

050589



Employment and Social Development Canada / Emploi et Développement social Canada  
 Labour Program / Programme des Travaux  
 Federal Contractors Program

<b>OFFICIAL USE ONLY</b>
Agreement N°:

### Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Randstad Interim Inc.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Randstad Canada	Procurement Business Number  Total number of employees in Canada (Full-Time/Part-Time/Temporary) 914
Organization's North American Industry Classification System (NAICS) Code N° 5419	To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-eclan/2002/naics-eclan/02-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-eclan/2002/naics-eclan/02-eng.htm</a>

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 60 Bloor St West, Suite 1400	City Toronto	Province ON	Postal Code M4W3B8
	Telephone Number 416.962.9578	Fax Number	

EMPLOYMENT EQUITY CONTACT	
Name (print) Elena Candeloro	Title Talent Acquisition Manager
Telephone Number 416.962.9578	E-mail Address elena.candeloro@randstad.ca

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

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Lara Speirs	Title General Counsel
Telephone Number 416.962.9578	E-mail Address lara.speirs@randstad.ca
	Date Feb 28 / 2014

INSTRUCTIONS
<b>IMPORTANT</b> <ul style="list-style-type: none"> <li>The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 953-8766 or by e-mail at: <a href="mailto:ee-eme@hrdc-rhdcc.gc.ca">ee-eme@hrdc-rhdcc.gc.ca</a></li> </ul>



## APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

### *Federal Contractors Program*

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As per Appendix D – The Federal Contractors Program for Employment Equity of Treasury Board’s *Contracting Policy*, contractors with a resident workforce of 100 or more employees who are awarded goods and services contracts of \$1 million or more are required to implement employment equity, submit information on their workforce and undergo a compliance assessment. If an unforeseen situation arises that prevents the contractor from meeting the submission of information deadline, the organization may submit an application for an extension. The application must be completed as outlined below and signed by a senior official of the corporation (e.g., chief executive officer, president or vice-president, authorized manager). Once completed, the form must be sent by email to: [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

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I, the undersigned, on behalf of (legal name of organization) **Randstad Interim Inc.** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **050589**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) February 28, 2018 for the following reason(s):

(Please describe) **We are working diligently to complete the compliance assessment. 90% of the data has been entered into WEIMS. Having said that, we are in the midst of several other audits at the moment, one of which has a deadline on February 13th as well. I am asking if you could grant an extension to the submission (until February 28th). We want to ensure that we are able devote enough time to the analysis of our submission. Thank you.**

4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: **Lara Speirs**

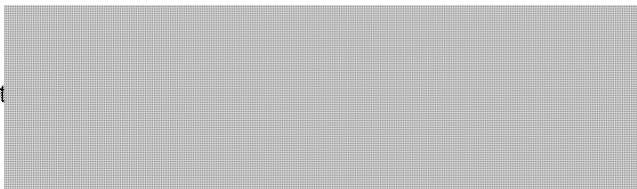
Position Title: **EVP & General Counsel, Legal & Public Affairs**

Email address: **lara.speirs@randstad.ca**

Telephone number: **416.722.5272**

Business address: **777 Bay Street, Suite 2000, Toronto, Ontario M5G 2C8**

Signature





Employment and  
Social Development Canada

Emploi et  
Développement social Canada

Date: Jan 24 / 18

**From:** Yakibonge, Maurice [NC]  
**Sent:** January 29, 2018 8:02 AM  
**To:** 'lara.speirs@randstad.ca' <lara.speirs@randstad.ca>  
**Cc:** Normandin, Ward W [NC] <ward.normandin@labour-travail.gc.ca>;  
'matthew.gdyczynski@randstad.ca' <matthew.gdyczynski@randstad.ca>  
**Subject:** Extension to Submit Federal Contractors Program Compliance Assessment Information - 050589

Good morning ,

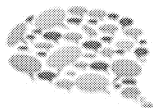
You have requested an extension to submit your organization's information for the compliance assessment under the Federal Contractors Program beyond the initial deadline set by the Labour Program of Employment and Social Development Canada.

As requested, we hereby grant you an extension **until February 28<sup>th</sup>, 2018**.

Should you have any questions regarding your compliance assessment, do not hesitate to contact us at: [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

Maurice Yakibonge

Acting Manager, Program Operations, Workplace Equity, Labour Program  
Employment and Social Development Canada / Government of Canada  
[maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca) / Tel: 819-654-6099



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!

**From:** Normandin, Ward W [NC]  
**Sent:** January-25-18 8:09 AM  
**To:** Yakibonge, Maurice [NC]  
**Subject:** FW: Government of Canada Agreement 050589 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Good morning Maurice,

Please find attached the request for extension form for Randstad.

Thank you,  
Ward

Ward Normandin

Agent de programmes, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tél. : 819-654-4334

Program Officer, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tel. : 819-654-4334



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Join the online **Workplace Equity, Diversity and Inclusion Forum (WEDIF)**, a collaborative space for employers. Send us an email to join!

**From:** Matthew Gdyczynski [<mailto:matthew.gdyczynski@randstad.ca>]

**Sent:** 2018-01-24 4:14 PM

**To:** Normandin, Ward W [NC]

**Subject:** Re: Government of Canada Agreement 050589 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Hi Ward,

Thank you for your understanding. Attached please find the completed form.

