | 6 | | | | | | | 2 | 2 | |
| Semi-Professionals and Technicians | 10 | 8 | 2 | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 1 | 1 | | | | | | | | | | |
| Total Number of Employees Hired | 29 | 21 | 8 | | | | | | | 2 | 2 | |

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FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / Saskatchewan Reporting Period 2015-01-01 to 2018-05-17

| Occupational Orona | | All Employees | | | Aboriginal Peoples | _ | Pers | Persons with Disabilities | ilities | Membe | Members of Visible Minorities | inorities |
|----------------------------------------|--------|---------------|--------|--------|--------------------|--------|--------|---------------------------|---------|---------|-------------------------------|-----------|
| Occupational Group | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | |
| | Col. 1 | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | |
| Professionals | 2 | 2 | | | | | | | | 1 | , | _ |
| Semi-Professionals and Technicians | 2 | 2 | | | | | | | | | | |
| Total Number of Employees Hired | 4 | 4 | | | | | | | | ļ | l. | |

Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / National

| | Employ | ees promoted (| Employees pro | omoted during | the year are to | be reported or | nly in the occup | ational groups | in which or to | which they hav | e been last pro | moted.) |
|------------------------------------|-----------------|----------------|-----------------|-----------------|-----------------|-----------------|------------------|----------------|-----------------|------------------|------------------|------------------|
| Coourational Croun | | All Employees | | А | boriginal Peop | es | Pers | ons with Disab | oilities | Membe | rs of Visible Mi | norities |
| Occupational Group | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Professionals | 15 | 14 | 1 | | | | | | | 1 | 1 | |
| Semi-Professionals and Technicians | 3 | 1 | 2 | | | | | | | 2 | | 2 |
| Total Number of Employees Promoted | 18 | 15 | 3 | | | | | | | 3 | 1 | 2 |
| Total Number of Promotions | 19 | 16 | 3 | | | | | | | 3 | 1 | 2 |

Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / Manitoba

| | Employe | ees promoted (| Employees pro | omoted during | the year are to | be reported or | nly in the occup | ational groups | in which or to | which they have | e been last pro | moted.) |
|------------------------------------|-----------------|----------------|-----------------|-----------------|-----------------|-----------------|------------------|----------------|-----------------|------------------|------------------|------------------|
| Occupational Croup | | All Employees | | Α | boriginal Peopl | es | Pers | ons with Disab | ilities | Membe | rs of Visible Mi | norities |
| Occupational Group | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Professionals | 15 | 14 | 1 | | | | | | | 1 | 1 | |
| Semi-Professionals and Technicians | 3 | 1 | 2 | | | | | | | 2 | | 2 |
| Total Number of Employees Promoted | 18 | 15 | 3 | | | | | | | 3 | 1 | 2 |
| Total Number of Promotions | 19 | 16 | 3 | | | | | | | 3 | 1 | 2 |

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

| | | All Employees | i | Al | ooriginal Peopl | es | Pers | ons with Disab | oilities | Membe | rs of Visible Mi | norities |
|----------------------------------------------|-----------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|-----------------|------------------|------------------|------------------|
| Occupational Group | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Professionals | 50 | 36 | 14 | | | | | | | 13 | 10 | 3 |
| Semi-Professionals and Technicians | 22 | 17 | 5 | 2 | 2 | | | | | 5 | 4 | 1 |
| Supervisors | 2 | | 2 | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 5 | 1 | 4 | | | | | | | | | |
| Clerical Personnel | 5 | 3 | 2 | | | | | | | 2 | 2 | |
| Total Number of Employees Terminated | 84 | 57 | 27 | 2 | 2 | | | | | 20 | 16 | 4 |

Form 6 B

Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / National

| | | All Employees | | Al | Aboriginal Peoples | es | Pers | Persons with Disabilities | ilities | Membe | Members of Visible Minorities | norities |
|--------------------------------------|--------|---------------|--------|--------|--------------------|--------|--------|---------------------------|---------|---------|-------------------------------|----------|
| Occupational Group | | Men | | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| | Col. 1 | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | Col. 12 |
| Professionals | 10 | 8 | 2 | | | | | | | 3 | 3 | |
| Semi-Professionals and Technicians | 1 | 1 | | | | | | | | | | |
| Clerical Personnel | 1 | | 1 | | | | | | | | | |
| Total Number of Employees Terminated | 12 | 6 | 3 | | | | | | | 3 | 3 | |
| | | | | | | | | | | | | |

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Ontario

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

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Form 6 B

005678

| Occupational Group | | All Employees Men | Women | e | Aboriginal Peoples Men Col. 5 | es Women | Pers Total | Persons with Disabilities Men W | lities Women | Membe Total | > 1 | Members of Visible Minorities otal Men Worn |
|--------------------------------------|----|--------------------|-------|-----------------|---------------------------------|-----------------|-----------------|---------------------------------|-----------------|----------------|------------------|---------------------------------------------|
| Occupational Group | | Men Col. 2 | | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | | Total Col. 10 | |
| Semi-Professionals and Technicians | | _ | | | | | | | | | | |
| Total Number of Employees Terminated | -3 | | | | | | | | | | | |

Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Manitoba

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

| | | All Employees | | Al | ooriginal Peopl | es | Pers | ons with Disab | ilities | Membe | rs of Visible Mi | norities |
|-------------------------------------------------|-----------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|-----------------|------------------|------------------|------------------|
| Occupational Group | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Professionals | 31 | 23 | 8 | | | | | | | 11 | 9 | 2 |
| Semi-Professionals and Technicians | 16 | 12 | 4 | 2 | 2 | | | | | 4 | 3 | 1 |
| Supervisors | 1 | | 1 | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 3 | | 3 | | | | | | | | | |
| Clerical Personnel | 5 | 3 | 2 | | | | | | | 2 | 2 | |
| Total Number of Employees Terminated | 56 | 38 | 18 | 2 | 2 | | | | | 17 | 14 | 3 |

Form 6 B

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / Manitoba Reporting Period 2015-01-01 to 2018-05-17

| | | All Employees | | A | Aboriginal Peoples | les | Pers | Persons with Disabilities | ilities | Membe | Members of Visible Minorities | norities |
|--------------------------------------|--------|---------------|--------|--------|--------------------|--------|--------|---------------------------|---------|---------|-------------------------------|----------|
| Occupational Group | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| | Col. 1 | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | Col. 12 |
| Professionals | 8 | 6 | 2 | | | | | | | 2 | 2 | |
| Clerical Personnel | 1 | | 1 | | | | | | | | | _ |
| Total Number of Employees Terminated | 6 | 6 | 3 | | | | | | | 2 | 2 | |

Kontzamanis Graumann Smith MacMillan Inc. (certificate # 070069)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Saskatchewan

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

| | | All Employees | i | А | boriginal Peopl | es | Pers | ons with Disab | ilities | Membe | rs of Visible Mi | norities |
|-------------------------------------------------|--------|---------------|--------|--------|-----------------|--------|--------|----------------|---------|---------|------------------|----------|
| Occupational Group | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| | Col. 1 | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | Col. 12 |
| Professionals | 8 | 5 | 3 | | | | | | | 1 | 1 | |
| Semi-Professionals and Technicians | 4 | 3 | 1 | | | | | | | 1 | 1 | |
| Supervisors | 1 | | 1 | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 2 | 1 | 1 | | | | | | | | | |
| Total Number of Employees Terminated | 15 | 9 | 6 | | | | | | | 2 | 2 | |

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005682

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / Saskatchewan Reporting Period 2015-01-01 to 2018-05-17

| | | All Employees | | Ab | Aboriginal Peoples | es | Persi | Persons with Disabilities | lities | Membe | Members of Visible Minorities | norities |
|--------------------------------------|--------|---------------|--------|--------|--------------------|--------|--------|---------------------------|--------|---------|-------------------------------|----------|
| Occupational Group | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| | Col. 1 | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | Col. 12 |
| Professionals | 2 | 2 | | | | | | | | 1 | 1 | |
| Total Number of Employees Terminated | 2 | 2 | | | | | | | | 1 | 1 | |

Workforce Analysis - Detailed Report

Date: 2018-05-17

Women

| | | | | | Women | | | |
|-----------------------------------------------------------------------------------------|-------------------|--------------------|--------|----------------|------------|---------------|----------|------------------|
| Employment Equity Occupational Group | Internal Location | All Employees # | Repres | sentation % | Avail % | lability # | Gap # | Recruitment Area |
| | | | | | | | | |
| 02 : Middle and Other Managers | National | 2 | 1 | 50.0 % | 38.9 % | 1 | 0 | National |
| 03 : Professionals | | 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 |
| 1112 : Lawyers and Quebec notaries | National | 1 | 0 | 0.0 % | 42.5 % | 0 | 0 | National |
| 1161 : 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 |
| 04 : Semi-Professionals and Technicians | | 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 |
| 232 : 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 |



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Workforce Analysis - Detailed Report

Date: 2018-05-17

Women

| | | | | | Women | | | |
|-----------------------------------------------------------------------------------------|-------------------|---------------|----------|----------------|--------------|----------|------------|------------------|
| Employment Equity Occupational Group | Internal Location | All Employees | Repres | Representation | Availability | | | Recruitment Area |
| | | # | # | % | % | # | # | |
| 2251 : Architectural technologists and technicians | Manitoba | 2 | 0 | 0.0 % | 36.7 % | _ | <u>-1</u> | Manitoba |
| 2251 : Architectural technologists and technicians | Ontario | <u> </u> | 0 | 0.0 % | 29.6 % | 0 | 0 0 | Ontario |
| 2251 : Architectural technologists and technicians | Saskatchewan | <u> </u> | 0 | 0.0 % | 52.5 % | _ | S. | Saskatchewan |
| 2253 : Drafting technologists and technicians | Manitoba | Ø | _ | 11.1 % | 22.3 % | 2 | <u>.</u> | Manitoba |
| 2253 : Drafting technologists and technicians | Ontario | 2 | _ | 50.0 % | 26.4 % | <u></u> | 0 0 | Ontario |
| 2253 : Drafting technologists and technicians | Saskatchewan | _ | 0 | 0.0 % | 22.6 % | 0 | 0 S | Saskatchewan |
| 2255 : Technical occupations in geomatics and meteorology | Manitoba | 24 | У | 20.8 % | 25.4 % | 6 | <u>-1</u> | Manitoba |
| 2255 : Technical occupations in geomatics and meteorology | Ontario | 2 | 0 | 0.0 % | 28.8 % | _ | <u>-1</u> | Ontario |
| 2255 : Technical occupations in geomatics and meteorology | Saskatchewan | 7 | _ | 14.3 % | 31.6 % | 2 | - <u>1</u> | Saskatchewan |
| 2263 : Inspectors in public and environmental health and occupational health and safety | Manitoba | _ | 0 | 0.0 % | 35.5 % | 0 | 0 | Manitoba |
| 5241 : Graphic designers and illustrators | Manitoba | _ | _ | 100.0 % | 44.7 % | 0 | _1 _1 | Manitoba |
| 05 : Supervisors | | 2 | 2 | 100.0 % | 53.3 % | <u> </u> | _ | |
| Employment Equity Occupational Group | Regina | <u> </u> | _ | 100.0 % | 52.5 % | <u> </u> | 0 R | Regina |
| Employment Equity Occupational Group | Winnipeg | <u> </u> | _ | 100.0 % | 54.2 % | _ | 0 | Winnipeg |
| 07 : Administrative and Senior Clerical Personnel | | 17 | 17 | 100.0 % | 81.4 % | 14 | ω | |
| Employment Equity Occupational Group | Regina | 4 | 4 | 100.0 % | 80.7 % | ω | ٦ ٦ | Regina |
| Employment Equity Occupational Group | Thunder Bay | ω | ω | 100.0 % | 83.9 % | ω | 0 T | Thunder Bay |
| Employment Equity Occupational Group | Toronto | 2 | 2 | 100.0 % | 80.1% | 2 | 0 T | Toronto |
| Employment Equity Occupational Group | Winnipeg | œ | ∞ | 100.0 % | 81.1 % | 6 | 2 | Winnipeg |
| 10 : Clerical Personnel | | 10 | ∞ | 80.0 % | 67.9 % | 7 | <u> </u> | |
| Employment Equity Occupational Group | Winnipeg | 10 | œ | 80.0 % | 67.9 % | 7 | <u> </u> | Winnipeg |
| Total | | 363 | 82 | 22.6 % | 22.5 % | 83 | - | |
| Total may not equal sum of components due to rounding. | | | | | | | | |

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

Aboriginal Peoples

| | | | | Aboriç | jinal Peoples | | | |
|----------------------------------------------------------------------------------------|-------------------|--------------------|-------------|---------------|---------------|--------------|----------|------------------|
| Employment Equity Occupational Group | Internal Location | All Employees # | Repres # | entation % | Avail % | ability # | Gap # | Recruitment Area |
| 02 : Middle and Other Managers | National | 2 | 0 | 0.0 % | 2.2 % | 0 | 0 | National |
| 03 : Professionals | | 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 |
| 132 : Mechanical engineers | National | 24 | 3 | 12.5 % | 0.7 % | 0 | 3 | National |
| 133 : Electrical and electronics engineers | National | 25 | 1 | 4.0 % | 0.7 % | 0 | 1 | National |
| 144 : Geological engineers | National | 10 | 0 | 0.0 % | 0.8 % | 0 | 0 | National |
| 171 : Information systems analysts and consultants | National | 2 | 0 | 0.0 % | 1.1 % | 0 | 0 | National |
| 174 : Computer programmers and interactive media developers | National | 2 | 0 | 0.0 % | 1.0 % | 0 | 0 | National |
| 112 : Lawyers and Quebec notaries | National | 1 | 0 | 0.0 % | 1.6 % | 0 | 0 | National |
| 161 : Natural and applied science policy researchers, consultants and program officers | National | 13 | 0 | 0.0 % | 2.7 % | 0 | 0 | National |
| 113 : Archivists | National | 1 | 0 | 0.0 % | 3.1 % | 0 | 0 | National |
| 4 : Semi-Professionals and Technicians | | 112 | 3 | 2.7 % | 4.9 % | 5 | -2 | |
| 231 : Civil engineering technologists and technicians | Manitoba | 28 | 2 | 7.1 % | 9.0 % | 3 | -1 | Manitoba |
| 231 : Civil engineering technologists and technicians | Ontario | 11 | 0 | 0.0 % | 2.2 % | 0 | 0 | Ontario |
| 231 : Civil engineering technologists and technicians | Saskatchewan | 5 | 0 | 0.0 % | 3.8 % | 0 | 0 | Saskatchewan |
| 232 : Mechanical engineering technologists and technicians | Manitoba | 3 | 0 | 0.0 % | 6.0 % | 0 | 0 | Manitoba |
| 232 : Mechanical engineering technologists and technicians | Ontario | 2 | 0 | 0.0 % | 1.4 % | 0 | 0 | Ontario |
| 232 : Mechanical engineering technologists and technicians | Saskatchewan | 3 | 0 | 0.0 % | 0.0 % | 0 | 0 | Saskatchewan |
| 241 : Electrical and electronics engineering technologists and technicians | Manitoba | 5 | 0 | 0.0 % | 8.5 % | 0 | 0 | Manitoba |
| 241 : 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 |



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Workforce Analysis - Detailed Report