Matthew

**Matthew Gdyczynski**

Total Rewards Manager and Privacy Officer

**Randstad Canada**

777 Bay Street, Suite 2000, PO Box 128

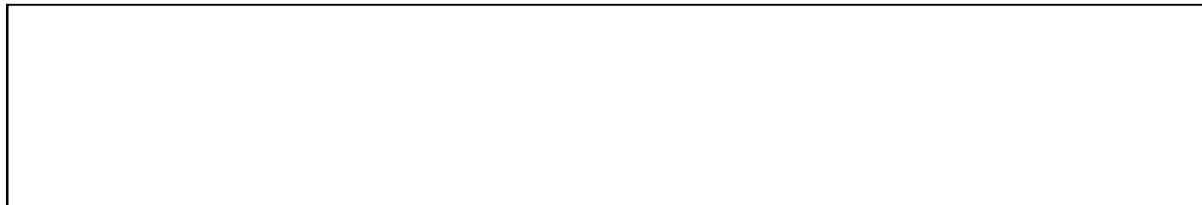
Toronto, Ontario M5G 2C8

T 416.962.9578 x2384

D 416.962.6878

[matthew.gdyczynski@randstad.ca](mailto:matthew.gdyczynski@randstad.ca)

[randstad.ca](http://randstad.ca)



On 24 January 2018 at 15:01, <[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca)> wrote:

Good afternoon Matthew,

Thank you for your e-mail. We do not foresee any problems providing you with an extension. Please complete, sign, and return the attached Request for Extension Form so we may action your request.

Please let us know if you have any questions or problems.

Kind regards,

Ward

Ward Normandin

Agent de programmes, Programme du travail

Emploi et Développement social Canada / Gouvernement du Canada

[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tél. : 819-654-4334

Program Officer, Labour Program

Employment and Social Development Canada / Government of Canada

[ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca) / Tel. : 819-654-4334



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!

**From:** Matthew Gdyczynski [mailto:[matthew.gdyczynski@randstad.ca](mailto:matthew.gdyczynski@randstad.ca)]

**Sent:** 2018-01-24 2:18 PM

**To:** Normandin, Ward W [NC]

**Subject:** Fwd: Government of Canada Agreement 050589 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Good Afternoon Mr. Normandin,

Faith Tull is no longer with our organization, and I am helping out with the employment equity portfolio in her absence.

I am working diligently to provide you with the items you requested, and happy to say that 90% of the data has been entered into WEIMS.

Having said that, I am in the middle of several other audits at the moment, one of which is has a deadline on February 13th as well.

I am asking if you could grant an extension to the submission (until February 28th), I want to ensure that I am able devote enough time to the analysis of my submission.

Thank you for your consideration.

Matthew

**Matthew Gdyczynski**

Total Rewards Manager and Privacy Officer

**Randstad Canada**

777 Bay Street, Suite 2000, PO Box 128

Toronto, Ontario M5G 2C8

T 416.962.9578 x2384

D 416.962.6878

[matthew.gdyczynski@randstad.ca](mailto:matthew.gdyczynski@randstad.ca)

[randstad.ca](http://randstad.ca)



----- Forwarded message -----

From: <[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)>

Date: 13 January 2018 at 10:38

Subject: Government of Canada Agreement 050589 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

To: [faith.tull@randstad.ca](mailto:faith.tull@randstad.ca)

Cc: [matthew.gdyczynski@randstad.ca](mailto:matthew.gdyczynski@randstad.ca)

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

Dear Faith Tull,

Further to your initial compliance assessment which was concluded on 17/11/2015, Randstad Interim Inc. is now subject to a subsequent compliance assessment under the Federal Contractors Program (FCP). The goal of this subsequent assessment is to evaluate your organization's progress and/or effort to achieve full representation of the four designated groups – women, Aboriginal peoples, persons with disabilities and members of visible minorities – within your workforce.

For this subsequent assessment, Randstad Interim Inc. is required to submit the following information to the Labour Program by February 13, 2018:

- forms 1 to 6 covering your workforce data at the national level (including hiring, promotion and termination data between the previous and subsequent compliance assessment);
- an updated workforce analysis including the Summary Report and Detailed Report; and
- a completed Achievement Report in excel format that includes revised short-term and long-term numerical goals for any gaps in representation.

### **Tools and Resources**

In order to support this work, we encourage you to use the Workplace Equity Information Management System (WEIMS). For your reference, please refer to the *Quick Reference Guide for Contractors: How to Complete a Compliance Assessment Submission under the Federal Contractors Program*. This document can be accessed under FCP Documents of WEIMS Help page.

WEIMS is a secure, cost-free, web-based reporting system available to assist your organization in meeting its obligations. Through this application, you can upload your workforce data, then conduct and submit your workforce analysis (step 3 above). This application has the capability to:



- store and maintain your organization's employment equity information;
- create backup files of your data; and
- generate a workforce analysis using the latest Census data.

If your organization does not have access to WEIMS, please complete and submit an [Authorization Form to Access WEIMS](#).

Should you have any questions or require assistance, please contact your Program Officer, Ward Normandin, at [ward.normandin@labour-travail.gc.ca](mailto:ward.normandin@labour-travail.gc.ca).

Workplace Equity Team

Workplace Equity Division, Labour Program

Employment and Social Development Canada / Government of Canada

[ee-eme@hrsdcc-rhdcc.gc.ca](mailto:ee-eme@hrsdcc-rhdcc.gc.ca)

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

Reporting Period 2014-11-01 to 2018-02-28

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	380	2	6	388	Calgary	35	0	0	35
Québec	365	0	5	370	Edmonton	26	0	0	26
Nova Scotia	9	0	0	9	Halifax	7	0	0	7
Manitoba	9	0	0	9	Montréal	317	0	4	321
British Columbia	50	0	0	50	Regina	1	0	0	1
Saskatchewan	3	0	0	3	Toronto	287	2	6	295
Alberta	61	0	0	61	Vancouver	40	0	0	40
Total Employees in Canada				890	Winnipeg	9	0	0	9
					Québec	37	0	0	37
					Sherbrooke	3	0	0	3
					Ottawa - Gatineau	33	0	0	33
					Oshawa	5	0	0	5
					Hamilton	17	0	0	17
					Kitchener - Cambridge - Waterloo	16	0	0	16
					London	5	0	0	5
					Brantford	3	0	0	3



Randstad Interim Inc. (certificate # 050589)