Date: 2018-05-17

Aboriginal Peoples

| Employment Equity Occupational Group | Internal Location | All Employees # | Represe | Aborig Representation # % | Aboriginal Peoples ion Avail: % % | oples Availability 6 # | Gap | Recruitment Area |
|-----------------------------------------------------------------------------------------|-------------------|--------------------|----------|---------------------------------|-----------------------------------------|------------------------------|----------|------------------|
| 2251 : Architectural technologists and technicians | Manitoba | N | 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 | _ | 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 | _ | 0 | 0.0 % | 2.4 % | 0 | 0 | Saskatchewan |
| 2255 : Technical occupations in geomatics and meteorology | Manitoba | 24 | _ | 4.2 % | 4.2 % | _ | 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 | _ | 0 | 0.0 % | 11.5 % | 0 | 0 | Manitoba |
| 5241 : Graphic designers and illustrators | Manitoba | _ | 0 | 0.0 % | 8.9 % | 0 | 0 | Manitoba |
| 05 : Supervisors | | 2 | 0 | 0.0 % | 8.8 % | 0 | 0 | |
| Employment Equity Occupational Group | Regina | <u> </u> | 0 | 0.0 % | 5.9 % | 0 | 0 | Regina |
| Employment Equity Occupational Group | Winnipeg | _ | 0 | 0.0 % | 11.8 % | 0 | 0 | Winnipeg |
| 07 : Administrative and Senior Clerical Personnel | | 17 | 0 | 0.0 % | 6.7 % | 1 | 4 | |
| Employment Equity Occupational Group | Regina | 4 | 0 | 0.0 % | 6.4 % | 0 | 0 | Regina |
| Employment Equity Occupational Group | Thunder Bay | ω | 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 | œ | 0 | 0.0 % | 8.5 % | 1 | <u>.</u> | Winnipeg |
| 10 : Clerical Personnel | | 10 | _ | 10.0 % | 9.8 % | _ | 0 | |
| Employment Equity Occupational Group | Winnipeg | 10 | <u> </u> | 10.0 % | 9.8 % | _ | 0 | Winnipeg |
| Total | | 363 | 9 | 2.5 % | 2.8 % | ø | 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

| | | | | | f Visible Mind | | |
|----------------------------------------------------------------------------------------|-------------------|--------------------|--------|----------------|----------------|----------------|--------------------------|
| Employment Equity Occupational Group | Internal Location | All Employees # | Repres | sentation % | Avail % | ability G # | ap Recruitment Area # |
| 02 : Middle and Other Managers | National | 2 | 0 | 0.0 % | 15.0 % | 0 | 0 National |
| 03 : Professionals | | 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 |
| 131 : Civil engineers | National | 132 | 18 | 13.6 % | 26.0 % | 34 | -16 National |
| 132 : Mechanical engineers | National | 24 | 3 | 12.5 % | 28.6 % | 7 | -4 National |
| 133 : Electrical and electronics engineers | National | 25 | 4 | 16.0 % | 34.9 % | 9 | -5 National |
| 144 : Geological engineers | National | 10 | 3 | 30.0 % | 22.6 % | 2 | 1 National |
| 171 : Information systems analysts and consultants | National | 2 | 0 | 0.0 % | 31.4 % | 1 | -1 National |
| 174 : Computer programmers and interactive media developers | National | 2 | 0 | 0.0 % | 31.5 % | 1 | -1 National |
| 112 : Lawyers and Quebec notaries | National | 1 | 0 | 0.0 % | 12.5 % | 0 | 0 National |
| 161 : Natural and applied science policy researchers, consultants and program officers | National | 13 | 0 | 0.0 % | 13.6 % | 2 | -2 National |
| 113 : Archivists | National | 1 | 0 | 0.0 % | 6.4 % | 0 | 0 National |
| 4 : Semi-Professionals and Technicians | | 112 | 24 | 21.4 % | 14.7 % | 16 | 8 |
| 231 : Civil engineering technologists and technicians | Manitoba | 28 | 7 | 25.0 % | 14.8 % | 4 | 3 Manitoba |
| 231 : Civil engineering technologists and technicians | Ontario | 11 | 1 | 9.1 % | 22.7 % | 2 | -1 Ontario |
| 231 : Civil engineering technologists and technicians | Saskatchewan | 5 | 0 | 0.0 % | 12.1 % | 1 | -1 Saskatchewan |
| 232 : Mechanical engineering technologists and technicians | Manitoba | 3 | 3 | 100.0 % | 13.3 % | 0 | 3 Manitoba |
| 232 : Mechanical engineering technologists and technicians | Ontario | 2 | 0 | 0.0 % | 20.5 % | 0 | 0 Ontario |
| 232 : Mechanical engineering technologists and technicians | Saskatchewan | 3 | 1 | 33.3 % | 6.8 % | 0 | 1 Saskatchewan |
| 241 : Electrical and electronics engineering technologists and technicians | Manitoba | 5 | 2 | 40.0 % | 14.3 % | 1 | 1 Manitoba |
| 241 : Electrical and electronics engineering technologists and technicians | Ontario | 2 | 0 | 0.0 % | 31.4 % | 1 | -1 Ontario |
| 241 : Electrical and electronics engineering technologists and technicians | Saskatchewan | 2 | 1 | 50.0 % | 9.6 % | 0 | 1 Saskatchewan |



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

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Workforce Analysis - Detailed Report

Date: 2018-05-17

Members of Visible Minorities

| | | | | Members o | Members of Visible Minorities | rities | | |
|-----------------------------------------------------------------------------------------|-------------------|--------------------|-------------|--------------------|-------------------------------|----------------|----------|------------------|
| Employment Equity Occupational Group | Internal Location | All Employees # | Repres # | Representation # % | Avail % | Availability (| Gap # | Recruitment Area |
| 2251 : Architectural technologists and technicians | Manitoba | 2 | 0 | 0.0 % | 13.3 % | 0 | 0 | Manitoba |
| 2251 : Architectural technologists and technicians | Ontario | _ | 0 | 0.0 % | 24.7 % | 0 | 0 | Ontario |
| 2251 : Architectural technologists and technicians | Saskatchewan | _ | 0 | 0.0 % | 10.0 % | 0 | 0 | Saskatchewan |
| 2253 : Drafting technologists and technicians | Manitoba | 9 | 6 | 66.7 % | 23.9 % | 2 | 4 | Manitoba |
| 2253 : Drafting technologists and technicians | Ontario | 2 | 0 | 0.0 % | 30.2 % | _ | <u>.</u> | Ontario |
| 2253 : Drafting technologists and technicians | Saskatchewan | _ | 0 | 0.0 % | 6.3 % | 0 | 0 | Saskatchewan |
| 2255 : Technical occupations in geomatics and meteorology | Manitoba | 24 | 2 | 8.3 % | 11.3 % | ω | <u>.</u> | Manitoba |
| 2255 : Technical occupations in geomatics and meteorology | Ontario | Ν | <u> </u> | 50.0 % | 15.3 % | 0 | <u> </u> | 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 | _ | 0 | 0.0 % | 8.3 % | 0 | 0 | Manitoba |
| 5241 : Graphic designers and illustrators | Manitoba | _ | 0 | 0.0 % | 9.6 % | 0 | 0 | Manitoba |
| 05 : Supervisors | | 2 | 0 | 0.0 % | 12.8 % | 0 | 0 | |
| Employment Equity Occupational Group | Regina | _ | 0 | 0.0 % | 9.8 % | 0 | 0 | Regina |
| Employment Equity Occupational Group | Winnipeg | _ | 0 | 0.0 % | 15.9 % | 0 | 0 | Winnipeg |
| 07 : Administrative and Senior Clerical Personnel | | 17 | ω | 17.6 % | 11.3 % | 2 | <u> </u> | |
| Employment Equity Occupational Group | Regina | 4 | 0 | 0.0 % | 5.3 % | 0 | 0 | Regina |
| Employment Equity Occupational Group | Thunder Bay | ω | 0 | 0.0 % | 2.3 % | 0 | 0 | Thunder Bay |
| Employment Equity Occupational Group | Toronto | Ν | _ | 50.0 % | 37.3 % | _ | 0 | Toronto |
| Employment Equity Occupational Group | Winnipeg | 8 | 2 | 25.0 % | 11.1 % | <u> </u> | _ | Winnipeg |
| 10 : Clerical Personnel | | 10 | _ | 10.0 % | 17.0 % | 2 | <u></u> | |
| Employment Equity Occupational Group | Winnipeg | 10 | _ | 10.0 % | 17.0 % | 2 | <u>.</u> | Winnipeg |
| Total | | 363 | 56 | 15.4 % | 21.4 % | 77 | 21 | |
| Total may not equal sum of components due to rounding | | | | | | | | |

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

| | | | | Persons | with Disabili | ties | | |
|---------------------------------------------------|-------------------|---------------|--------|----------|---------------|----------|-----|------------------|
| Employment Equity Occupational Group | Internal Location | All Employees | Repres | entation | Avai | lability | Gap | Recruitment Area |
| | | # | # | % | % | # | # | |
| 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 |
| Total | | 363 | 3 | 0.9 % | 4.2 % | 15 | -12 | |

Total may not equal sum of components due to rounding.

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



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

005690

Workforce Analysis - Detailed Report

Date: 2018-05-17

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

| Employment Equity Occupational Group 02 : Middle and Other Managers 03 : Professionals | Perform Analysis By EEOG NOC | Recruitment . National National |
|----------------------------------------------------------------------------------------|------------------------------|---------------------------------------|
| 02 : Middle and Other Managers | EEOG | National |
| 03 : Professionals | NOC | National |
| 04 : Semi-Professionals and Technicians | NOC | Provincia |

| 03 : Professionals | NOC | National |
|---------------------------------------------------|------|-----------|
| 04 : Semi-Professionals and Technicians | NOC | Provincia |
| 05 : Supervisors | EEOG | CMA |
| 07 : Administrative and Senior Clerical Personnel | EEOG | CMA |
| 10 : Clerical Personnel | 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

| | | | | Women | | | |
|---------------------------------------------------|---------------|--------|-----------|--------|----------|-----|--|
| Employment Equity Occupational Group | All Employees | Repres | sentation | Avail | lability | 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 | |
| Total | 363 | 82 | 22.6 % | 22.5 % | 83 | -1 | |

Total may not equal sum of components due to rounding.



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

Workforce Analysis - Summary Report

Date: 2018-05-17

Aboriginal Peoples

| | | | Aborig | Aboriginal Peoples | | |
|---------------------------------------------------|---------------|----------------|----------|--------------------|--------|----------|
| Employment Equity Occupational Group | All Employees | Representation | entation | Availability | bility | Gap |
| | # | # | % | % | # | # |
| 02 : Middle and Other Managers | 2 | 0 | 0.0 % | 2.2 % | 0 | 0 |
| 03 : Professionals | 220 | 51 | 2.3 % | 1.0 % | 2 | ω |
| 04 : Semi-Professionals and Technicians | 112 | ω | 2.7 % | 4.9 % | 57 | -2 |
| 05 : Supervisors | 2 | 0 | 0.0 % | 8.8 % | 0 | 0 |
| 07 : Administrative and Senior Clerical Personnel | 17 | 0 | 0.0 % | 6.7 % | _ | <u> </u> |
| 10 : Clerical Personnel | 10 | _ | 10.0 % | 9.8 % | _ | 0 |
| Total | 363 | 9 | 2.5 % | 2.8 % | 9 | 0 |

Total may not equal sum of components due to rounding.

2018-05-17

Workforce Analysis - Summary Report

Date: 2018-05-17

Members of Visible Minorities

| | | | Members o | f Visible Min | orities | | |
|---------------------------------------------------|---------------|--------|-----------|---------------|----------|-----|--|
| Employment Equity Occupational Group | All Employees | Repres | entation | Avai | lability | 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 | |
| Total | 363 | 56 | 15.4 % | 21.4 % | 77 | -21 | |

Total may not equal sum of components due to rounding.



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

005695

Workforce Analysis - Summary Report

Date: 2018-05-17

Persons with Disabilities

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

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 |



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

005697

Workforce Analysis - Summary Report

Date: 2018-05-17

WFA Defaults - Persons with Disabilities

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

2018-05-17



Part 1: Workforce Analysis

Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

Data from First/Previous Workforce Analysis

| Data from Sub | sequent/Curr Analysis | ent Workforce |
|---------------|--------------------------|---------------|
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| Data from Fir | rst/Previous Work | force Analysis |
|---------------|-------------------|----------------|
| YYYY | MM | DD |
| 2015 | 02 | 17 |

| Data from Subse | equent/Current Wo | orkforce Analysis |
|-----------------|-------------------|-------------------|
| YYYY | MM | DD |
| 2018 | 05 | 11 |

| | | r | Гable 1: Women | |
|-------|--------------------------------------------|---------------|--------------------|-----------------|
| | | First/Pr | evious Workforce A | Analysis |
| Emal | symant Equity Occupational Cycup (EEOC) | All Employees | Won | nen |
| Emba | oyment Equity Occupational Group (EEOG) | | 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 |
| Total | • | 351 | 80 | 0.0 |

| | Table 5: Women | |
|---------------|-------------------|---------------|
| Subsequent | /Current Workford | e Analysis |
| All Employees | Won | ien |
| | 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 | o | 0.0 |
| 10 | 8 | 67.9 |
| 0 | o | 0.0 |
| 0 | ol | 0.0 |
| 0 | 0 | 0.0 |
| 0 | 0 | 0.0 |
| 363 | 82 | 0.0 |

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

| | | Data from First/Previous Workforce Analysis |
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| | ata from Subsequent/Current Workforce Analysis | | Analysis |

| Table | 2015 |
|-----------------|------|
| 2. Aboriginal P | 02 |
| Peoples | 17 |

All Employees

First/Previous Workforce Analysis

Aboriginal Peoples

| 2018 05 | 2018 05 | |
|---------|---------|----|
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| 05 | 05 | 18 |
| 05 | 05 | |
| 05 | 05 | |
| 05 | 05 | |
| | | 05 |
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| 11 | 11 | |
| 11 | 11 | |

| | | All Employees | Aboriginal Peoples | Peoples |
|------|---------------------------------------------|---------------|--------------------|---------------|
| БШри | Employment Equity Occupational Group (EEOG) | | Representation | Availability* |
| | | # | # | 0% |
| 01 | Senior Managers | 0 | 0 | 0.0 |
| 02 | Middle & Other Managers | | 0 | 0.0 |
| 03 | Professionals | 208 | 4 | <u></u> |
| 04 | Semi-Professionals & Technicians | 110 | 5 | 5.5 |
| 05 | Supervisors | 3 | 0 | 9.8 |
| 06 | Supervisors: Crafts & Trades | 0 | 0 | 0.0 |
| 07 | Administrative & Senior Clerical Personnel | 20 | 1 | 6.8 |
| 08 | Skilled Sales & Service Personnel | 0 | 0 | 0.0 |
| 09 | Skilled Crafts & Trades Workers | 0 | 0 | 0.0 |
| 10 | Clerical Personnel | 9 | _ | 9.8 |
| = | 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 | 14 Other Manual Workers | 0 | 0 | 0.0 |

Other Manual Workers Other Sales & Service Person

| 0.0 | 9 | 363 |
|---------------|---------------------------------------|---------------|
| 0.0 | 0 | 0 |
| 0.0 | 0 | 0 |
| 0.0 | 0 | 0 |
| 0.0 | 0 | 0 |
| 9.8 | | 10 |
| 0.0 | 0 | 0 |
| 0.0 | 0 | 0 |
| 6.7 | 0 | 17 |
| 0.0 | 0 | 0 |
| 8.8 | 0 | 2 |
| 4.9 | رن ن | 112 |
| 1.0 | 5 | 220 |
| 2.2 | 0 | 2 |
| 0.0 | 0 | 0 |
| % | # | # |
| Availability* | Representation | |
| l Peoples | Aboriginal Peoples | All Employees |
| e Analysis | Subsequent/Current Workforce Analysis | Subsequent |
| oples | Table 6: Aboriginal Peoples | Table |

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Part 1: Workforce Analysis

Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

Data from First/Previous Workforce Analysis

| Data from Sul | bsequent/Curre Analysis | ent Workforce |
|---------------|----------------------------|---------------|
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| Data from Fi | rst/Previous Work | force Analysis |
|--------------|-------------------|----------------|
| YYYY | MM | טט |
| 2015 | 02 | 17 |

| 2018 | 05 | 11 |
|-----------------|-------------------|-------------------|
| YYYY | MM | DD |
| Data from Subse | equent/Current Wo | orkforce Analysis |

| | | Table 3: Me | embers of Visibl | e Minorities | | | | |
|-------|--------------------------------------------|-----------------------------------|------------------|------------------|--|--|--|--|
| | | First/Previous Workforce Analysis | | | | | | |
| Emplo | yment Equity Occupational Group (EEOG) | All Employees | Members of Vi | sible Minorities | | | | |
| բարտ | yment Equity Occupational Group (EEOG) | | 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 | | | | |
| Total | | 351 | 59 | 0.0 | | | | |

| Table 7: Members of Visible Minorities | | | | | | | | |
|----------------------------------------|----------------|-------------------------------|--|--|--|--|--|--|
| Subsequent/Current Workforce Analysis | | | | | | | | |
| All Employees | Members of Vis | 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 | | | | | | |
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Federal Contractors Program Achievement Report Kontzamanis Graumann Smith MacMillan Inc. Part 1: Workforce Analysis [Date: 2018-05-11] 005701