Form 1

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

Reporting Period 2014-11-01 to 2018-02-28

	Census Metropolitan Areas			Total Number of Employees
	Permanent Full-time	Permanent Part-time	Temporary	
Guelph	6	0	0	6
Saskatoon	1	0	0	1
Barrie	6	0	0	6
Victoria	7	0	0	7
B.C. less CMAs	3	0	0	3
N.S. less CMA	2	0	0	2
Ont. less CMAs	3	0	0	3
Que. less CMAs	7	0	1	8
Sask. less CMA	1	0	0	1
Total Employees in Canada				890



Randstad Interim Inc. (certificate # 050589)

Form 4 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2014-11-01 to 2018-02-28

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
Senior Managers	4	4										
Middle and Other Managers	11	6	5							1	1	
Professionals	36	27	9				1	1		8	6	2
Semi-Professionals and Technicians	7	7								4	4	
Supervisors	39	12	27				1	1		3	3	
Administrative and Senior Clerical Personnel	530	187	343	6	1	5	2		2	155	70	85
Clerical Personnel	50	11	39							18	3	15
Intermediate Sales and Service Personnel	85	47	38	1	1					17	13	4
<b>Total Number of Employees Hired</b>	<b>762</b>	<b>301</b>	<b>461</b>	<b>7</b>	<b>2</b>	<b>5</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>206</b>	<b>100</b>	<b>106</b>



Randstad Interim Inc. (certificate # 050589)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / National

Reporting Period 2014-11-01 to 2018-02-28

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



Randstad Interim Inc. (certificate # 050589)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Temporary / National

Reporting Period 2014-11-01 to 2018-02-28

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	2	1	1							1		1
Administrative and Senior Clerical Personnel	12		12							4		4
Clerical Personnel	7	1	6							5		5
Intermediate Sales and Service Personnel	1	1										
<b>Total Number of Employees Hired</b>	<b>22</b>	<b>3</b>	<b>19</b>							<b>10</b>		<b>10</b>



**Randstad Interim Inc. (certificate # 050589)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / National**  
**Reporting Period 2014-11-01 to 2018-02-28**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	5	3	2									
Middle and Other Managers	24	7	17							6	2	4
Professionals	2	1	1									
Supervisors	75	20	55	1		1	2		2	14	5	9
Administrative and Senior Clerical Personnel	58	17	41	1	1		1		1	18	6	12
Skilled Sales and Service Personnel	1		1									
Clerical Personnel	7	2	5							4	1	3
Intermediate Sales and Service Personnel	25	14	11							7	3	4
<b>Total Number of Employees Promoted</b>	<b>197</b>	<b>64</b>	<b>133</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>3</b>		<b>3</b>	<b>49</b>	<b>17</b>	<b>32</b>
<b>Total Number of Promotions</b>	<b>256</b>	<b>85</b>	<b>171</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>4</b>		<b>4</b>	<b>64</b>	<b>25</b>	<b>39</b>





Randstad Interim Inc. (certificate # 050589)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2014-11-01 to 2018-02-28

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
Senior Managers	4	3	1	1	1					2	1	1
Middle and Other Managers	24	13	11				1	1		5	4	1
Professionals	16	7	9				2		2	4	3	1
Semi-Professionals and Technicians	10	8	2							6	5	1
Supervisors	44	13	31	1		1	2		2	8	1	7
Administrative and Senior Clerical Personnel	433	165	268	3	1	2	11	4	7	126	60	66
Clerical Personnel	52	11	41				1		1	21	5	16
Intermediate Sales and Service Personnel	90	56	34	3	3		2	1	1	19	14	5
<b>Total Number of Employees Terminated</b>	<b>673</b>	<b>276</b>	<b>397</b>	<b>8</b>	<b>5</b>	<b>3</b>	<b>19</b>	<b>6</b>	<b>13</b>	<b>191</b>	<b>93</b>	<b>98</b>



Randstad Interim Inc. (certificate # 050589)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Temporary / National

Reporting Period 2014-11-01 to 2018-02-28

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	3	2	1							2	1	1
Administrative and Senior Clerical Personnel	11	1	10							2		2
Clerical Personnel	5		5							3		3
Intermediate Sales and Service Personnel	1	1										
<b>Total Number of Employees Terminated</b>	<b>20</b>	<b>4</b>	<b>16</b>							<b>7</b>	<b>1</b>	<b>6</b>



Workplace Equity Information Management System - Randstad Interim Inc.

Workforce Analysis - Detailed Report

Date: 2018-02-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	11	3	27.3 %	27.4 %	3	0	National
<b>02 : Middle and Other Managers</b>	National	42	23	54.8 %	38.9 %	16	7	National
<b>03 : Professionals</b>		56	21	37.5 %	40.2 %	23	-2	
1111 : Financial auditors and accountants	National	5	3	60.0 %	55.1 %	3	0	National
1112 : Financial and investment analysts	National	1	1	100.0 %	50.1 %	1	0	National
1121 : Human resources professionals	National	6	5	83.3 %	71.1 %	4	1	National
1122 : Professional occupations in business management consulting	National	1	0	0.0 %	42.0 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	12	6	50.0 %	66.4 %	8	-2	National
2171 : Information systems analysts and consultants	National	3	2	66.7 %	28.3 %	1	1	National
2172 : Database analysts and data administrators	National	1	0	0.0 %	35.2 %	0	0	National
2174 : Computer programmers and interactive media developers	National	25	3	12.0 %	17.9 %	4	-1	National
2175 : Web designers and developers	National	1	0	0.0 %	32.9 %	0	0	National
4169 : Other professional occupations in social science, n.e.c.	National	1	1	100.0 %	58.1 %	1	0	National
<b>04 : Semi-Professionals and Technicians</b>		12	1	8.3 %	23.3 %	3	-2	
2281 : Computer network technicians	Ontario	1	1	100.0 %	20.8 %	0	1	Ontario
2281 : Computer network technicians	Québec	1	0	0.0 %	18.5 %	0	0	Québec
2282 : User support technicians	Ontario	4	0	0.0 %	24.2 %	1	-1	Ontario
2282 : User support technicians	Québec	5	0	0.0 %	19.6 %	1	-1	Québec
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	44.9 %	0	0	Ontario
<b>05 : Supervisors</b>		115	79	68.7 %	52.8 %	61	18	
<b>Employment Equity Occupational Group</b>	Barrie	1	1	100.0 %	60.6 %	1	0	Barrie
<b>Employment Equity Occupational Group</b>	Brantford	2	2	100.0 %	57.1 %	1	1	Brantford
<b>Employment Equity Occupational Group</b>	Calgary	4	2	50.0 %	55.0 %	2	0	Calgary
<b>Employment Equity Occupational Group</b>	Edmonton	3	3	100.0 %	56.2 %	2	1	Edmonton