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Data from Subsequent/Current Workforce

| Table 4. | 2015 |
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| · Persons with Di | 02 |
| isa hilities | 17 |

All Employees

First/Previous Workforce Analysis

Persons with Disabilities

| | The state of the s | All Employees | Persons with Disabilities | Disabilities |
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| Embio | Employment Eduity Occupational Group (EEOG) | | Representation | Availability* |
| | | # | # | 0% |
| 01/02 | 01/02 Managers | 1 | 0 | 4.3 |
| 03 | Professionals | 208 | 3 | 3.8 |
| 04 | Semi-Professionals & Technicians | 110 | _ | 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 |

| 0 0 0 | 0 | 0 | | 0 | 10 | 0 | 0 | 17 | 0 | 2 | 112 | 220 | 2 | # # | Representation | All Employees Persons v | Subsequent/Current Workforce Analysis | Table 8: Persons with Disabilities |
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Part 2: Flow Data Analysis

Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

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| Start | Date of Flow | Data |
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Data from Form 4 - Employees Hired Data from Form 5 - Employees
Promoted

Data from Form 6 - Employees Terminated

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|----|--------------------------------------------|---------------------------|-------------|---------------------------|-------------|
| | | | Table 1: | Women | |
| | | Full-time | / National | Part-time | / National |
| | ployment Equity Occupational Group EOG) | 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 |

86

22

13 Other Sales & Service Personnel

14 Other Manual Workers

Total

| Full-time / | National | Part-time / National | | | | | | |
|------------------------------|-------------------|------------------------------|-------------------|--|--|--|--|--|
| All Employees Promoted | Women Promoted | All Employees Promoted | Women Promoted | | | | | |
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| | Table 9: | Women | | | | | | |
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| Full-time | / National | Part-time / National | | | | | | |
| All Employees Terminated | Women Terminated | All Employees Terminated | Women Terminated | | | | | |
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Part 2: Flow Data Analysis

Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

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Data from Form 4 - Employees Hired

Table 2: Aboriginal Peoples

Full-time / National

Part-time / National

Employment Equity Occupational Group

Employees

Peoples Hired Aboriginal

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| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | # | Employees Promoted |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | # | Peoples Promoted |

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Other Sales & Service Personnel Semi-Skilled Manual Workers Intermediate Sales & Service Personnel

14 Other Manual Workers

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Skilled Crafts & Trades Workers Skilled Sales & Service Personnel

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Administrative & Senior Clerical Personnel

Supervisors: Crafts & Trades

Supervisors

Semi-Professionals & Technicians

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Middle & Other Managers

Senior Managers

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10 Clerical Personnel

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| # | Aboriginal Peoples Terminated | II-time / National | 10: Abo | - |
| # | All Employees Terminated | Part-time | Table 10: Aboriginal Peoples | - |
| # | Aboriginal Peoples Terminated | Part-time / National | oples | <u>:</u> |

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Part 2: Flow Data Analysis

Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

| 2015 | 01 | 01 |
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Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

| Table 3: Persons | s with Disabilities |
|----------------------|----------------------|
| Full-time / National | Part-time / National |

| | | Full-time | / National | Part-time | / National |
|-----|--------------------------------------------|---------------------------|---------------------------------------|---------------------------|---------------------------------------|
| | ployment Equity Occupational Group EOG) | All Employees Hired | Persons with Disabilities Hired | All Employees Hired | Persons with Disabilities Hired |
| | | # | # | # | # |
| 01 | Senior Managers | 0 | 0 | 0 | 0 |
| 02 | Middle & Other Managers | 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 |
| Tot | al | 86 | 0 | 8 | 0 |

| Full-time | / National | Part-time | / National |
|------------------------------|------------------------------------------|------------------------------|------------------------------------------|
| All Employees Promoted | Persons with Disabilities Promoted | All Employees Promoted | Persons with Disabilities Promoted |
| # | # | # | # |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 15 | 0 | 0 | 0 |
| 3 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 18 | 0 | 0 | 0 |

| Full-time | / National | Part-time | / National |
|--------------------------------|--------------------------------------------|--------------------------------|--------------------------------------------|
| All Employees Terminated | Persons with Disabilities Terminated | All Employees Terminated | Persons with Disabilities Terminated |
| # | # | # | # |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 50 | 0 | 0 | 0 |
| 22 | 0 | 0 | 0 |
| 2 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 5 | 0 | 0 | 0 |
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| 5 | 0 | 0 | 0 |
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Part 2: Flow Data Analysis

Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

| 2018 | YYYY | End I |
|------|------|-----------------------|
| 03 | MM | End Date of Flow Date |
| 22 | aa | Data |

Data from Form 4 - Employees Hired

Table 4: Members of Visible N

Full-time / National

Part-time

Members of Minorities Visible Hired

Employment Equity Occupational Group

Employees

Employees

Hired À

Hired

| | 0 | 0 | 3 | 18 | _ |
|---|-------------------------------------------------|------------------------------|-------------------------------------------------|------------------------------|-------------------------------------|
| | 0 | 0 | 0 | 0 | 0 |
| | 0 | 0 | 0 | 0 | 0 |
| | 0 | 0 | 0 | 0 | 0 |
| | 0 | 0 | 0 | 0 | 0 |
| | 0 | 0 | 0 | 0 | 0 |
| | 0 | 0 | 0 | 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 | 3 | _ |
| | 0 | 0 | | 15 | 0 |
| | 0 | 0 | 0 | 0 | 0 |
| | 0 | 0 | 0 | 0 | 0 |
| | # | # | # | # | # |
| | Members of Visible Minorities Promoted | All Employees Promoted | Members of Visible Minorities Promoted | All Employees Promoted | Members of Visible Minorities Hired |
| | / National | Part-time / National | / National | Full-time / National | / National |
| | Ainorities | f Visible N | Table 8: Members of Visible Minorities | Table 8: 1 | linorities |
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9 80

Skilled Crafts & Trades Workers Skilled Sales & Service Personnel 07 90 05 04 032

Administrative & Senior Clerical Personnel

Supervisors: Crafts & Trades

Supervisors

Semi-Professionals & Technicians

Middle & Other Managers

Senior Managers

Professionals

10 Clerical Personnel

14 Other Manual Workers

13 12 1

Other Sales & Service Personnel Semi-Skilled Manual Workers Intermediate Sales & Service Personnel

> Data from Form 5 - Employees Promoted

> > Data from Form 6 - Employees

Terminated

erminated Imployees able 12: Members of Visible Minorities Full-time / National 2 50 22 2 Members of Terminated Minorities Visible 13 Terminated Employees Part-time / National 0 Members of Terminated Minorities Visible

Part 3: Goals

Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

| | | | | | | | | | | Data 1 | or First/F | Previous (| Foals | | | | | | | |
|---------------------------------------------|----------------------------------------------------|-------------------------------|--------------------------------------------|----------------|-----------------|-----------------------------------------------|---------------|-----------------|-----------------------|-------------------------------|--------------------|-----------------|--------------------|----------|------------|-------------------------------|-------------------------------|-----------------------------------|--------------------|------------------------------|
| Α | В | С | D | E | F | G | Н | I | J | K | L | М | N | 0 | P | Q | R | S | T | U |
| Data s | ources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis‡ | Data Entry | C x H x 3 | F + I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JxP | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K ÷ C | (K - M + O) ÷ (C + F) |
| | ı | \ | 1 | 1 | 1 | ↓ | ↓ | | 1 | ↓ | \ | 1 | ↓ | 1 | 1 | ↓ | 1 | 1 | <u>↓</u> | <u>↓</u> |
| | | | | | | | | | | | Table 1: | | | | | | | | | |
| | | | | | | | | | | First/ | Previous Sh | iort-term G | oals | | | | | | | |
| | | | | | All En | aployees | | | | | | | | | | omen | | | | |
| | | Number | Grow | rth (New Posit | ions) | Turnover (Re | | Terminated | | Number | Turnover (Re | eplacement of | Hires | | r Goals | | | | | |
| Employment Equity Occupational Group (EEOG) | | | | τ | | | Employees) | | Anticipated | | Terminated | | Required | | m - To | Present | | Projected | Present | Projected |
| | | YYYY-MM-DD | Actual | Proje | | Actual | Proj | ected I | Hires Over 3 Years | YYYY-MM-DD | | | Over 3 | 1111 | - YYYY | Availability | Present Gap | Gap | Representation | Representation in 3 Years |
| | | 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 | #DIV/0! | #DIV/0! |
| | Middle & Other Managers | 1 | 26.0% | 2.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | (|) | 38.9% | 0 | 0 | 0.0% | 0.0% |
| | Professionals | 208 | 1.9% | 3.0% | 19 | | 1.0% | 6 | 25 | 32 | | 1 | 8 | (|) | 17.2% | -4 | -8 | 15.4% | 13.7% |
| _ I I | Semi-Professionals & Tech | 110 | 0.6% | 3.0% | 10 | | 1.0% | 3 | 13 | 20 | | 1 | 1 | |) | 17.0% | 1 | -1 | 18.2% | 15.8% |
| | Supervisors | 3 | -12.6% | 1.0% | 0 | 80.0% | 1.0% | 0 | 0 | 3 | 1.0% | 0 | -1 | |) | 53.6% | 1 | 1 | 100.0% | 100.0% |
| | Supervisors: Crafts & Trades | 0 | 0.0% | | 0 | 0.0% | 2.007 | 0 | 0 | 0 | 0.0% | 0 | 0 | | <u>'</u> | 0.0% | 1 0 | 0 | #DIV/0! | #DIV/0! |
| | Administrative & Sr Clerical | 20 | -5.3% 0.0% | 1.0% | 1 | 27.0% | 2.0% | 1 | 2 | 19 | 2.0% | 1 | -1 | | '[| 81.1% | 3 | | 95.0% | 85.7% #DIV/0! |
| | Skilled Sales & Service Skilled Crafts & Trades | 0 | 0.0% | | | 0.0% | | ١ | 0 | " | 0.0% 0.0% | " | 0 | | () | 0.0% 0.0% | 1 0 | 0 | #DIV/0! #DIV/0! | #DIV/0! #DIV/0! |
| 109 | Skilled Craπs & Trades Clerical Personnel | 0 | 3.6% | 1.0% | 0 | 52.6% | 2.0% | 1 | 0 | 0 | 2.0% | " | ١ | | () | 67.9% | 1 , | ١ | #D1 V/0! | #D1V/0! 66.7% |
| 111 | Intermediate Sales & Service | 0 | 0.0% | 1.070 | 0 | 0.0% | 2.070 | 1 | 0 | " | 0.0% | 1 0 | ١ | | () | 0.0% | 1 , | ا ا | #DIV/0! | #DIV/0! |
| | Semi-Skilled Manual | 0 | 0.0% | | 0 | 0.0% | | ١ | 0 | " | 0.0% | 1 0 | ١ | | () | 0.0% | 1 0 | ا ا | #DIV/0! | #DIV/0! #DIV/0! |
| _ I _ I | Other Sales & Service | 0 | 0.0% | | 0 | 0.0% | | ا م | 0 | 0 | 0.0% | 0 | ا ا | | | 0.0% | ا ا | 0 | #DIV/0! | #DIV/0! |
| | Other Manual Workers | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | Ö | 0.0% | 0 | ا آ | 6 | | 0.0% | Ö | | #DIV/0! | #DIV/0! |

^{23.5%} † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

1.1%

Total

0.0%

-80

| | | | | | | Table 2: Women |
|-----|----------------------------------------|-----------|---------|---------|----------|----------------|
| 10 | | Women | | | | |
| | oloyment Equity upational Group (EEOG) | Short-ter | m Goals | Long-te | rm Goals | Comments |
| | ipanonai Group (EECG) | # | % | # | % | |
| 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 | 005706 |

22.8%

22.8%

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.

| Total | 14 | | | | |
|-------|-------------------------|--------------------|--------------------------------------|---------------|-----------------------------------------|
| | 14 Other Manual Workers | | | | |
| | Manual | | | | |
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Part 3: Goals

Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

| | | | | | | | | | Data | for First/I | Previous (| Goals | | | | | | | |
|---------------------------------|-------------------------------|--------------------------------------------|--------------------|-----------------|-----------------------------------------------------------------------|---------------|-----------------|--------------|-------------------------------|--------------------|--------------------------------|--------------------|----------|------------|-------------------------------|-------------------------------|-----------|---------------------------|--------------------------|
| A B | C | D | E | F | G | Н | I | J | K | L | M | N | О | P | Q | R | S | T | U |
| Data sources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis [‡] | Data Entry | CxHx3 | F + I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | J x P | Data Entry | From Workforce Analysis | From Workforce Analysis | | К÷С | (K - M + O) ÷ (C + F) |
| | | ↓ | ↓ | ↓ | ↓ | 1 | ↓ | ↓ | ↓ | 1 | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | \ | V |
| | | | | | | | | | | | iginal Peo | | | | | | | | |
| | | | | | | | | | First/ | Previous SI | hort-term C | oals | | | | | | | |
| | | | | All Er | nployees | | | | | | | | | Aborigi | nal Peoples | | | | |
| | Number | Crox | vth (New Posit | tione) | Turnover (Re | | fTerminated | | Number | | teplacement of | | 3 Yes | r Goals | | | | | |
| Employment Equity | rumber | Gio, | viii (i vii i usii | uons) | | Employees) | | Anticipated | Number | | teptacement of d Employees) | Hires Required | Fro | m - To | | | Projected | | Projected |
| Occupational Group (EEOG) | YYYY-MM-DD | Actual | Proj | ected | Actual | Pro | jected | Hires Over 3 | YYYY-MM-DD | | | Over 3 | YYYY | - YYYY | Present Availability | Present Gap | Gap | Present Representation | Representation in 3 |
| | 2015-02-17 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | Years | 2015-02-17 | Annually | Over 3 Years | Years | 2015 | 2018 | | | | • | Years |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % |
| 01 Senior Managers | 0 | 0.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 02 Middle & Other Managers | 1 | 26.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 6 0 | 0 | (|) | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 03 Professionals | 208 | | | (| 23.4% | | 0 | 0 | 4 | 0.0% | 0 | -2 | (| | 1.1% | 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 | (|) | 5.5% | -1 | -2 | 4.5% | 4.2% |
| 05 Supervisors | 3 | -12.6% | | (| 80.0% | | 0 | 0 | C | 0.0% | 0 | 0 | (|) | 9.8% | 0 | 0 | 0.0% | 0.0% |
| 06 Supervisors: Crafts & Trade | | 0.0% | | (| 0.0% | | 0 | 0 | ol c | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 07 Administrative & Sr Clerica | 1 20 | -5.3% | | (| 27.0% | | 0 | 0 | 1 | 0.0% | 0 | 0 | (| | 6.8% | 0 | 0 | 5.0% | 5.0% |
| 08 Skilled Sales & Service | 0 | 0.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 09 Skilled Crafts & Trades | 0 | 0.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 10 Clerical Personnel | 9 | 3.6% | | (| 52.6% | | 0 | 0 | 1 | 0.0% | 0 | 0 | (|) | 9.8% | 0 | 0 | 11.1% | 11.1% |
| 11 Intermediate Sales & Service | e 0 | 0.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 12 Semi-Skilled Manual | 0 | 0.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 13 Other Sales & Service | 0 | 0.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 14 Other Manual Workers | 0 | 0.0% | | (| 0.0% | | 0 | 0 | (C | 0.0% | 6 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

23.5%

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

| | , , , , , , , , , , , , , , , , , , , | | | | | Table 4: Aboriginal Peoples |
|----|----------------------------------------|-----------|------------|---------|----------|-----------------------------|
| T. | | | Aboriginal | Peoples | | |
| | oloyment Equity upational Group (EEOG) | Short-ter | m Goals | Long-te | rm Goals | Comments |
| | ipanonai Group (EECG) | # | % | # | % | |
| 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 | 1 0 | 0.0 | 005708 |

3.1%

| Total | 14 | | | | | |
|-------|-------------------------|--------------------|--------------------------------------|---------------|-----------------------------------------|---|
| | 14 Other Manual Workers | | | | | |
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Part 3: Goals

Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

| | | | | | | | | | Data 1 | or First/I | Previous (| Goals | | | | | | | |
|---------------------------------|-------------------------------|--------------------------------------------|----------------|------------|-----------------------------------------------------------------------|---------------------------|------------|-----------------------------|-------------------------------|--------------------|---------------|--------------------|------|-------------------|-------------------------------|-------------------------------|-----------------------------------|----------------|----------------------------------|
| A B | C | D | E | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | T | U |
| Data sources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis [‡] | Data Entry | СхНх3 | F+I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JxP | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K÷C | (K - M + O) ÷ (C + F) |
| | | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | | ↓ | . ↓ | . ↓ | 1 | ↓ | ↓ | 1 | ↓ | ↓ | ↓ |
| | | | | | | | | | | | with Disa | | | | | | | | |
| | | | | AH F. | nplovees | | | | First/ | Previous St | iort-term C | oals | | 0 | th Disabilitie | _ | | | |
| | | | | All En | 1 | | | 1 | | | | | 1 35 | r Goals | th Disabilitie | s | | | I |
| | Number | Grow | vth (New Posit | ions) | Turnover (Re | placement o Employees) | Terminated | | Number | | eplacement of | Hires | | r Goais n - To | | | | | |
| Employment Equity | YYYY-MM-DD | Actual | Proi | ected | Actual | | ected | Anticipated Hires Over 3 | YYYY-MM-DD | Terminated | Employees) | Required | | - YYYY | Present | Present Gap | Projected | Present | Projected Representation in 3 |
| Occupational Group (EEOG) | 2015-02-17 | Annually | Annually | Over 3 | Annually | Annually | Over 3 | Years | 2015-02-17 | Annually | Over 3 | Over 3 Years | 2015 | 2018 | Availability | | Gap | Representation | Years |
| | # | % | % | Years # | % | % | Years # | # | # | % | Vears # | # | H | % | 9/6 | # | # | % | % |
| 01/02 Managers | 1 | 13.0% | | . 0 | 0.0% | | 0 | . 0 | 0 | 0.0% | 0 | 0 | 0 | 7.0 | 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! |

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

23.5%

351

1.1%

Total

0.0%

-4

| workforce Analysis) · 2) x 1 | | | | Table 6: Persons with Disabilities |
|---------------------------------|-----------|--------------------|------------------------|------------------------------------|
| Employment Equity | Short-ter | ersons with Disabi | lities g-term Goals | Comments |
| Occupational Group (EEOG) | # | % # | % | |
| 01/02 Managers | C | 0.0 | 0.0 | |
| 03 Professionals | C | 0.0 | 5 0.0 | |
| 04 Semi-Professionals & Tech | C | 0.0 | 4 0.0 | |
| 05 Supervisors | C | 0.0 | 0.0 | |
| 06 Supervisors: Crafts & Trades | C | 0.0 | 0.0 | |
| 07 Administrative & Sr Clerical | C | 0.0 | 1 0.0 | |
| 08 Skilled Sales & Service | C | 0.0 | 0.0 | |
| 09 Skilled Crafts & Trades | C | 0.0 | 0.0 | |
| 10 Clerical Personnel | C | 0.0 | 1 0.0 | |
| 11 Intermediate Sales & Service | C | 0.0 | 0.0 | |
| 12 Semi-Skilled Manual | C | 0.0 | 0.0 | |
| 13 Other Sales & Service | 0 | 0.0 | 0.0 | |
| 14 Other Manual Workers | 0 | 0.0 | 0.0 | |
| Total | C | 0.0 | 0 0.0 | 005710 |

1.1%

1.1%

0.0%

t 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.

| [Date: 2018-05-11] | Kontzamanis Graumann Smith MacMillan II | Part 3: Goals | Federal Contractors Program Achievement Rep | |
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Data for First/Previous Goals

| Total | 14 Other Manual Workers | 13 Other Sales & Service | 12 Semi-Skilled Manual | 11 Intermediate Sales & Service | 10 Clerical Personnel | 09 Skilled Crafts & Trades | 08 Skilled Sales & Service | 07 Administrative & Sr Clerical | 06 Supervisors: Crafts & Trades | 05 Supervisors | 04 Semi-Professionals & Tech | 03 Professionals | 02 Middle & Other Managers | 01 Senior Managers | | | Occupational Group (EEOG) | F | | | | | Data sources: | A B |
|---------|-------------------------|--------------------------|------------------------|---------------------------------|-----------------------|----------------------------|----------------------------|---------------------------------|---------------------------------|----------------|------------------------------|------------------|----------------------------|--------------------|----|-----------------|---------------------------|---------------------------------------------------|-------------------------------|----------------------|-----------------------|----------|-----------------------------------------------------------|-------------------|
| | cers | ice | al | & Service | | ades | vice | r Clerical | & Trades | | & Tech | | magers | | | | ÖG) | | | | | | | |
| 351 | 0 | 0 | 0 | 0 | 9 | 0 | 0 | 20 | 0 | 3 | 110 | 208 | _ | 0 | # | 2015-02-17 | YYYY-MM-DD | Number | | | | ← | From Workforce Analysis | С |
| 1.1% | 0.0% | 0.0% | 0.0% | 0.0% | 3.6% | 0.0% | 0.0% | -5.3% | 0.0% | -12.6% | 0.6% | 1.9% | 26.0% | 0.0% | % | Annually | Actual | Grow | | | | + | From Workforce Analysis [†] | D |
| | | | | | | | | | | | | 3.0% | | | % | Annually | Projected | Growth (New Positions) | | | | ← | From Workforce Data Entry C x E x 3 Analysis* | Е |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 19 | 0 | 0 | * | Over 3 Years | rted | | All Employees | | | + | | E F G |
| 23.5% | 0.0% | 0.0% | 0.0% | 0.0% | 52.6% | 0.0% | 0.0% | 27.0% | 0.0% | 80.0% | 19.8% | 23.4% | 0.0% | 0.0% | % | Annually | Actual | Turnover (Replacement of Terminated Employees) | oloyees | | | ← | From Flow Data Analysis & Workforce Analysis‡ | G |
| | | | | | | | | | | | | 1.0% | | | % | Annually | Projected | placement of Employees) | | | | ← | Data Entry | Н |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 0 | # | Over 3 Vears | cted | Ferminated | | | | ← | CxHx3 | - |
| | _ | _ | _ | _ | _ | _ | _ | 0 | 0 | | | 25 | 0 | _ | * | Teals | Hires Over 3 | Anticipated | | | | ← | F; + I | J |
| 5 |) | | | | | | | | | | 22 | | | | # | 2015-02-17 | DG-MW-YAAA | Number | | First | Table 7: N | ← | From Workforce Analysis | K |
| 59 0.0% | 0 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 3 0.0% | 0.0% | 0.0% | 2 0.0% | 33 1.0% | 0.0% | 0.0% | % | Annually | + | Turnover (Repla | | First/Previous Short | Table 7: Members of V | + | Equivalent to H | L |
| 0 | 6 C | <u>`</u> | <u>`</u> | <u>`</u> | <u>•</u> | <u>,</u> | <u>•</u> | 0 | <u>•</u> | 0 | 0 | <u>·</u> | <u>•</u> | <u>•</u> | # | Over 3 Years | | urnover (Replacement o | | hort-term Goals | | 4 | t KxLx3 | |
| -59 | 0 | 0 | 0 | 0 | | 0 | 0 | <u>-</u> | 0 | 0 | -4 | 27 | 0 | 0 | * | Years | Over 3 | Hires | | Joals | isible Minorities | ← | (F x Q) - R + M | z |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | # | 2015 | 1111 | 3 Yea | × | | S | + | JχP | 0 |
| | | | | | | | | | | | | | | | % | 2018 | YYYY - YYYY | 3 Year Goals From - To | embers of V | | | ← | Data Entry | P |
| 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 17.0% | 0.0% | 0.0% | 10.8% | 0.0% | 13.9% | 16.2% | 26.1% | 15.0% | 0.0% | % | | Availability | , | Members of Visible Minorities | | | ← | From Workforce Analysis | Q |
| 6 59 | 6 C | <u>•</u> | <u>•</u> | <u>`</u> | <u>·</u> | <u>`</u> | <u>`</u> | <u>`</u> | <u>`</u> | 0 | <u>6</u> | 6 -21 | <u>`</u> | <u>`</u> | # | | Present Gap | | ities | | | ← | | R |
| 59 | 0 | 0 | 0 | 0 | | 0 | 0 | _ | 0 | 0 | 4 | -27 | 0 | 0 | # | | Gap | | | | | + | From (K - M + Workforce O) - ((C + Analysis F) x Q) | S |
| | #L | #L | #L | , #L | | #E | #E | | #E | | F | | | | 9% | | Representation | ; | | | | ↓ | K ÷ C | T |
| 16.8% | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | 11.1% | #DIV/0! | #DIV/0! | 15.0% | #DIV/0! | 0.0% | 20.0% | 15.9% | 0.0% | #DIV/0! | | | | | | | | | | |
| 16.8% | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | 11.1% | #DIV/0! | #DIV/0! | 15.0% | #DIV/0! | 0.0% | 20.0% | 14.1% | 0.0% | #DIV/0! | % | Lears | Representation in 3 | Projected | | | | ← | (K - M + O) + (C + F) | M N O P Q R S T U |

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

| 13 | 12 | = | 10 | 9 | 08 | 07 | 06 | 05 | 04 | 03 | 02 | 01 | | | | |
|--------------------------|--------------------------|------------------------------|--------------------|-------------------------|-------------------------|---------------------------------|------------------------------|----------------|--------------------------------|------------------|----------------------------|--------------------|---------------|---------------------------|-------------------------------|------------------------|
| 13 Other Sales & Service | 12 Semi-Skilled Manual | Intermed | Clerical Personnel | Skilled Crafts & Trades | Skilled Sales & Service | Administ | Supervis | 05 Supervisors | Semi-Pro | 03 Professionals | Middle & | 01 Senior Managers | | Occupational Group (FFOG) | | |
| les & Se | lled Mar | iate Sale | Personne | rafts & | ales & S | trative & | ors: Craf | ors | ofessiona | onals | ک Other ۱ | lanagers | A description | Crown (| | |
| rvice | nual | Intermediate Sales & Service | <u>-</u> | Γrades | ervice | 07 Administrative & Sr Clerical | Supervisors: Crafts & Trades | | 04 Semi-Professionals & Tech | | 02 Middle & Other Managers | | | FEOC | | |
| | | ice | | | | ;al | les | | h | | | | | S | | |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | # | Short-term Goals | Mem | |
| | | _ | | | _ | | | | | | _ | | 9% | n Goals | Members of Visible Minorities | |
| 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | | | /isible N | |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 21 | 0 | 0 | # | Long-term Goals | linoritie | |
| 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | % | Goals | S | |
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| | | | | | | | | | | | | | | | | Visible |
| | | | | | | | | | | | | | | 0 | | isible Minorities |
| | | | | | | | | | | | | | | Comments | | ities |
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| | Federal Contractors Program Achievement Report | |
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| | Part 3: Goals | |
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| | 0.0 0 0.0 0.0 0 0.0 | Part 3: Goals Kontzamanis Graumann Smith MacMillan Inc. [Date: 2018-05-11] |

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Data for Subsequent/Current Goals

| Total | 14 Or | 13 Or | 12 Se | 11 ln | 10 CI | 09 Sk | 08 Sk | 07 A | 06 Su | 05 Su | 04 Se | 03 Pr | 02 M | 01 Se | | | Occupa | | | | | | Data sources: | Α |
|-------|----------------------|-----------------------|---------------------|------------------------------|--------------------|-------------------------|-------------------------|------------------------------|------------------------------|-------------|---------------------------|----------------|-------------------------|-----------------|-----|-----------------|---------------------------|---------------------------------------------------|---------------|-----------------------|----------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| | Other Manual Workers | Other Sales & Service | Semi-Skilled Manual | termediate | Clerical Personnel | Skilled Crafts & Trades | Skilled Sales & Service | dministrativ | pervisors: | Supervisors | mi-Profess | Professionals | liddle & Oti | Senior Managers | | | Occupational Group | mont Fami | | | | | ırces: | |
| | ıl Workers | & Service | Manual | Intermediate Sales & Service | onnel | s & Trades | & Service | Administrative & Sr Clerical | Supervisors: Crafts & Trades | | Semi-Professionals & Tech | 3 2 | Middle & Other Managers | gers | | • | Occupational Group (EEOG) | 7 | | | | | | В |
| | | | | ice | | | | cal | des | | | | <i>y</i> s | | # | 2018-05-11 | DO-INW-AAAA | Number | | | | - | From Workforce Analysis | С |
| 363 1 | 0 0 | 0 0 | 0 0 | 0 0 | 10 3 | 0 0 | 0 0 | 17 -5 | 0 0 | | 112 0 | 220 1 | 2 26 | 0 0 | % | 11 Annually | -DD Actual | | | | | ↓ | | |
| 1.1% | 0.0% | 0.0% | 0.0% | 0.0% | 3.6% | 0.0% | 0.0% | -5.3% 6 | 0.0% | -12.6% 4 | 0.6% | 1.9% | 26.0% | 0.0% | % | lly Annually | = | Growth (New Positions) | | | | ↓ | From Workforce Data Entry C x E x 3 Analysis [†] | E |
| | | | | | 3.0% | | | 6.0% | | 4.0% | 2.0% | 1.0% | | | * | Over 3 Years | Projected | Positions) | Al | | | 1 | întry CxE | F |
| 0 2 | 0 | 0 | 0 | 0 | 1 5 | 0 | 0 | 3 2 | 0 | 0 8 | 7 1 | 7 2 | 0 | 0 | % | r.3 Annually | Actual | Turno | All Employees | | | _ | | |
| 23.5% | 0.0% | 0.0% | 0.0% | 0.0% | 52.6% | 0.0% | 0.0% | 27.0% | 0.0% | 80.0% | 19.8% | 23.4% | 0.0% | 0.0% | | | ual | Turnover (Replacement of Terminated Employees) | 33 | | | | | G |
| | | | | | 2.0% | | | 2.0% | | | 1.0% | 1.0% | | | % | Annually O | Projected | placement of Term Employees) | | | | ↓ | Data C x | Н |
| 0 | 0 | 0 | 0 | 0 | _ | 0 | 0 | _ | 0 | 0 | ယ | 7 | 0 | 0 | # | Over 3 Years | L | | _ | | | ↓ | СхНх3 | I |
| 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 4 | 0 | 0 | 10 | 14 | 0 | 0 | # | - | | Anticipated | | | | ← | F + I | J |
| 82 | 0 | 0 | 0 | 0 | 8 | 0 | 0 | 17 | 0 | 2 | 20 | 34 | _ | 0 | * | 2018-05-11 | AAAA-WW-DD | Number | | Subseque | | ← | From Workforce Analysis | K |
| 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 2.0% | 0.0% | 0.0% | 2.0% | 0.0% | 0.0% | 1.0% | 1.0% | 0.0% | 0.0% | % | Annually | | Turnover (Repl | | Subsequent/Current Sl | Table 9: Women | + | Equivalent to H | L |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | _ | 0 | 0 | _ | _ | 0 | 0 | # | Over 3 Years | | urnover (Replacement of Terminated Employees) | | | Women | + | KxLx3 | M |
| -82 | 0 | | | | _ | | | 0 | | _ | 4 | • | | | # | Years | Over 3 | | - | ort-term Goals | | ← | (F x Q) - R + M | Z |
| | - | | | | | | | | | _ | | | | | # | 2018 | 1111 | 3 Yes | | | | + | JxP | 0 |
| | 0 | 0 | 0 | 0 | 67.9% | 0 | 0 | 81,4% | 0 | 0 | 19.4% | 2 17.1% | 0 | 0 | 9/0 | 2021 | 1111-1111 | 3 Year Goals From - To | ¥ | | | ← | Data Entry | |
| 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 67.9% | 0.0% | 0.0% | 81.4% | 0.0% | 53.3% | 19.4% | 17.1% | 38.9% | 0.0% | % | | Availability | | Women | | | + | . ≰ | P Q |
| 6 82 | | <u>^</u> | <u>^</u> | <u>^</u> | • | <u>^</u> | <u>^</u> | • | <u>^</u> | • | 6 -2 | <u>6</u> -4 | <u>^</u> | <u>^</u> | # | | Present Gap | | | | | ↓ | | |
| 2 82 | 0 0 | 0 | 0 | 0 | 1 2 | 0 | 0 | 3 | 0 | | 2 -2 | 4 | 0 | 0 | # | | Gap | | | | | + | | |
| | | #D1 | #D1 | | | | | | | 100 | | | | | % | | Representation | 5 | | | | ← | $ \begin{array}{c cccc} (K - M + & & & & & & & & & \\ (K - M + & & & & & & & & \\ O) - ((C + & & K + C & & & & + F) \\ F) \times Q) & & & & + F) \end{array} $ | \mathbf{S} T U |
| 22.6% | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | 80.0% | #DIV/0! | #DIV/0! | 100.0% | #DIV/0! | 100.0% | 17.9% | 15.5% | 50.0% | #DIV/0! | | | | | - | | | | (K - | |
| 22.6% | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | 81.8% | #DIV/0! | #DIV/0! | 95.0% | #DIV/0! | 100.0% | 17.6% | 15.4% | 50.0% | #DIV/0! | % | Icals | Representation in 3 | Projected | | | | ← | (K - M + O) ÷ (C + F) | U |