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Availability #	Gap #	Recruitment Area
			#	%	%	%			
Employment Equity Occupational Group	Guelp	1	1	100.0%	59.1%	1	0	Guelp	
Employment Equity Occupational Group	Halifax	2	2	100.0%	55.9%	1	1	Halifax	
Employment Equity Occupational Group	Hamilton	5	5	100.0%	56.5%	3	2	Hamilton	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	4	4	100.0%	54.2%	2	2	Kitchener - Cambridge	
Employment Equity Occupational Group	London	1	1	100.0%	55.5%	1	0	London	
Employment Equity Occupational Group	Montréal	37	25	67.6%	50.8%	19	6	Montréal	
Employment Equity Occupational Group	Oshawa	1	1	100.0%	56.6%	1	0	Oshawa	
Employment Equity Occupational Group	Ottawa - Gatineau	4	3	75.0%	50.7%	2	1	Ottawa - Gatineau	
Employment Equity Occupational Group	Québec	4	4	100.0%	52.6%	2	2	Québec	
Employment Equity Occupational Group	Toronto	36	21	58.3%	53.0%	19	2	Toronto	
Employment Equity Occupational Group	Vancouver	8	4	50.0%	51.4%	4	0	Vancouver	
Employment Equity Occupational Group	Victoria	1	0	0.0%	61.1%	1	-1	Victoria	
Employment Equity Occupational Group	Winnipeg	1	0	0.0%	54.2%	1	-1	Winnipeg	
<b>07 : Administrative and Senior Clerical Personnel</b>		<b>457</b>	<b>314</b>	<b>68.7%</b>	<b>80.9%</b>	<b>370</b>	<b>-56</b>		
Employment Equity Occupational Group	B.C. less CMAS	3	2	66.7%	87.5%	3	-1	B.C. less CMAS	
Employment Equity Occupational Group	Barrie	5	5	100.0%	84.8%	4	1	Barrie	
Employment Equity Occupational Group	Brantford	1	1	100.0%	88.2%	1	0	Brantford	
Employment Equity Occupational Group	Calgary	17	9	52.9%	80.5%	14	-5	Calgary	
Employment Equity Occupational Group	Edmonton	15	8	53.3%	84.6%	13	-5	Edmonton	
Employment Equity Occupational Group	Guelp	3	3	100.0%	81.4%	2	1	Guelp	
Employment Equity Occupational Group	Halifax	5	5	100.0%	81.4%	4	1	Halifax	
Employment Equity Occupational Group	Hamilton	9	7	77.8%	83.5%	8	-1	Hamilton	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	10	8	80.0%	83.0%	8	0	Kitchener - Cambridge	
Employment Equity Occupational Group	London	2	2	100.0%	82.5%	2	0	London	

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Availability #	Gap #	Recruitment Area
			#	%	%	%			
Employment Equity Occupational Group	Montréal	156	108	69.2%	80.8%	126	-18	Montréal	
Employment Equity Occupational Group	N.S. less CMA	2	2	100.0%	87.0%	2	0	N.S. less CMA	
Employment Equity Occupational Group	Ont. less CMAS	1	0	0.0%	87.1%	1	-1	Ont. less CMAS	
Employment Equity Occupational Group	Oshawa	3	3	100.0%	84.1%	3	0	Oshawa	
Employment Equity Occupational Group	Ottawa - Gatineau	14	11	78.6%	77.2%	11	0	Ottawa - Gatineau	
Employment Equity Occupational Group	Que. less CMAS	7	7	100.0%	87.5%	6	1	Que. less CMAS	
Employment Equity Occupational Group	Québec	28	21	75.0%	80.9%	23	-2	Québec	
Employment Equity Occupational Group	Sask. less CMA	1	1	100.0%	86.3%	1	0	Sask. less CMA	
Employment Equity Occupational Group	Saskatoon	1	1	100.0%	84.0%	1	0	Saskatoon	
Employment Equity Occupational Group	Sherbrooke	3	3	100.0%	84.2%	3	0	Sherbrooke	
Employment Equity Occupational Group	Toronto	136	94	69.1%	80.1%	109	-15	Toronto	
Employment Equity Occupational Group	Vancouver	24	6	25.0%	79.0%	19	-13	Vancouver	
Employment Equity Occupational Group	Victoria	5	3	60.0%	81.2%	4	-1	Victoria	
Employment Equity Occupational Group	Winnipeg	6	4	66.7%	81.1%	5	-1	Winnipeg	
<b>08 : Skilled Sales and Service Personnel</b>									
6221 : Technical sales specialists - wholesale trade									
<b>10 : Clerical Personnel</b>									
Employment Equity Occupational Group	Québec	1	1	100.0%	29.1%	0	1	Québec	
Employment Equity Occupational Group	Hamilton	78	63	80.8%	63.8%	50	13		
Employment Equity Occupational Group	Hamilton	1	1	100.0%	68.5%	1	0	Hamilton	
Employment Equity Occupational Group	Montréal	49	39	79.6%	62.5%	31	8	Montréal	
Employment Equity Occupational Group	Ont. less CMAS	1	1	100.0%	72.4%	1	0	Ont. less CMAS	
Employment Equity Occupational Group	Ottawa - Gatineau	4	1	25.0%	65.8%	3	-2	Ottawa - Gatineau	
Employment Equity Occupational Group	Toronto	21	19	90.5%	65.2%	14	5	Toronto	
Employment Equity Occupational Group	Vancouver	1	1	100.0%	70.0%	1	0	Vancouver	
Employment Equity Occupational Group	Winnipeg	1	1	100.0%	67.9%	1	0	Winnipeg	