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

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| Employment Equity Short-term Goals Long-term Goals Occupational Group (EEOG) % Long-term Goals 01 Senior Managers 0.0 0.0 02 Middle & Other Managers 0.0 0.0 03 Professionals & Tech 0.0 0.0 04 Seni-Professionals & Tech 0.0 17.1 05 Supervisors 0.0 0.0 05 Supervisors Crefical Secondals 9.0 07 Administrative & Sr Clerical 0.0 0.0 08 Skilled Sales & Service 0.0 0.0 09 Skilled Sales & Service 0.0 0.0 11 Intermediate Sales & Service 0.0 0.0 12 Semi-Sulfad Manual 0.0 0.0 13 < | | • | | | | | Table 10 | Table 10: Women | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|------------------|----------------|-----------------------------------------------|--|--|----------|-----------------|-----|-------|--|--|--|
| Total vois 100 | Employment Equity | Wor | nen | <u>'1 </u> | | | | | Com | tc | | | |
| 9% 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0. | Oceanational Count (FFOC) | Short-term Goals | Long-term Goal | s | | | | | Com | ments | | | |
| 0.0 0.1 1.7.1 1.7.1 1.8 & Tech 19.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9.4 1.9. | Occupational oroup (EEGO) | 9% | 9% | | | | | | | | | | |
| vlanagers 0.0 ls & Tech 19.4 ls & Trades 0.0 Sr Clerical 81.4 ervice 0.0 Irades 0.0 s & Service 0.0 uual 0.0 rvice 0.0 vkers 0.0 | 01 Senior Managers | 0.0 | | 0.0 | | | | | | | | | |
| S | 02 Middle & Other Managers | 0.0 | | 0.0 | | | | | | | | | |
| sionals & Tech 19.4 Crafts & Trades 0.0 Crafts & Trades 81.4 s & Service 0.0 sonnel 67.9 Sales & Service 0.0 Manual 0.0 & Service 0.0 & Service 0.0 & Service 0.0 & Service 0.0 & Source 0.0 & Service 0.0 & Service 0.0 & O.0 & | 03 Professionals | 17.1 | | 7.1 | | | | | | | | | |
| Crafts & Trades 0.0 Vive & Sr Clerical 81.4 s & Service 0.0 s & Service 0.0 sonnel 67.9 Sales & Service 0.0 Manual 0.0 & Service 0.0 & Service 0.0 & Service 0.0 & Service 0.0 & Sononel 0.0 & One of the service 0.0 | 04 Semi-Professionals & Tech | 19.4 | | 9.4 | | | | | | | | | |
| Crafts & Trades 0.0 ive & Sr Clerical 81.4 § & Service 0.0 s & Sales & Service 0.0 s Sales & Service 0.0 s Manual 0.0 & Service 0.0 | 05 Supervisors | 0.0 | | 0.0 | | | | | | | | | |
| erical 81.4 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 | 06 Supervisors: Crafts & Trades | 0.0 | | 0.0 | | | | | | | | | |
| 2. 0.0 0.0 0.0 0.0 0.0 0.0 | 07 Administrative & Sr Clerical | 81.4 | | 1.4 | | | | | | | | | |
| errice 0.0 0.0 0.0 0.0 0.0 | 08 Skilled Sales & Service | 0.0 | | 0.0 | | | | | | | | | |
| ervice 0.0 0.0 0.0 0.0 0.0 | 09 Skilled Crafts & Trades | 0.0 | |).0 | | | | | | | | | |
| 2rvice 0.0 0.0 0.0 0.0 | 10 Clerical Personnel | 67.9 | | 7.9 | | | | | | | | | |
| 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 | | | | | | | | | |
| | Other Manual Workers | 0.0 | | 0.0 | | | | | | | | | |

| | Federal Contractors Program Achievement Report |
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| | Part 3: Goals |
| | Kontzamanis Graumann Smith MacMillan Inc. |
| | [Date: 2018-05-11] |
| Total | 0.0 0.0 |

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[Date: 2018-05-11]

Data for Subsequent/Current Goals

| Total | 14 Other M | 13 Other Sa | 12 Semi-Sk | 11 Intermed | 10 Clerical | 09 Skilled (| 08 Skilled S | 07 Adminis | 06 Supervis | 05 Supervisors | 04 Semi-Pr | 03 Professionals | 02 Middle | 01 Senior Managers | | | Occupational | Employment Fauity | | | | | | Data sources: | Α |
|-------|----------------------|-----------------------|---------------------|------------------------------|--------------------|-------------------------|-------------------------|------------------------------|------------------------------|----------------|---------------------------|------------------|-------------------------|--------------------|-----|-----------------|---------------------------|-----------------------|-------------------------------------|--------------------|----------------------|----------------|----------|-----------------------------------------------------------|---|
| | Other Manual Workers | Other Sales & Service | Semi-Skilled Manual | Intermediate Sales & Service | Clerical Personnel | Skilled Crafts & Trades | Skilled Sales & Service | Administrative & Sr Clerical | Supervisors: Crafts & Trades | ors | Semi-Professionals & Tech | onals | Middle & Other Managers | Aanagers | | | Occupational Group (EEOG) | Fauity | | | | | | | Б |
| 363 | 0 | 0 | 0 | 0 | 10 | 0 | 0 | 17 | | 2 | 112 | 220 | 2 | 0 | # | 2018-05-11 | YYYY-MM-DD | | Number | | | | ← | From Workforce Analysis | С |
| 1.1% | 0.0% | | 0.0% | 0.0% | 3.6% | 0.0% | 0.0% | -5.3% | 0.0% | -12.6% | 0.6% | 1.9% | 26.0% | 0.0% | 9% | Annually | Actual | | Grav | | | | ← | From Workforce Analysis [†] | D |
| | | | | | 2.0% | | | 2.0% | | 2.0% | 1.0% | 1.0% | 2.0% | | % | Annually | Projected | | Growth (New Positions) | | | | ← | From Workforce Data Entry Analysis [†] | ĸ |
| 0 | 0 | 0 | 0 | 0 | | 0 | 0 | _ | 0 | 0 | 3 | 7 | 0 | 0 | # | Over 3 Years | cted | | | All Employees | | | ← | CxEx3 A | 7 |
| 23.5% | 0.0% | 0.0% | 0.0% | 0.0% | 52.6% | 0.0% | 0.0% | 27.0% | 0.0% | 80.0% | 19.8% | 23.4% | 0.0% | 0.0% | % | Annually | Actual | E | Turnover (Replacement of Terminated | loyees | | | ← | From Flow Data Analysis & Workforce Analysis‡ | G |
| | | | | | 1.0% | | | 2.0% | | 1.0% | 0.0% | 0.0% | 1.0% | | % | Annually | Projected | Employees) | acement of To | | | | ← | Data (Entry | Ξ |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | #1: | Over 3 Vears | | | erminated | | | | ← | CxHx3 | - |
| 0 | 0 | 0 | 0 | 0 | _ | 0 | 0 | 2 | 0 | 0 | 3 | 7 | 0 | 0 | # | Tears | Hires Over 3 | Anticipated | | | | | ← | F + I | ٦ |
| 9 | 0 | 0 | 0 | 0 | _ | 0 | 0 | 0 | 0 | 0 | 3 | 5 | 0 | 0 | # | 2018-05-11 | AAAA-WW-DD | | Number | | Subseque | Table | ← | From Workforce Analysis | 7 |
| 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.0% | 0.0% | 0.0% | 2.0% | 0.0% | 1.0% | 0.0% | 0.0% | 1.0% | 0.0% | % | Annually | | Terminated Employees) | Turnovar (Ra | | Subsequent/Current S | able 11: Abori | ← | Equivalent to H | L |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | # | Over 3 Vears | | Employees) | discernent of | | Short-term Goals | ginal Peoples | ← | KxLx3 | 3 |
| -9 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | _ | 0 | 0 | 3 | చ | 0 | 0 | * | Years | Over 3 | Hires | : | | Goals | ples | ← | (F x Q) - R + M | 2 |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | #: | 2018 | AAAA - AAAA | From - To | 3 Year Goals | | | | ← | JxP | c |
| | | | | | 9.8% | | | 6,7% | | | 4.9% | 1.0% | 2.2% | | % | 2021 | YYYY | -To | Goals | Aborigin | | | ← | Data Entry | P |
| 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 9.8% | 0.0% | 0.0% | 6.7% | 0.0% | 8.8% | 4.9% | 1.0% | 2.2% | 0.0% | 9% | | Availability | Drawant | | Aboriginal Peoples | | | ← | From Workforce Analysis | c |
| 9 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -1 | 0 | 0 | -2 | 3 | 0 | 0 | # | | Present Gap | | | | | | ← | From (K - M + Workforce O) - ((C + Analysis F) x Q) | 7 |
| 9 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | <u>.</u> | 0 | 0 | చ | ₃₃ | 0 | 0 | # | | Gap | P | | | | | ← | | S |
| 2.5% | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | 10.0% | #DIV/0! | #DIV/0! | 0.0% | #DIV/0! | 0.0% | 2.7% | 2.3% | 0.0% | #DIV/0! | % | | Representation | Practical | | | | | ← | K ÷ C | _ |
| 2.5% | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | 9.1% | | #DIV/0! | 0.0% | 進 | 0.0% | 2.6% | 2.2% | 0.0% | #DIV/0! | % | reals | Representation in 3 | Projected | | | | | ← | Ŕ | _ |

| 13 Other Sales & Service | 12 Octua-Divition | 12 Semi-Skilled Manual | 11 Intermediate | 10 Clerical Personnel | 09 Skilled Crafts & Trades | 08 Skilled Sales & Service | 07 Administrati | 06 Supervisors: Crafts & Trades | 05 Supervisors | 04 Semi-Professionals & Tech | 03 Professionals | 02 Middle & Other Managers | 01 Senior Managers | Occupational Group (EEOG) | Fundament Fan | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------------|------------------------------|-----------------------|----------------------------|----------------------------|------------------------------|---------------------------------|----------------|--------------------------------|------------------|----------------------------|--------------------|---------------------------|--------------------|-------------------------------|
| 00 000 | & Service | 1 Manual | Intermediate Sales & Service | sonnel | ts & Trades | s & Service | Administrative & Sr Clerical | Crafts & Trades | | sionals & Tech | ls | ther Managers | agers | oup (EEOG) | i | |
| | | | | | | | | | | | | | | Short-term Goals | 414 | |
| | 0.0 | 0.0 | 0.0 | 9.8 | 0.0 | 0.0 | 6.7 | 0.0 | 0.0 | 4.9 | 1.0 | 2.2 | 0.0 | | Aboriginal Peoples | |
| TO LO | 0.0 | 0.0 | 0.0 | 9.8 | 0.0 | 0.0 | 6.7 | 0.0 | 0.0 | 4.9 | 1.0 | 2.2 | 0.0 | Long-term Goals | es | |
| |) |) | 9 | | | | , | | | | | | | <u> </u> | | |
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| | | | | | | | | | | | | | | | | l'able 12: Aboriginal Peoples |
| | | | | | | | | | | | | | | | | riginal Peo _l |
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Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

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

| | Federal Contractors Program Achievement Report |
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| | Part 3: Goals |
| | Kontzamanis Graumann Smith MacMillan Inc. |
| | [Date: 2018-05-11] |
| Total | 0.0 0.0 |

| [Date: 2018-05-11] | Kontzamanis Graumann Smith MacMillan Inc. | Part 3: Goals | Federal Contractors Program Achievement Report |
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| | | 00 | 571 |

Data for Subsequent/Current Goals

| Total | 14 Other Manual Workers | 13 Other Sales & Service | 12 Semi-Skilled Manual | 11 Intermediate S | 10 Clerical Personnel | 09 Skilled Crafts & Trades | 08 Skilled Sales & Service | 07 Administrative | 06 Supervisors: C | 05 Supervisors | 04 Semi-Professionals & Tech | 03 Professionals | 01/02 Managers | | | Occupational Group (EFOG) | | | | | | Data sources: | A B |
|------------|-------------------------|--------------------------|------------------------|------------------------------|-----------------------|----------------------------|----------------------------|------------------------------|------------------------------|----------------|------------------------------|------------------|----------------|----|-----------------|---------------------------|---------------------------------------------------|---------------------------|-----------------------|--------------------|----------|-----------------------------------------------------------------------|-------------------|
| | Workers | Service | Manual | Intermediate Sales & Service | nnel | & Trades | & Service | Administrative & Sr Clerical | Supervisors: Crafts & Trades | | onals & Tech | | | | | p (EEOG) | • | | | | | | В |
| 363 | 0 | 0 | 0 | 0 | 10 | 0 | 0 | 17 | 0 | 2 | 112 | 220 | 2 | # | 2018-05-11 | Ad-WW-AAAA | Number | | | | ← | From From Workforce Workforce Analysis Analysis† | С |
| 1.1% | 0.0% | 0.0% | 0.0% | 0.0% | 3.6% | 0.0% | 0.0% | -5.3% | 0.0% | -12.6% | 0.6% | 1.9% | 13.0% | % | Annually | Actual | Growt | | | | ← | From Workforce Data Entry C x E x 3 | D |
| | | | | | 1.0% | | | 1.0% | | 1.0% | 1.0% | 1.0% | | % | Annually | Projected | Growth (New Positions) | | | | ← | Data Entry | Е |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | _ | 0 | 0 | ယ | 7 | 0 | # | Over 3 Years | ted | | All Employees | | | ← | | E F G |
| 23.5% | 0.0% | 0.0% | 0.0% | 0.0% | 52.6% | 0.0% | 0.0% | 27.0% | 0.0% | 80.0% | 19.8% | 23.4% | 0.0% | % | Annually | Actual | Turnover (Replacement of Terminated Employees) | loyees | | | ← | From Flow Data Analysis & Workforce Analysis [‡] | G |
| | | | | | 0.0% | | | 0.0% | | 0.0% | 0.0% | 0.0% | | % | Annually | Projected | placement of Te Employees) | | | | ← | Data C | Н |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | # | Over 3 Years | | | | | | ← | CxHx3 | - |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | _ | 0 | 0 | 3 | 7 | 0 | # | Years | | Anticipated | | | | ← | F) + I | J |
| 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | _ | 0 | # | 2018-05-11 | AAAAWW-DD | Number | | Subseque | Table 13 | ← | From Workforce Analysis | К |
| 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | % | Annually | | Turnover (Replacement of Terminated Employees) | | Subsequent/Current SI | able 13: Persons w | ← | Equivalent to H | L |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | # | Over 3 Years | | placement of Employees) | | Short-term Goals | with Disabilities | ← | KxLx3 | M |
| 5 3 | 0 | 0 | 0 | 0 | _ | 0 | 0 | _ | 0 | 0 | သ | ∞ | 0 | # | Years | Over 3 | Hires | | Goals | bilities | ← | (F x Q) - R + M | z |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | # | 2018 | AAAA - AAAA | 3 Year Goals From - To | - | | | ← | JxP | 0 |
| | | | | | 7.0% | | | 3.4% | | 13.9% | 4.6% | 3.8% | | % | 2021 | 777 | To | ersons with | | | ← | Data Entry | P |
| 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 7.0% | 0.0% | 0.0% | 3.4% | 0.0% | 13.9% | 4.6% | 3.8% | 4.3% | % | • | Availability | 7 | Persons with Disabilities | | | ← | s 6 | Q |
| 3 | 0 | 0 | 0 | 0 | Ŀ | 0 | 0 | · | 0 | 0 | ა | -7 | 0 | # | | Present Gap | | | | | ← | | R |
| 3 | 0 | 0 | 0 | 0 | <u>.</u> . | 0 | 0 | <u>.</u> | 0 | 0 | చ | -& | 0 | # | • | Gap | - - - - | | | | ← | From (K - M + Workforce O) - ((C + Analysis F) x Q) | s |
| 0.8 | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | 0.0% | #DIV/0! | #DIV/0! | 0.0% | #DIV/0! | 0.0 | 1.8 | 0.5 | 0.0 | 9% | , | Representation | 9 | | | | ← | K+C | Т |
| 0.8% | //0! #DIV/0! | //0! #DIV/0! | //0! #DIV/0! | //0! #DIV/0! | 0% 0.0% | //0! #DIV/0! | //0! #DIV/0! | | //0! #DIV/0! | 0.0% 0.0% | 1.8% 1.7% | 0.5% 0.4% | 0.0% 0.0% | 9% | Years | Repa | Projected | | | | ← | (K-M+ O)-((C+ F)xQ) | M N O P Q R S T U |