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Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Availability #	Gap #	Recruitment Area
			#	%	%	%			
<b>11 : Intermediate Sales and Service Personnel</b>									
Employment Equity Occupational Group	Calgary	118	50	42.4 %	64.1 %	76	-26	Calgary	
Employment Equity Occupational Group	Edmonton	13	4	30.8 %	66.1 %	9	-5	Edmonton	
Employment Equity Occupational Group	Guelph	5	2	40.0 %	67.0 %	3	-1	Edmonton	
Employment Equity Occupational Group	Guelph	2	2	100.0 %	66.9 %	1	1	Guelph	
Employment Equity Occupational Group	Hamilton	1	1	100.0 %	67.1 %	1	0	Hamilton	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	1	100.0 %	69.4 %	1	0	Kitchener - Cambridge	
Employment Equity Occupational Group	London	2	1	50.0 %	65.9 %	1	0	London	
Employment Equity Occupational Group	Montréal	15	6	40.0 %	61.8 %	9	-3	Montréal	
Employment Equity Occupational Group	Ont. less CMAS	1	0	0.0 %	72.4 %	1	-1	Ont. less CMAS	
Employment Equity Occupational Group	Oshawa	1	1	100.0 %	69.8 %	1	0	Oshawa	
Employment Equity Occupational Group	Ottawa - Gatineau	10	1	10.0 %	61.8 %	6	-5	Ottawa - Gatineau	
Employment Equity Occupational Group	Québec	2	0	0.0 %	60.8 %	1	-1	Québec	
Employment Equity Occupational Group	Regina	1	1	100.0 %	65.7 %	1	0	Regina	
Employment Equity Occupational Group	Toronto	55	26	47.3 %	63.9 %	35	-9	Toronto	
Employment Equity Occupational Group	Vancouver	7	3	42.9 %	64.2 %	4	-1	Vancouver	
Employment Equity Occupational Group	Victoria	1	0	0.0 %	66.7 %	1	-1	Victoria	
Employment Equity Occupational Group	Winnipeg	1	1	100.0 %	65.5 %	1	0	Winnipeg	
<b>Total</b>		<b>890</b>	<b>555</b>	<b>62.4 %</b>	<b>67.5 %</b>	<b>602</b>	<b>-47</b>		

Total may not equal sum of components due to rounding.

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

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#### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability #	Availability %		
<b>01 : Senior Managers</b>	National	11	0	0.0 %	0	2.9 %	0	National
<b>02 : Middle and Other Managers</b>	National	42	1	2.4 %	1	2.2 %	0	National
<b>03 : Professionals</b>		56	0	0.0 %	1	1.5 %	-1	
1111 : Financial auditors and accountants	National	5	0	0.0 %	0	1.3 %	0	National
1112 : Financial and investment analysts	National	1	0	0.0 %	0	0.9 %	0	National
1121 : Human resources professionals	National	6	0	0.0 %	0	2.7 %	0	National
1122 : Professional occupations in business management consulting	National	1	0	0.0 %	0	1.6 %	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	12	0	0.0 %	0	2.1 %	0	National
2171 : Information systems analysts and consultants	National	3	0	0.0 %	0	1.1 %	0	National
2172 : Database analysts and data administrators	National	1	0	0.0 %	0	1.3 %	0	National
2174 : Computer programmers and interactive media developers	National	25	0	0.0 %	0	1.0 %	0	National
2175 : Web designers and developers	National	1	0	0.0 %	0	1.5 %	0	National
4169 : Other professional occupations in social science, n.e.c.	National	1	0	0.0 %	0	4.7 %	0	National
<b>04 : Semi-Professionals and Technicians</b>		12	1	8.3 %	0	1.4 %	1	
2281 : Computer network technicians	Ontario	1	0	0.0 %	0	1.4 %	0	Ontario
2281 : Computer network technicians	Québec	1	0	0.0 %	0	1.1 %	0	Québec
2282 : User support technicians	Ontario	4	0	0.0 %	0	1.6 %	0	Ontario
2282 : User support technicians	Québec	5	1	20.0 %	0	1.3 %	1	Québec
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	0	1.6 %	0	Ontario
<b>05 : Supervisors</b>		115	2	1.7 %	2	1.6 %	0	
Employment Equity Occupational Group	Barrie	1	1	100.0 %	0	1.7 %	1	Barrie
Employment Equity Occupational Group	Brantford	2	0	0.0 %	0	5.0 %	0	Brantford
Employment Equity Occupational Group	Calgary	4	0	0.0 %	0	3.1 %	0	Calgary
Employment Equity Occupational Group	Edmonton	3	0	0.0 %	0	4.6 %	0	Edmonton