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

| Total | 14 Or | 13 Or | 12 Se | 11 In | 10 CI | 09 Sk | 08 Sk | 07 A | 06 Su | 05 Sυ | 04 Se | 03 Pı | 01/02 Managers | Ceenba | | | |
|-------|----------------------|-----------------------|---------------------|------------------------------|--------------------|-------------------------|-------------------------|------------------------------|------------------------------|-------------|--------------------------------|------------------|----------------|----------------------------|------------------|---------------------------|---------------------|
| | Other Manual Workers | Other Sales & Service | Semi-Skilled Manual | termediate | Clerical Personnel | Skilled Crafts & Trades | Skilled Sales & Service | dministrativ | upervisors: | Supervisors | emi-Profess | 03 Professionals | lanagers | House Gro | Companyment Comp | mont Four | |
| | l Workers | ¿ Service | Manual | Intermediate Sales & Service | onnel | & Trades | & Service | Administrative & Sr Clerical | Supervisors: Crafts & Trades | | 04 Semi-Professionals & Tech | | | Occupational Group (Euros) | | 7 | |
| | | | | vice | | | | ical | ıdes | | ch | | | | S | Г | |
| | | | | | | | | | | | | | | | Short-term Goals | Per | |
| 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 7.0 | 0.0 | 0.0 | 3.4 | 0.0 | 13.9 | 4.6 | 3.8 | 0.0 | % | | Persons with Disabilities | |
| | | | | | | | | | | | | | | | Long-term Goals | Disabiliti | |
| | | | | | | | | | | | | | | 9% | erm Goa | es | |
| 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 7.0 | 0.0 | 0.0 | 3.4 | 0.0 | 13.9 | 4.6 | 3.8 | 0.0 | | Is | | |
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Federal Contractors Program Achievement Report

Part 3: Goals

Kontzamanis Graumann Smith MacMillan Inc.

[Date: 2018-05-11]

| | | | | | | | | | Data for | Subseque | nt/Curre | nt Goals | | | | | | | |
|--------------------------------------------------------------|-------------------------------|--------------------------------------------|----------------|--------|-----------------------------------------------------------|-----------------------------|------------|--------------|-------------------------------|--------------------------|---------------|--------------------|------|-------------|-------------------------------|-------------------------------|-----------------------------------|------------------|----------------------------------|
| A B | C | D | E | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | T | U |
| Data sources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis‡ | Data Entry | СхНхЗ | F + I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JxP | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K÷C | (K - M + O) ÷ (C + F) |
| | | ↓ | | | ↓ | | | | <u> </u> | ↓ | <u>↓</u> | ↓ | ↓ | ↓ | ↓ | | | ↓ | 1 |
| | | | | | | | | | Table 15: N | lembers o ent/Current | | | ·S | | | | | | |
| | | | | AHE | aployees | | | | Subsequ | ent/Current | i Snort-teri | n Goais | 3.4. | ambane of t | isible Minor | lelan | | | |
| | | | | Auta | Turnover (Re | 1 | ·m · · · · | | | | | | | r Goals | ISIDIC MINOI | nies | <u> </u> | | |
| | Number | Grow | vth (New Posit | ions) | | epiacement or Employees) | Terminated | Anticipated | Number | | eplacement of | Hires | | n - To | | | | | |
| Employment Equity | YYYY-MM-DD | Actual | Proje | ected | Actual | Proj | ected | Hires Over 3 | YYYY-MM-DD | Terminated | Employees) | Required Over 3 | | - YYYY | Present Availability | Present Gap | Projected | Present | Projected Representation in 3 |
| Occupational Group (EEOG) | | | | Over 3 | | | Over 3 | Years | | | Over 3 | Years | | | Ауанарицу | | Gap | Representation | Years |
| | 2018-05-11 | Annually | Annually | Years | Annually | Annually | Years | | 2018-05-11 | Annually | Years | | 2018 | 2021 | | | | | |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % |
| 01 Senior Managers | 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 | | 2.0% | 13 | | 0.0% | 0 | 13 | 28 | | 0 | 33 | 3 | 26.0% | 26.0% | -29 | -30 | 12.7% | 13.3% |
| 04 Semi-Professionals & Tech | 112 | 1 | 2.0% | 7 | 19.8% | 0.0% | 0 | 7 | 24 | | 0 | -7 | 1 | 14.7% | 14.7% | 8 | 8 | 21.4% | 21.0% |
| 05 Supervisors | 2 0 | | 1.0% | 0 | 80.0% | 1.0% | 0 | 0 | 0 | 1.0% | 0 | 0 | 0 | 12.8% | 12.8% | 1 0 | 0 | 0.0% | 0.0% |
| 06 Supervisors: Crafts & Trade | 3 | 0.0% | 3.0% | | 0.0% | 1.0% | 0 | " | | 0.0% 1.0% | " | 0 | 0 | 11.20/ | 0.0% 11.3% | 1 1 | 0 | #DIV/0! | #DIV/0! 15.8% |
| 07 Administrative & Sr Clerica 08 Skilled Sales & Service | 1 17 | -5.3% 0.0% | 3.0% | 2 | 27.0% | 1.0% | 1 | 3 | 3 | 0.0% | " | -1 | 0 | 11.3% | 0.0% | 1 6 | 1 0 | 17.6% #DIV/0! | #DIV/0! |
| 09 Skilled Crafts & Trades | | 0.0% | | " | 0.0% | | 0 | | | 0.0% | 1 0 | ١ | 0 | | 0.0% | | 0 | #DIV/0! | #DIV/0! |
| 10 Clerical Personnel | 10 | | 2.0% | 1 | 52.6% | 1.0% | 0 | " | 1 | 1.0% | 1 6 | 1 | 0 | 17.0% | 17.0% | _1 | -1 | 10.0% | 9.1% |
| 11 Intermediate Sales & Service | | 0.0% | 2.070 | , | 0.0% | 1.070 | ٥ | | 1 | 0.0% | ١ | , | ١ | 17.070 | 0.0% | 1 0 | 0 | #DIV/0! | #DIV/0! |
| 12 Semi-Skilled Manual | د ا | 0.0% | | 0 | 0.0% | | ٥ | ١ ٥ | 1 0 | 0.0% |] 0 | 0 | 0 | | 0.0% |] ő | ٥ | #DIV/0! | #DIV/0! |
| 13 Other Sales & Service | 0 | 0.0% | | l 0 | 0.0% | | 0 | 0 | " | 0.0% | ا ، | 0 | ا م | | 0.0% | ن ا | 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% | Ö | 0 | #DIV/0! | #DIV/0! |
| Total | 363 | | | 0 | 23.5% | | 0 | 0 | 56 | | 0 | -56 | 0 | | 0.0% | 56 | 56 | 15.4% | 15.4% |

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + 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) | Mem Short-ter | bers of Visible Min m Goals Long | orities -term Goals | Comments |
| Occupational Group (EEGG) | | % | % | |
| 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 | 005719 |
| 14 Other Manual Workers | | 0.0 | 0.0 | |

| Total | | | | |
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| | [Date: 2018-05-11] | Smith | Part 3: Goals | am Ac |
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Federal Contractors Program Achievement Report Part 4: Results - Women Kontzamanis Graumann Smith MacMillan Inc. [Date: 2018-05-11] В \mathbf{C} E F G Н K M Ν 0 P 0 R Т U V W D \mathbf{S} X Y Part 1 Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow $E \div D$ DxG $\mathbf{E} \div \mathbf{H}$ Part 2: Flow $L \div K$ $Q \div P x$ Part 2: Flow $V \div U x$ U x F ÷ 100 Flow Data Workforce Workforce E - H Flow Data K x G ÷ 100 L-N Flow Data P x F ÷ 100 Q - S V - X Workforce :Data sources x 100 Data Analysis Data Analysis Data Analysis ÷ 100 x 100 x 100 Analysis Analysis Analysis Analysis Analysis Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires **Promotions Terminations** Year Occupational Group Women All All All All (EEOG) Employees Employees Representation Availability EE Result Employees Actual Difference Actual Expected Difference Employees Difference Gap Expected Actual Expected % # % # % % % # # % # # # 2015 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 2015 0.0 38.9 0 0.0 Middle & Other 0 02 Managers 2018 50.0 38.9 128.5 0 0.0 0 0.0 0 0.0 2015 208 32 15.4 17.2 36 89.4 03 Professionals 2018 220 34 15.5 17.1 38 90.4 57 11 19.3 10 15 6.7 50 14 28.0 Semi-Professionals & 2015 110 20 18.2 17.0 19 107.0 Technicians 112 20 17.9 22 2018 19.4 -2 92.0 29 13.8 66.7 22 22.7 2015 3 100.0 53.6 186.6 05 Supervisors 2018 2 100.0 53.3 187.6 0 0.0 0 0.0 2 100.0 Supervisors: Crafts & 2015 0 0.0 0.0 0.0 Trades 0.0 0.0 2018 0 0.0 0.0 0 0.0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3 $E \div G \; x$ Part 3: Part 3: F ÷ I x 100 Part 3: Goals ÷ M x 100 Data sources Flow Data Data Analysis 100 Goals 100 Goals Goals Analysis T 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals Employment Equity Women Women Women Occupational Group Comments (EEOG) Percent of Percent of Percent o Percent of Employees Actual Goal Goal Goal Goal Met Goal Met Goal Met Goal Met % % % 2018 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 Middle & Other 2018 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Managers 2021 0.0 0.0 0 0.0 0.0 0.0 -2 2018 22 -9.1 0.0 0.0 0.0 -50.0 0.0 0.0 03 Professionals 2021 22 -2 -9.1 17.1 -53.2 17.1 -53.2 2018 10 10.0 1 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & Technicians 10 1 10.0 19.4 51.5 19.4 51.5 -2 2018 -2 100.0 0.0 0.0 0.0 0.0 0.0 0.0 05 Supervisors 2021 -2 100.0 0.0 0.0 0.0 0.0 2018 0.0 Supervisors: Crafts & 0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 2021 0 0.0 0.0 0.0 0.0

| 12 S | | 11 L | 10 C | | 09 S | | S &O | | 7 70 | | | 00. | 9 | Ŧ | | | Data sources | _ | 12 S | | 1 1 | 10 | _ | 09 1 X | | 08 S | 07 s | | (EEOG) | Cecu | Emp | | | Data sources | Α | | | | |
|--------------------------------|-------------------|--------------------|--------------------|----------------|------------------|-------------------|-----------------|-----------------|------------------|---|----------|------------|--------------------|-------------------|--------------|----------|------------------------------------|---------|---------------------|-------------------|--------------------|-------------------|------|------------------------------------|-------------------|-----------------|----------------------------------|-----|----------------|--------------------|-------------------|--------------------|---------------|------------------------------------------|---------|--------------------|------------------------------------|-------------------------|------------------------------------------------|
| Semi-Skilled Manual Workers | Service Personnel | Intermediate Sales | Clerical Personnel | Trades Workers | Skilled Crafts & | Service Personnel | Skilled Sales & | Senior Clerical | Administrative & | | | 5 | Occupational Group | Employment Fauity | | | urces: | Workers | Semi-Skilled Manual | Service Personnel | Intermediate Sales | Clerical Personne | | Skilled Crafts & Trades Workers | Service Personnel | Skilled Sales & | Administrative & Senior Clerical | | \mathcal{G} | Occupational Group | Employment Equity | | | urces | | | | | |
| ed Manua | rsonnei | | rsonnel | orkers | afts & | rsonnel | es & | rical | ıtive & | | | descent | Grain | Fauir | | | | | ed Manua | rsonnel | te Sales & | rsonnel | . | afts & | rsonnel | es & | ıtive & rical | | | Group | Equity | | | | В | | | | |
| 1 2018 2021 | ╀ | & 2018 | 2018 | 2021 | 2018 | 2021 | 2018 | 2021 | 2018 | # | Γ | | Year | | | | | 2018 | | 2018 | & 2015 | 2018 | 2015 | 2015 | 2018 | 2015 | 2015 2018 | # | | | Year | | | | С | | | | |
| - 8 | | - 00 | _ & | | - S | | 8 | _ | 8 | # | | Fundamen | | | | - ← | Part 2: Flow Data Analysis | * | O. | 8 | 5 | * | 5 | x 0 | 1 8 | 5 | & O ₁ | # | Employees | | 7 | | | Part 1: Workforce Analysis | Ð | | | | |
| 0 0 | С | 0 | | 0 | 0 | 0 | 0 | ÷ | -1 | | gees | - | | Flow | New E | | | 0 | 0 | 0 | 0 | 10 | 9 | 0 0 | 0 | 0 | 20 17 | | yees | - | | | | is cc | | | | | |
| 0 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | # | Actual | . | Women | Flow Data | New Entrants | ← | Part 2: 1 Flow Data Analysis | 0 | 0 | 0 | 0 | ∞ | 6 | 0 0 | | 0 | 19 17 | # | Representation | | | = | ← | Part 1: Workforce Analysis | E | | | | |
| 0.0 | 0.0 | 0.0 | -100.0 -100.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | % | _ | | = | | S | ← | E + D x 100 | 0.0 | 0.0 | 0.0 | 0.0 | 80.0 | 66.7 | 0.0 | 0.0 | 0.0 | 95.0 100.0 | 9/0 | ation | | Wo | Workforce Analysis | ← | E+D v | Ŧ | | | | |
| 0 | | 0 | 0 | | 0 | | 0 | | 0 | # | Coal | | | | | ← | Part 3: Goals | 0.0 | 0.0 | 0.0 | 0.0 | 67.9 | 67.9 | 0.0 | 0.0 | 0.0 | 81.1 81.4 | 9/9 | Availability | Women | Workforce | rce An | ← | Part 1: Workforce Analysis | G | | | | |
| 0.0 | | 0.0 | 0.0 | | 0.0 | | 0.0 | | 0.0 | % | Goal Met | Percent of | We | Short-te | | ← | E+Gx 100 | 0 | | 0 | 0 | 7 | 6 | 0 0 | | 0 | 16 14 | # | bility | nen | | alysis | ← | D x G + 100 | Ξ | | | | |
| 0.0 | | | 67.9 | | 0.0 | 0.0 | 0.0 | 81.4 | 0.0 | % | Cross | | Women | Short-term Goals | | ← | Part 3: Goals | 0 | 0 | 0 | 0 | | | 0 0 | | 0 | 3 | # | Gap | | | | ← | Е-Н | - | | | | |
| 0.0 | | | -12 | | 0.0 | | 0.0 | 0.0 | 0.0 | % | Goal Met | Percent of | | S | • | ← | F÷Ix 100 Part 3: Goals | 0.0 | 0.0 | 0.0 | 0.0 | _ | | 0.0 | | 0.0 | 117.1 122.9 | 9/0 | EE Result | | | | ← | E+H x 100 | J | | | | Fede |
| 0 0 | U | 0 | 3 0 | 0 | 0 | 0 | 0 | 0 | 0 | * | Goal | | | | Goals | ← | 0 Part 3: 0 | | 0 | 0 | 0 | | 2 | 5 0 | | 0 | 1 | # | Employees | <u></u> | | | - ← | Part 2: Flow Data Analysis | | | ntzam | | ral Co |
| 0 | | 0 | 0 | | 0 | | 0 | | 0 | | | | | Lon | | | } | 0 | | 0 | | 4 | - | 0 | 0 | | 4 | | vees | Γ | | | | | | | anis G | Part | ntract |
| 0.0 | | 0.0 | 0.0 | | 0.0 | | 0.0 | | 0.0 | % | | | Women | Long-term Goals | | ← | E+Kx F | 0 | | 0 | | w | | 0 | 0 | | 4 | # | Actual | | - | | ← | t 2: Data Ilysis | L | [Date: 2018-05-11] | rauma | 4: Re: | ors Pro |
| 0.0 | 0.0 | 0.0 | 67.9 | 0.0 | 0.0 | 0.0 | 0.0 | 81.4 | 0.0 | 3 | Coal | | | Goals | | ← | | 0.0 | | 0.0 | | 75.0 | | 0 0 | 0.0 | | 100.0 | 9/9 | | Women | Hires | | ← | L+K x 100 K | Z | 018-0 | nn Sm | sults - | ogram |
| 0.0 | 0.0 | 0.0 | 0.0 -147.3 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | % | Goal Met | Percent of | | | | ← | F + M x 100 | 0 | | 0 | | ယ | | 0 | 0 | | 3 | # | Expected | ien | | | ← | K x G ÷ 100 | z | 5-11 | Kontzamanis Graumann Smith MacMill | Part 4: Results - Women | Achie |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | # | Difference | | | | ← | L-N | 0 | | | = | Federal Contractors Program Achievement Report |
| | | | | | | | | | | | | | | | | | | 0 | | 0 | | 0 | | 0 | 0 | | 1 | # | Employees | AII | | | ← | Part 2: Flow Data Analysis | P | | an Inc. | | Repoi |
| | | | | | | | | | | | | | | | | | | 0 | | 0 | | 0 | + | 0 | 0 | | 0 | | rees | Г | | <u> </u> | ← | Part 2: Flow Flow Data Analysis Analysis | | | | | 7 |
| | | | | | | | | | | | | | | | | | | 0 | | 0 | | 0 | | 0 | 0 | | 0 | # | Actual | | Pro | ow Da | ← | | Q | | | | |
| | | | | | | | | | | | | | | | | | | 0.0 | | 0.0 | | 0.0 | | 0 0 | 0.0 | | 0.0 | 9% | | Women | Promotions | Flow Data Analysis | ← | Q+Px PxF+100 | R | | | | |
| | | | | | | | | | | | | (| 7 | | | | | 0 | | 0 | | 0 | | 0 | 0 | | 0 | # | Expected | en | | ılysis | | | S | | | | |
| | | | | | | | | | | | | | Comments | | | | | | | | | | | | | | | # | Difference | | | | ← | Q-S | S T U V | | | | |
| | | | | | | | | | | | | | nts | | | | | 0 | | 0 | | 0 | | 0 | 0 | | 0 | # | Employees | | | | | | _ | | | | |
| | | | | | | | | | | | | | | | | | | 0 | | 0 | | S, | - | 0 | 0 | | 5 | | yees | - | | | | _ | | | | | |
| | | | | | | | | | | | | | | | | | | 0 | | 0 | | 2 | | 0 | 0 | | 4 | # | Actual | | Tern | | ← | ····· | | | | | |
| | | | | | | | | | | | | | | | | | | 0.0 | | 0.0 | | 40.0 | | 0 0 | 0.0 | | 80.0 | 0/0 | | Women | Terminations | | | . V+Ux 100 U | ¥ | | | | |
| | | | | | | | | | | | | | | | | | | 0 | | 0 | | သ | | 0 | 0 | | 5 | # | Expected | nen | Š | | ← | V+Ux 100 UxF+100 | × | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | Ī | | | | | # | Difference | | | | ← | V - X | Υ | | | 0(| 05722 |
| | L | | | | | L | | L | | | | | | | | | | 0 | | 0 | | <u>-</u> | | > | 0 | | <u>-</u> | | ٠ | 1 | L | | | |] [] | | | | |

| TOtal | Total | Workers | Other Manual | Personnel | 13 Other Sales & Service | | (EEOG) | Occupational Group | Employment Equity | | | Data sources: | I Otal | 1 | Workers Workers | Other Manual | Personnel | Other Sales & Service | | (EEOG) | Occupational Group | Employment Equity | | | Data sources: | A B | | | | |
|-------|-------|---------|--------------|-----------|--------------------------|-----|------------------------|--------------------|-------------------|--------------|----------|-------------------------------|----------|------|-----------------|--------------|-----------|-----------------------|-------------|----------------|--------------------|-------------------|--------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------|----------------------------------|-------------------------|---------------------------------------|
| | | | 1 | | & Service | | | iroup | quity | | | | | | | | | & Service | | | Froup | quity | | | | ω. | | | | |
| 2021 | 2018 | 2021 | 2018 | 2021 | 2018 | # | | 1 621 | V | | | | 2018 | 2015 | 2018 | 2015 | 2018 | 2015 | #: | | | Year | | | | С | | | | |
| 28 | 28 | 0 | 0 | 0 | 0 | # | Employees | ΑII | × | Nev | ← | Part 2: Flow Data Analysis | 363 | 351 | 0 | 0 | 0 | 0 | #1 | Employees | All | | | ← | Part 1: Workforce Analysis | D | | | | |
| | -2 | 0 | | 0 | 0 | # | Actual | Women | Flow Data | New Entrants | ← | | | 80 | | 0 | | 0 | 3 t: | Representation | | | | ← | Part 1: Workforce Analysis | E | | | | |
| -7.1 | -7.1 | 0.0 | 0.0 | 0.0 | 0.0 | 9/6 | al | ien | | its | ← | E ÷ D x 100 | 22.6 | 22.8 | 0.0 | 0.0 | 0.0 | 0.0 | 9% | ntation | | 1 | Vorkf | ← | E÷D x 100 | Ŧ | | | | |
| | 0 | | 0 | | 0 | # | Goal | | | | ← | Part 3: Goals | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | % | Avai | We | Workforce | Workforce Analysis | ← | Part 1: Workforce Analysis | G | | | | |
| | 0.0 | | 0.0 | | 0.0 | 9% | Percent of Goal Met | We | Short-te | | ← | E + G x 100 | | 0 | 0 | | | 0 | #: | Availability | Women | е | nalysis | ← | D x G + 100 | Ξ | | | | |
| 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 9/6 | Goal | Women | Short-term Goals | | ← | Part 3: Goals | | 80 | 0 | 0 | | 0 | # | Gap | | | | ← | Е-Н | I | | | | |
| 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 9% | Percent of Goal Met | | | G | ← | F÷1x100 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | % | EE Result | | | | — | E÷H x 100 | J | | Kon | | Feder |
| | 0 | | 0 | | 0 | # | Goal | | | Goals | ← | F÷Ix100 Part 3: Goals | 94 | | 0 | | 0 | | #1 | Employees | All | | | ← | Part 2: Flow Data Analysis | K | | Kontzamanis Graumann Smith MacMi | P | Federal Contractors Program Achieveme |
| | 0.0 | | 0.0 | | 0.0 | 9% | Percent of Goal Met | Women | Long-term Goals | | ← | E+Kx 100 | 22 | | 0 | | 0 | | # | Actual | | | | ← | Part 2: Flow Data Analysis | Т | Date | s Graun | Part 4: Results - Women | actors I |
| 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 9% | Goal | en | n Goals | | ← | Part 3: Goals | 23.4 | | 0.0 | | 0.0 | | % | lai | # | Hires | | ← | L + K x 100 | 1 | Date: 2018-05-11] | nann S | esults | rograi |
| 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | % | Percent of Goal Met | | | | ← | F + M x 100 | 0 | | 0 | | 0 | | # | Expected | Women | | | ← | K x G ÷ 100 | L M N C | 05-11] | mith M | - Wome | n Achie |
| | | | | | | | | | | | | | 22 | | 0 | | 0 | | 1 E | Difference | | | | ← | L-1 | | | | 'n | vement |
| | | | | | | | | | | | | | | | | | | | 7 1; | Employees | ΔII | | | ← | Part 2: Flo Data Analy |) P Q R S T U V W X | | lan Inc. | | nt Report |
| | | | | | | | | | | | | | 18 | | 0 | | 0 | | Th: | | | | Flox | ← ← | Part 2: Flow Flow Data Analysis Analysis | Q | | | | |
| | | | | | | | | | | | | | 3 16 | | 0 (| | 0 | | % | Actual | | Promotions | v Data | ← | Q+P ata 100 | R | | | | |
| | | | | | | | | | | | | | 16.7 | | 0.0 | | 0.0 | | 11: | Expected | Women | ions | Flow Data Analysis | | | S | | | | |
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Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Kontzamanis Graumann Smith MacMillan Inc. [Date: 2018-05-11] В C E F G Н K M Ν 0 P 0 R Т U V W D S X Y Part 1 Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow $E \div D$ DxG $\mathbf{E} \div \mathbf{H}$ Part 2: Flow $L \div K$ $Q \div P \; x$ Part 2: Flow $V \div U x$ L-N Workforce Workforce E - H Flow Data K x G ÷ 100 Flow Data P x F ÷ 100 Q - S Flow Data U x F ÷ 100 V - X Workforce :Data sources x 100 Data Analysis Data Analysis Data Analysis x 100 x 100 $\div 100$ Analysis Analysis Analysis Analysis Analysis Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires **Promotions Terminations** Year Occupational Group Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples **Aboriginal Peoples** All All All All (EEOG) Employees Employees Representation Availability EE Result Employees Actual Difference Actual Difference Employees Actual Difference Gap Expected Expected Expected % # % % % # % # # # % # # 2015 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 2015 0.0 0.0 0.0 Middle & Other 0 02 Managers 2018 0 0.0 2.2 0.0 0 0.0 0 0.0 0 0.0 2015 208 4 1.9 1.1 174.8 03 Professionals 2018 220 5 2.3 1.0 227.3 57 1.8 15 0 0.0 50 0 0.0 Semi-Professionals & 2015 110 5 4.5 5.5 82.6 Technicians 112 3 2.7 4.9 2018 -2 54.7 29 0 0.0 0 0.0 22 2 9.1 2015 0 0.0 9.8 0.0 05 Supervisors 2018 0 0.0 8.8 0 0.0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2015 0 0.0 0.0 0.0 Trades 0.0 0.0 2018 0 0.0 0.0 0 0.0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3 $E \div G \; x$ Part 3: Part 3: F ÷ Lx 100 Part 3: Goals ÷ M x 100 Data sources Flow Data Data Analysis 100 100 Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals Employment Equity Aboriginal Peoples **Aboriginal Peoples Aboriginal Peoples** Occupational Group Comments (EEOG) Percent o Percent of Percent o Percent of Employees Actual Goal Goal Goal Goal Met Goal Met Goal Met Goal Met % % % % 2018 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 Middle & Other 2018 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 02 Managers 2021 2.2 2.2 0 0.0 0.0 0.0 2018 22 4.5 0.0 0.0 0.0 0.0 0.0 0.0 03 Professionals 2021 22 4.5 1.0 454.5 1.0 454.5 10 -2 -20.0 0.0 -200.0 0.0 2018 0.0 0.0 0.0 Semi-Professionals & Technicians -2 2021 10 -20.0 4.9 -408.2 4.9 -408.22018 -2 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 05 Supervisors 2021 0 0.0 0.0 0.0 0.0 0.0 2018 Supervisors: Crafts & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 2021 0 0.0 0.0 0.0 0.0