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#### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
Employment Equity Occupational Group	Guelpn	1	0	0.0 %	2.1 %	0	0	Guelpn
Employment Equity Occupational Group	Halifax	2	0	0.0 %	2.2 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	5	0	0.0 %	1.8 %	0	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	4	0	0.0 %	1.0 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	1	0	0.0 %	1.7 %	0	0	London
Employment Equity Occupational Group	Montréal	37	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Oshawa	1	0	0.0 %	2.9 %	0	0	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	0.0 %	2.7 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	4	0	0.0 %	1.2 %	0	0	Québec
Employment Equity Occupational Group	Toronto	36	1	2.8 %	1.0 %	0	1	Toronto
Employment Equity Occupational Group	Vancouver	8	0	0.0 %	2.6 %	0	0	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	4.9 %	0	0	Victoria
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	11.8 %	0	0	Winnipeg
<b>07 : Administrative and Senior Clerical Personnel</b>		<b>457</b>	<b>7</b>	<b>1.5 %</b>	<b>1.4 %</b>	<b>6</b>	<b>1</b>	
Employment Equity Occupational Group	B.C. less CMAS	3	0	0.0 %	7.7 %	0	0	B.C. less CMAS
Employment Equity Occupational Group	Barrie	5	0	0.0 %	2.0 %	0	0	Barrie
Employment Equity Occupational Group	Brantford	1	0	0.0 %	4.8 %	0	0	Brantford
Employment Equity Occupational Group	Calgary	17	0	0.0 %	2.6 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	15	0	0.0 %	3.6 %	1	-1	Edmonton
Employment Equity Occupational Group	Guelpn	3	0	0.0 %	2.0 %	0	0	Guelpn
Employment Equity Occupational Group	Halifax	5	0	0.0 %	2.2 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	9	0	0.0 %	1.5 %	0	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	10	1	10.0 %	1.6 %	0	1	Kitchener - Cambridge
Employment Equity Occupational Group	London	2	1	50.0 %	0.8 %	0	1	London



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#### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
Employment Equity Occupational Group	Montréal	156	1	0.6 %	0.7 %	1	0	Montréal
Employment Equity Occupational Group	N. S. less CMA	2	0	0.0 %	3.3 %	0	0	N. S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	4.1 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	3	0	0.0 %	2.0 %	0	0	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	14	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	7	0	0.0 %	2.9 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	28	0	0.0 %	0.7 %	0	0	Québec
Employment Equity Occupational Group	Sask. less CMA	1	0	0.0 %	10.8 %	0	0	Sask. less CMA
Employment Equity Occupational Group	Saskatoon	1	1	100.0 %	6.4 %	0	1	Saskatoon
Employment Equity Occupational Group	Sherbrooke	3	0	0.0 %	0.4 %	0	0	Sherbrooke
Employment Equity Occupational Group	Toronto	136	3	2.2 %	0.8 %	1	2	Toronto
Employment Equity Occupational Group	Vancouver	24	0	0.0 %	2.1 %	1	-1	Vancouver
Employment Equity Occupational Group	Victoria	5	0	0.0 %	3.0 %	0	0	Victoria
Employment Equity Occupational Group	Winnipeg	6	0	0.0 %	8.5 %	1	-1	Winnipeg
<b>08 : Skilled Sales and Service Personnel</b>								
6221 : Technical sales specialists - wholesale trade								
<b>10 : Clerical Personnel</b>								
Employment Equity Occupational Group	Québec	1	0	0.0 %	1.0 %	0	0	Québec
Employment Equity Occupational Group	Hamilton	78	1	1.3 %	1.1 %	1	0	Hamilton
Employment Equity Occupational Group	Montréal	1	0	0.0 %	1.6 %	0	0	Hamilton
Employment Equity Occupational Group	Ont. less CMAs	49	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	4.7 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Toronto	4	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Vancouver	21	1	4.8 %	0.7 %	0	1	Toronto
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	2.4 %	0	0	Vancouver
Employment Equity Occupational Group		1	0	0.0 %	9.8 %	0	0	Winnipeg

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#### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
<b>11 : Intermediate Sales and Service Personnel</b>								
Employment Equity Occupational Group	Calgary	118	0	0.0 %	1.6 %	2	-2	Calgary
Employment Equity Occupational Group	Edmonton	13	0	0.0 %	2.5 %	0	0	Edmonton
Employment Equity Occupational Group	Guelph	5	0	0.0 %	4.8 %	0	0	Guelph
Employment Equity Occupational Group	Hamilton	2	0	0.0 %	1.6 %	0	0	Guelph
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	1.6 %	0	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	1.5 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	2	0	0.0 %	1.4 %	0	0	London
Employment Equity Occupational Group	Montreal	15	0	0.0 %	0.9 %	0	0	Montreal
Employment Equity Occupational Group	Ont. less CMAS	1	0	0.0 %	4.9 %	0	0	Ont. less CMAS
Employment Equity Occupational Group	Oshawa	1	0	0.0 %	1.8 %	0	0	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	10	0	0.0 %	3.0 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Quebec	2	0	0.0 %	1.2 %	0	0	Quebec
Employment Equity Occupational Group	Regina	1	0	0.0 %	9.2 %	0	0	Regina
Employment Equity Occupational Group	Toronto	55	0	0.0 %	0.6 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	7	0	0.0 %	2.3 %	0	0	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	4.2 %	0	0	Victoria
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	9.8 %	0	0	Winnipeg
<b>Total</b>		<b>890</b>	<b>12</b>	<b>1.3 %</b>	<b>1.5 %</b>	<b>13</b>	<b>-1</b>	

Total may not equal sum of components due to rounding.