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| 0.0 | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | % | ua. | | Peoples | | ıts | ← | E + D x 100 | 0.0 | 0.0 | 0.0 | 0.0 | 10.0 | 11.1 | 0.0 | 0.0 | 0.0 | 5.0 0.0 | 9/9 | ntation | | 1 | Work | ← | E + D x 100 | Ŧ | | | | |
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| | 0.0 | | 0.0 | 0.0 | | 0.0 | | 0.0 | | 0.0 | % | Goal Met | Parcent of | Abarioinal Peanles | Long-term Gogls | | - | E÷Kx 100 | 0 | | 0 | | 0 | | 0 | 0 | | 0 | 11: | Actual | | | | ← | Part 2: Flow Data Analysis | Т | [Date | is Graun | Part 5: Results - Aboriginal Peoples | actors I |
| 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 6.7 | 0.0 | % | Goal | | Peoples | n Goals | | ← | * ~ | 0.0 | | 0.0 | | 0.0 | 4 | 0.0 | 0.0 | | 0.0 | 9/0 | ual | Aborigio | Hires | | ← | ~ ~ | Z | [Date: 2018-05-11] | nann Si | s - Aboi | rogran |
| 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | % | Goal Met | Persont of | | | | <u></u> | F + M x 100 | 0 | | 0 | | 0 | 4 | 0 | 0 | | 0 | # | Expected | Aboriginal Peoples | | | ← | K x G ÷ 100 | Z | 05-11] | mith M: | riginal I | n Achie |
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| 1 14 1 | ner Manual orkers | 2013 | 0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | 0 | 0 | 0.0 | 0 0 | 0 | 0 0 | 0 | 0.0 | 0 | C | 0 | 0 | 0.0 | 0 | 0 |
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| Semi-Skilled Manual | Service Personnel | | Clerical Personnel | Trades workers | Skilled Crafts & | Service Personnel | Skilled Sales & | Senior Clerical | Administrative & | | (EEOO) | Occupational Group | Employment Equity | | | Data sources: | Semi-Skilled Manual Workers | Service Personnel | Intermediate Sales & | Clerical Personnel | 2 | Skilled Crafts & Trades Workers | Skilled Sales & Service Personnel | Administrative & Senior Clerical | | (EEOG) | Occupational Group | Employment Equity | | | Data sources: | A B | | | | |
| al 2018 | 2021 | & 2018 | 2018 | 2021 | 2018 | 2021 | 2018 | 2021 | 2018 | # | | i car | V | | | | al 2015 2018 | 2018 | | 2018 | 2015 | 2015 | 2015 | 2015 2018 | #: | | | Year | | | | С | | | | |
| - ∞ | | - ∞ | 1 8 | | - ∞ | | | | | # | Employees | | 1 | | | Part 2: Flow Data Analysis | 8 6 | - | 5 | <u>∞</u> | 5 1 | » O | ∞ 5 | & 5s | # | Employees | A. | 7 | | ← | Part 1: Workforce Analysis | D | | | | |
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| 0 0 | 0 | 0 | 0 0 | 0 | 0 | 0 | 0 | 0 | 0 | # | Actual | Disabilities | Flow Data | ntrant | + | Part 2: E Flow Data Analysis | 0 0 | 0 | 0 | 0 | 0 | 0 0 | 0 0 | 0 0 | 72: | Representation | | | W | ← | Part 1: Workforce Analysis | E | | | | |
| 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 3 | | es ii | | <i>S</i> | ↓ | E + D x 100 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 96 | tion | Pe | Wo | orkfor | ← | E+D V | Ŧ | | | | |
| 0 | | 0 | 0 | > | 0 | | 0 | | 0 | # | Coal | | | | + | Part 3: Goals | 0.0 | 0.0 | 0.0 | 7.0 | 0.0 | 0.0 | 0.0 | 0.0 3.4 | 9/6 | Availability | rsons with | Workforce | Workforce Analysis | ← | Part 1: Workforce Analysis | G | | | | |
| 0.0 | | 0.0 | 0.0 | | 0.0 | | 0.0 | | 0.0 | 8 | Percent of Goal Met | ersons with | Short-te | | + | E+Gx 100 | 0 0 | 0 | 0 | 1 | 0 | 0 0 | 0 0 | 0 | #: | bility | Persons with Disabilities | | alysis | ← | D x G + 100 | H | | | | |
| 0.0 | 0.0 | 0.0 | 7.0 | 0.0 | 0.0 | 0.0 | 0.0 | 3.4 | 0.0 | % | Goal | Persons with Disabilities | Short-term Goals | | ← | | 0 0 | 0 | 0 | <u>.</u> | 0 | 0 0 | | -1 0 | 3 ± | Gap | | | | ← | Е-Н | - | | | | |
| 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 9/6 | Percent of Goal Met | | | | | F + I x 100 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 9/0 | EE Result | | | | ← | E÷H x 100 | J | | Koi | | I.cuci |
| | | | | | | | | | | # | Goal | | | Goals | - | F+1x100 Part 3: Goals | | | | | | | | | # | Employees | ΑII | | | ← | Part 2: Flow Data Analysis | К | | Kontzamanis Graumann Smith MacMi | Part 6: Results - Persons with Disabi | redetal Contractors i rogiam Acmevement Report |
| 0.0 | | 0.0 | 0.0 | | 0.0 | | 0.0 | | 1 0.0 | 26 | Percent of Goal Met | Persons wi | Long-te | | ← | | 0 | 0 | | 4 | | 0 | 0 | 4 | # | | | | | ← | Part 2: W Flow Data Analysis | Т | [Dat | is Gra | Results | בו מכנטו פ |
| | 0 | | | | | | | | | 9% | f Goal | Persons with Disabilities | Long-term Goals | | ← | - | 0 | 0 (| | 0 | | 0 | 0 | 0 | % | Actual | Person | Hires | | ← | a L+K x 100 | × | [Date: 2018-05-11] | ımann | - Perso | 11081 |
| 0.0 | 0.0 | 0.0 | | | | | 0.0 | | 0.0 | 37 | Percent of Goal Met | - | ls | | ← | F + > | 0.0 | 0.0 | | 0.0 | - | 0.0 | 0.0 | 0.0 | 11: | Expected | Persons with Disabilities | S | | | K x G ÷ 100 | z | 8-05-1 | Smith | ns wit | AIII AX |
| 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | | u of Viet | <u> </u> | 1_ | | | £100 | 0 | 0 | | 0 | | 0 | 0 | 0 | | | oilities | | | | | | - | MacN | h Disa | 113451 |
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| | | | | | | | | | | | | | | | | | 0 | 0 | | 0 | | 0 | 0 | 0 | #: | Employees | All | | | ← | Part 2: Part 2: Flow Data Analysis Analysis | P | | nc. | | chorr |
| | | | | | | | | | | | | | | | | | | | | | | | | | #: | Α. | | | Flow | ← | Part 2: Flow Data Analysis | Q | | | | |
| | | | | | | | | | | | | | | | | | 0 | 0.0 | | 0.0 | | 0 | 0.0 | 0 | 38 | Actual | Persons | Promotions | Flow Data Analysis | ← | _ | R | | | | |
| | | | | | | | | | | | | | | | | | 0.0 | 0 | | 0 | 1 | 0 | 0 | 0.0 | | Expected | Persons with Disabilities | ons | \nalys | ← | P x F ÷ 100 | | | | | |
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| | | | | | | | | | | | | Comments | | | | | 0 | 0 | | 0 | | 0 | 0 | 0 | # | | | | | ← | | Τ | | | | |
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| | | | | | | | | Kor | ıtzamani | is Graui | mann S | mith M | acMillar | ı Inc. | | | | | | | | | |
| | | | | | | | | | | [Date | : 2018- | 05-11] | | | | | | | | | | | |
| Α | В | С | D | Е | F | G H | Ī | J | K | L | М | N | 0 | P | O | R | S | Т | U | V | W | X | Y |
| | | | Part 1: | Part 1: | E + D | Part 1: D C | | E-H | Part 2: Flow | Part 2: | I ± V | | | Part 2: Flow | Part 2: Flow Data | Q÷Px | | | Part 2: Flow | Part 2: | V ÷ U x | | ······································ |
| Data s | urces: Workforce Analysis Analysis $\begin{pmatrix} Workforce & E+D \\ x & 100 \end{pmatrix} \begin{pmatrix} E+D \\ x & 100 \end{pmatrix} \begin{pmatrix} Dx & E+D \\ x & 100 \end{pmatrix} \begin{pmatrix} E+D \\ x & $ | | | | | | | | | | | | | | | 100 | P x F ÷ 100 | Q - S | Data Analysis | Flow Data Analysis | 100 | U x F ÷ 100 | V - X |
| | I | | 1 | | _ | ↓ ↓ | ↓ | 1 | | ↓ | ↓ | ↓ | ↓ | \ | \ | ↓ | \ | ↓ | 1 | 1 | 1 | ↓ | ` ↓ |
| Emi | oloyment Equity | | | | | orce Analysis Vorkforce | | | | | Hires | | | | | Data A Tromotio | nalysis | | T | Та | rminati | ne. | |
| Occ | upational Group | Year | All | | | Persons with Disabili | ties | | All | | | ith Disabilitie | S | All | | | ith Disabilitie | s | All | 10 | | ith Disabiliti | es |
| (EE | OG) | Ħ | Employees # | Represen | ntation % | Availability % ## | Gap # | EE Result | Employees # | Ac | tual % | Expected # | Difference # | Employees # | Ac | tual % | Expected # | Difference # | Employees # | Act | ual % | Expected | Difference |
| 13 | Other Sales & Service | 2015 | 0 | 0 | 0.0 | 0.0 | 0 0 | 0.0 | , , | " | /0 | # | # | # | # | 70 | # | # | # | , | 70 | , | # |
| 13 | Personnel | 2018 | 0 | 0 | 0.0 | 0.0 | 0 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | С | 0 | 0 | 0.0 | 0 | 0 |
| | Other Manual Workers | 2015 2018 | 0 | 0 | 0.0 | | 0 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | C | 0 | 0 | 0.0 | 0 | 0 |
| Tota | | 2015 | 351 | 4 | 1.1 | | 0 4 | 0.0 | | | | | | 10 | | | | | | | | | |
| | | 2018 | 363 | 3 | 0.8 | 0.0 | 0 3 | 0.0 | 94 | 0 | 0.0 | 0 | 0 | 18 | 0 | 0.0 | 1 0 | | 84 | 0 | 0.0 | 1 | -1 |
| Data s | ources: | | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | E ÷ D x 100 | Part 3: E ÷ G : Goals 100 | Report 3: | F ÷ I x 100 | Part 3: Goals | E ÷ K x 100 | Part 3: Goals | F ÷ M x 100 | | | | | | | | | | | |
| | | | V | ↓ | \ | , J J | | <u> </u> | ↓ | | ↓ ↓ | , | | | | | | | | | | | |
| | | | | Entran | ts | | | | oals | | | | | | | | | | | | | | |
| | oloyment Equity | Year | F | ow Data Persons | | | term Goal | | | Long-ter Persons with | | | | | | | | 4 | | | | | |
| (EE | upational Group OG) | | All Employees | Disabil Actu | | Goal Percent Goal M | of Cool | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | | Ì | Commen | its | | | | |
| | | # | # | # | % | # % | et % | Goal Met | # | % | % | Goar Mer | | | | | | | | | | | |
| 1 131 | Other Sales & Service Personnel | 2018 | 0 | 0 | 0.0 | 0 0 | 90000 | | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| \vdash | | 2021 2018 | 0 | 0 | 0.0 | 0 0 | .0 0.0 | | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| 1 14 1 | Workers | 2021 | 0 | 0 | 0.0 | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |
| Tota | | 2018 | 28 28 | 0 | 0.0 | | 0.0 | | 0 | 0.0 | 0.0 | | | | | | | | | | | | |

| | | | | | | | | Feder | al Contr | actors l | Progra | m Achie | vement | Report | | | | | | | | | |
|-------------------------------------------|----------------------------------------------------------------|----------------------------------|----------------------------------|----------------|--------------------------------------------------|----------------------------------------------|-----------------------|----------------|-------------------------------|----------------------------------|--------------------|-------------|----------|-------------------------------|----------------------------------|-------------|------------------------|------------|-------------------------------|----------------------------------|----------------|------------------------|------------|
| | | | | | | | | Par | t 7: Resu | Its - Me | embers | of Visil | ole Mino | rities | | | | | | | | | |
| | | | | | | | | Kor | tzamani | s Graui | mann S | mith M | acMillaı | n Inc. | | | | | | | | | |
| | | | | | | | | | | [Date | : 2018- | -05-11] | | | | | | | | | | | |
| A B | С | D | E | F | G | Н | I | J | K | L | M | N | 0 | Р | Q | R | S | Т | U | V | W | X | Y |
| 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÷Px 100 | P x F ÷ 100 | Q - S | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | V ÷ U x 100 | U x F ÷ 100 | V - X |
| | | <u> </u> | \ | . | · ↓ | , \ | | \ | V | . | , T | , J | ↓ | , | , \ | \ | 1 | \ | , | | Ţ | \ | ↓ |
| | | | | | orce An | | | | | | | | | | Flow I | Data A | nalysis | | | | | | |
| Employment Equity | Year | | | V | Vorkforce | | | | | ı | Hires | | | All | P | romotio | | | | Te | rminatio | | |
| (EEOG) | pational Group All Visible Minorities All Visible Minorities | | | | | | | | | | | | | | | Visible | Minorities Expected | Difference | All Employees | Act | | Minorities Expected | Difference |
| | # # # % % # # % # # # % # # # | | | | | | | | | | | | | | | % | # | # | # | # | % | # | # |
| 07 Administrative & | 2015 | 20 | 3 | 15.0 | 10.8 | 2 | 1 | 138.9 | | | | | | | | | | | | | | | |
| Senior Clerical | 2018 | 17 | 3 | - | | • | 1 | 156.2 | 4 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 5 | 0 | 0.0 | 1 | -1 |
| 08 Skilled Sales & Service Personnel | 2015 | 0 | 0 | | | <u>. </u> | 0 | 0.0 | 0 | 0 | 0.0 | | | | 0 | 0.0 | 0 | 0 | | 0 | 0.0 | 0 | |
| Skilled Crofts & | 2018 | 0 | 0 | | | - | 0 | 0.0 | 0 | 0 | 0.0 | 1 | 0 | 0 | 'I 0 | 0.0 | U | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 09 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 |
| 10 Clerical Personnel | 2015 | 9 | 1 | 11.1 | 17.0 | 2 | -1 | 65.4 | | | | | | | | | | | | | | | |
| | 2018 | 10 | 1 | | 17.0 | • | -1 | 58.8 | 4 | 1 | 25.0 | 1 | 0 | 0 | 0 | 0.0 | 0 | 0 | 5 | 2 | 40.0 | 1 | 1 |
| 11 Intermediate Sales & Service Personnel | 2015 | 0 | 0 | | 0.0 | | 0 | 0.0 | 0 | 0 | 0.0 | | | | 0 | 0.0 | | 0 | 1 | 0 | 0.0 | 0 | |
| Semi-Skilled Manual | 2015 | 0 | 0 | | _ | : | 0 | 0.0 | 0 | U | 0.0 | | | | | 0.0 | 0 | 0 | | 0 | 0.0 | 0 | |
| Workers Wandar | 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 | F ÷ I x 100 | Part 3: Goals | E ÷ K x 100 | Part 3: Goals | F ÷ M x 100 | | | | | | | | | | | |
| | 1 | <u>↓</u> | <u> </u> | | <u>↓</u> | | | | <u>↓</u> | | | | | | | | | | | | | | |
| | | | Entra | | <u> </u> | CI | - C 1 | | oals | | 0.1 | | | | | | | | | | | | |
| Employment Equity Occupational Group | Year | | ow Data Visible N | | | | rm Goals Amorities | · · | | Long-ter Visible M | | | | | | | c | Commen | te | | | | |
| (EEOG) | | All Employees | Act | | Goal | Percent of | Goal | Percent of | Goal | Percent of | Goal | Percent of | | | | | • | Johnnen | rs. | | | | |
| | <u> </u> | | | | | Goal Met | | Goal Met | | Goal Met | | Goal Met | | | | | | | | | | | |
| Administrative & | 2018 | # -1 | # 0 | % | # 0 | % 0.0 | % 0.0 | % | # 0 | % 0.0 | % | 0.0 | | | | | | | | | | | |
| 07 Senior Clerical | 2021 | -1 | 0 | | | | 11.3 | 0.0 | V | J | 11.3 | 0.0 | | | | | | | | | | | |
| 08 Skilled Sales & | 2018 | 0 | | - | CHURCHURGHURGHURGHUR | 0.0 | | 0.0 | 0 | 0.0 | | | | | | | | | | | | | |
| Service Personnel | 2021 | 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 | | | | | | | | | | | | |
| 10 Clerical Personnel | 2018 | -1 -1 | -1 -1 | 100.0 | 0 | 0.0 | | 0.0 588.2 | 0 | 0.0 | 0.0 0.0 17.0 | 0.0 | | | | | | | | | | | |
| Intermediate Sales & | 2018 | 0 | 0 | - | 0 | 0.0 | | 0.0 | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| Service Personnel | 2021 | 0 | 0 | | 01000001000001000010000 | | 0.0 | 0.0 | | | 0.0 | - | | | | | | | | | | | |
| 12 Semi-Skilled Manual | 2018 | 0 | 0 | | 0 | 0.0 | | 0.0 | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| Workers | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |

| | | | | | | | | 0 0 | ٥ | | 28 | 2018 | • | T . |
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| | | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | 0.0 | 0.0 | 0 0 | 0 0 | 2021 | 14 Workers | |
| | | 0.0 | | | | | | | 0.0 | | 0 | 2021 | | T |
| | | 0.0 | | 0.0 | | | | 0.0 | 0.0 | | 0 | 2018 | Other Sales & Service | 13 |
| | | % | °° | 26 | * | % | 9% | 26 | * | # % | # | # | | |
| COMMENTS | | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Actual | All Employees | _ | (EEOG) | A |
| Comments | | | Imprities | Visible Minorities | | 10 | Visible Minorities | Visible | | Visible Minorities | 1 10 11 | Year | |) F |
| | | | m Cools | I ong ter | | | Coa | Short | | Data | Flow | Т | | 1 |
| | | | | | Goals | | | | | | New E | | | |
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| 18 3 16.7 3 0 84 20 23.8 14 | 12 | 0 | 12.8 | 4 12 | 94 | | | | | | 363 | 2018 | Total | |
| 0 0 0 0 | | | 0.0 | | | 0.0 | 0 59 | 0.0 | | 59 16.8 | 351 | 2018 | WOLKELS | Т |
| | > | > | | | | | | | | | 0 | 2015 | 14 Other Manual | _ |
| 0 0 0.0 0 0 0 0.0 | 0 | 0 | 0.0 | 0 | | | | | | | 0 | 2018 | | Τ, |
| | | | | |) | 0.0 | 0 | 0.0 | 0.0 | 0 (| 0 | 2015 | es & Service | _ |
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| yees Actual Expected Difference Employees Actual Expected | Difference Employees | Expected I | Actual | | Employees | EE Result | Gap | Availability | Ą | Representation | Employees | - | (EE0G) | Ŧ |
| Visible Minorities All Visible Minorities | IIV | Visible Minorities | Visible N | | All | | | Visible Minorities | Visibl | | All | | ional Group | 0 |
| Promotions Terminations | | | Hires | | | | | ce | Workforce | | | Year | | (7) |
| Flow Data Analysis | | | | | | | | Workforce Analysis | force A | Worl | | | | |
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| Part 2: Flow Flow Data Px F + 100 Px F + 100 Part 2: Flow Data Analysis Analysis 100 Px F + 100 Px F + 100 Data Analysis Analysis 100 Px F + 100 Data Analysis Px F + 100 Px F + | L - N Part 2: Flow Data Analysis | K x G ÷ 100 | L + K x 100 | | Part 2: Flow Data Analysis | E+H x 100 | Е-Н | % DxG s +100 | | Part 1: E ÷ D Workforce x 100 Analysis x 100 | | | Data sources: | Da |
| Q R S T U V | N O P | N 0 | Z | L | K | J | I | Н | F G | j | D E | C | АВ | [|
| | |)5-11] | [Date: 2018-05-11] | [Date | | | | | | | | | | |
| | :Millan Inc. | Kontzamanis Graumann Smith MacMi | mann Sı | is Grau | ntzaman | Ko | | | | | | | | |
| | Minorities | Part 7: Results - Members of Visible M | embers | ults - Mi | rt 7: Res | Pai | | | | | | | | |
| rt | ement Report | Federal Contractors Program Achieveme | Progran | ractors | ral Cont | Fede | | | | | | | | |
| | | | | | | | | | | | | | | 1 |

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

Efforts

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

| Rea | uired | measi | ures: |
|------|-------|-------|--------|
| 11CU | uncu | meas | uı cs. |

equity.

| Requi | red measures: |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| √ | Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly. |
| V | 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 |

| \checkmark | 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. |
| V | 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): |
| | |
| Oper | ational Context |
| | check the appropriate boxes and provide a brief overview of the events that have influenced your ation's activities during the period between the first/previous and subsequent/current compliance nent. |
| | 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. |
| | |
| Addit | tional Details |
| Please p | 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:

 \boxtimes Yes \square 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 th | at 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. |
|---|---------------|------------------|
|---|---------------|------------------|

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 |
|---|----------------------------------|-----------------|
|---|----------------------------------|-----------------|

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

| ١ | recommend that the employer be found: |
|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | oximes in compliance $oximes$ in non-compliance |
| | Having assessed the data submitted by the employer regarding its workforce, I recommend that the closing letter include the following: |
| ا د | Kontzamanis Graumann Smith MacMillan Inc. has a number of small gaps in women, ndigenous 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]

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 underrepresented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met

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

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

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



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!