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

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### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
<b>01 : Senior Managers</b>	National	11	0	0.0 %	1	-1	National
<b>02 : Middle and Other Managers</b>	National	42	7	16.7 %	6	1	National
<b>03 : Professionals</b>		56	11	19.6 %	14	-3	
1111 : Financial auditors and accountants	National	5	1	20.0 %	1	0	National
1112 : Financial and investment analysts	National	1	0	0.0 %	0	0	National
1121 : Human resources professionals	National	6	1	16.7 %	1	0	National
1122 : Professional occupations in business management consulting	National	1	0	0.0 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	12	1	8.3 %	2	-1	National
2171 : Information systems analysts and consultants	National	3	0	0.0 %	1	-1	National
2172 : Database analysts and data administrators	National	1	1	100.0 %	0	1	National
2174 : Computer programmers and interactive media developers	National	25	7	28.0 %	8	-1	National
2175 : Web designers and developers	National	1	0	0.0 %	0	0	National
4169 : Other professional occupations in social science, n.e.c.	National	1	0	0.0 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		12	9	75.0 %	3	6	
2281 : Computer network technicians	Ontario	1	1	100.0 %	0	1	Ontario
2281 : Computer network technicians	Québec	1	1	100.0 %	0	1	Québec
2282 : User support technicians	Ontario	4	4	100.0 %	1	3	Ontario
2282 : User support technicians	Québec	5	3	60.0 %	1	2	Québec
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	0	0	Ontario
<b>05 : Supervisors</b>		115	18	15.7 %	30	-12	
Employment Equity Occupational Group	Barrie	1	0	0.0 %	0	0	Barrie
Employment Equity Occupational Group	Brantford	2	0	0.0 %	0	0	Brantford
Employment Equity Occupational Group	Calgary	4	0	0.0 %	1	-1	Calgary
Employment Equity Occupational Group	Edmonton	3	0	0.0 %	1	-1	Edmonton

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
Employment Equity Occupational Group	Guelpn	1	0	0.0 %	0	0	Guelpn
Employment Equity Occupational Group	Halifax	2	1	50.0 %	0	1	Halifax
Employment Equity Occupational Group	Hamilton	5	1	20.0 %	1	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	4	0	0.0 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	1	0	0.0 %	0	0	London
Employment Equity Occupational Group	Montréal	37	4	10.8 %	6	-2	Montréal
Employment Equity Occupational Group	Oshawa	1	0	0.0 %	0	0	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	0.0 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	4	0	0.0 %	0	0	Québec
Employment Equity Occupational Group	Toronto	36	10	27.8 %	16	-6	Toronto
Employment Equity Occupational Group	Vancouver	8	1	12.5 %	3	-2	Vancouver
Employment Equity Occupational Group	Victoria	1	1	100.0 %	0	1	Victoria
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	0	0	Winnipeg
07 : Administrative and Senior Clerical Personnel		457	109	23.9 %	90	19	
Employment Equity Occupational Group	B.C. less CMAS	3	0	0.0 %	0	0	B.C. less CMAS
Employment Equity Occupational Group	Barrie	5	0	0.0 %	0	0	Barrie
Employment Equity Occupational Group	Brantford	1	1	100.0 %	0	1	Brantford
Employment Equity Occupational Group	Calgary	17	5	29.4 %	3	2	Calgary
Employment Equity Occupational Group	Edmonton	15	4	26.7 %	2	2	Edmonton
Employment Equity Occupational Group	Guelpn	3	0	0.0 %	0	0	Guelpn
Employment Equity Occupational Group	Halifax	5	1	20.0 %	0	1	Halifax
Employment Equity Occupational Group	Hamilton	9	1	11.1 %	1	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	10	1	10.0 %	1	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	2	0	0.0 %	0	0	London

### Workforce Analysis - Detailed Report

Date: 2018-02-28

#### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Gap #	Recruitment Area	
			Representation #	%			Availability #
Employment Equity Occupational Group	Montréal	156	19	12.2 %	19	0	Montréal
Employment Equity Occupational Group	N.S. less CMA	2	0	0.0 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAS	1	0	0.0 %	0	0	Ont. less CMAS
Employment Equity Occupational Group	Oshawa	3	2	66.7 %	0	2	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	14	2	14.3 %	2	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAS	7	2	28.6 %	0	2	Que. less CMAS
Employment Equity Occupational Group	Québec	28	0	0.0 %	0	0	Québec
Employment Equity Occupational Group	Sask. less CMA	1	0	0.0 %	0	0	Sask. less CMA
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	0	0	Saskatoon
Employment Equity Occupational Group	Sherbrooke	3	0	0.0 %	0	0	Sherbrooke
Employment Equity Occupational Group	Toronto	136	60	44.1 %	51	9	Toronto
Employment Equity Occupational Group	Vancouver	24	9	37.5 %	8	1	Vancouver
Employment Equity Occupational Group	Victoria	5	1	20.0 %	0	1	Victoria
Employment Equity Occupational Group	Winnipeg	6	1	16.7 %	1	0	Winnipeg
<b>08 : Skilled Sales and Service Personnel</b>							
6221 : Technical sales specialists - wholesale trade							
<b>10 : Clerical Personnel</b>							
Employment Equity Occupational Group	Québec	1	0	0.0 %	0	0	Québec
Employment Equity Occupational Group	Hamilton	78	25	32.1 %	20	5	Hamilton
Employment Equity Occupational Group	Montreal	1	0	0.0 %	0	0	Hamilton
Employment Equity Occupational Group	Montreal	49	10	20.4 %	9	1	Montreal
Employment Equity Occupational Group	Ont. less CMAS	1	0	0.0 %	0	0	Ont. less CMAS
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	0.0 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	21	14	66.7 %	10	4	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	0	1	Vancouver
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	0	0	Winnipeg

### Workforce Analysis - Detailed Report

Date: 2018-02-28

#### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
<b>11 : Intermediate Sales and Service Personnel</b>							
Employment Equity Occupational Group	Calgary	118	23	19.5 %	42	-19	Calgary
Employment Equity Occupational Group	Edmonton	13	4	30.8 %	4	0	Edmonton
Employment Equity Occupational Group	Guelph	5	0	0.0 %	1	-1	Guelph
Employment Equity Occupational Group	Hamilton	2	0	0.0 %	0	0	Guelph
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	0	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	2	1	50.0 %	0	1	London
Employment Equity Occupational Group	Montréal	15	1	6.7 %	3	-2	Montréal
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	1	0	0.0 %	0	0	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	10	2	20.0 %	2	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	2	0	0.0 %	0	0	Québec
Employment Equity Occupational Group	Regina	1	0	0.0 %	0	0	Regina
Employment Equity Occupational Group	Toronto	55	15	27.3 %	27	-12	Toronto
Employment Equity Occupational Group	Vancouver	7	0	0.0 %	3	-3	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	0	0	Victoria
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	0	0	Winnipeg
<b>Total</b>		<b>890</b>	<b>202</b>	<b>22.7 %</b>	<b>206</b>	<b>-4</b>	

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: 2018-02-28

#### Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities		Availability #	Gap #	Recruitment Area
			Representation #	%			
01/02 : Managers	National	53	0	0.0 %	2	-2	National
03 : Professionals	National	56	1	1.8 %	2	-1	National
04 : Semi-Professionals and Technicians	National	12	0	0.0 %	1	-1	National
05 : Supervisors	National	115	2	1.7 %	16	-14	National
07 : Administrative and Senior Clerical Personnel	National	457	5	1.1 %	16	-11	National
08 : Skilled Sales and Service Personnel	National	1	0	0.0 %	0	0	National
10 : Clerical Personnel	National	78	0	0.0 %	5	-5	National
11 : Intermediate Sales and Service Personnel	National	118	1	0.8 %	7	-6	National
<b>Total</b>		<b>890</b>	<b>9</b>	<b>1.0 %</b>	<b>49</b>	<b>-40</b>	

Total may not equal sum of components due to rounding.

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

### Workforce Analysis - Detailed Report

Date: 2018-02-28

007860

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

There is only one NOC code used in EEOG 11. Therefore, by using a NOC analysis, it "tailors" the data to make comparisons between external data more reliable.

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

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





## Workforce Analysis - Detailed Report

Date: 2018-02-28

### 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
08 : Skilled Sales and Service Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National



Workplace Equity Information Management System - Randstad Interim Inc.

**Workforce Analysis - Summary Report**

Date: 2018-02-28

**Women**

Employment Equity Occupational Group	Women					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	11	3	27.3 %	27.4 %	3	0
02 : Middle and Other Managers	42	23	54.8 %	38.9 %	16	7
03 : Professionals	56	21	37.5 %	40.2 %	23	-2
04 : Semi-Professionals and Technicians	12	1	8.3 %	23.3 %	3	-2
05 : Supervisors	115	79	68.7 %	52.8 %	61	18
07 : Administrative and Senior Clerical Personnel	457	314	68.7 %	80.9 %	370	-56
08 : Skilled Sales and Service Personnel	1	1	100.0 %	29.1 %	0	1
10 : Clerical Personnel	78	63	80.8 %	63.8 %	50	13
11 : Intermediate Sales and Service Personnel	118	50	42.4 %	64.1 %	76	-26
<b>Total</b>	<b>890</b>	<b>555</b>	<b>62.4 %</b>	<b>67.5 %</b>	<b>602</b>	<b>-47</b>

Total may not equal sum of components due to rounding.

### Workforce Analysis - Summary Report

Date: 2018-02-28

Employment Equity Occupational Group	Aboriginal Peoples				Gap #
	All Employees #	Representation #	Availability %	Gap #	
01 : Senior Managers	11	0	0.0 %	0	0
02 : Middle and Other Managers	42	1	2.4 %	1	0
03 : Professionals	56	0	0.0 %	1	-1
04 : Semi-Professionals and Technicians	12	1	8.3 %	0	1
05 : Supervisors	115	2	1.7 %	2	0
07 : Administrative and Senior Clerical Personnel	457	7	1.5 %	6	1
08 : Skilled Sales and Service Personnel	1	0	0.0 %	0	0
10 : Clerical Personnel	78	1	1.3 %	1	0
11 : Intermediate Sales and Service Personnel	118	0	0.0 %	2	-2
<b>Total</b>	<b>890</b>	<b>12</b>	<b>1.3 %</b>	<b>13</b>	<b>-1</b>

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Randstad Interim Inc.  
**Workforce Analysis - Summary Report**  
 Date: 2018-02-28

Members of Visible Minorities

Employment Equity Occupational Group	All Employees		Members of Visible Minorities		Members of Visible Minorities		Availability	Gap
	#	%	#	%	#	%		
01 : Senior Managers	11	0.0 %	0	0.0 %	1	10.1 %	1	-1
02 : Middle and Other Managers	42	16.7 %	7	16.7 %	6	15.0 %	6	1
03 : Professionals	56	19.6 %	11	19.6 %	14	25.5 %	14	-3
04 : Semi-Professionals and Technicians	12	75.0 %	9	75.0 %	3	25.5 %	3	6
05 : Supervisors	115	15.7 %	18	15.7 %	30	26.4 %	30	-12
07 : Administrative and Senior Clerical Personnel	457	23.9 %	109	23.9 %	90	19.6 %	90	19
08 : Skilled Sales and Service Personnel	1	0.0 %	0	0.0 %	0	8.5 %	0	0
10 : Clerical Personnel	78	32.1 %	25	32.1 %	20	25.6 %	20	5
11 : Intermediate Sales and Service Personnel	118	19.5 %	23	19.5 %	42	35.9 %	42	-19
<b>Total</b>	<b>890</b>	<b>22.7 %</b>	<b>202</b>	<b>23.3 %</b>	<b>206</b>	<b>23.3 %</b>	<b>206</b>	<b>-4</b>

Total may not equal sum of components due to rounding.

**Workforce Analysis - Summary Report**

Date: 2018-02-28

Employment Equity Occupational Group	Persons with Disabilities				
	All Employees #	Representation #	%	Availability #	Gap #
01/02 : Managers	53	0	0.0 %	2	-2
03 : Professionals	56	1	1.8 %	2	-1
04 : Semi-Professionals and Technicians	12	0	0.0 %	1	-1
05 : Supervisors	115	2	1.7 %	16	-14
07 : Administrative and Senior Clerical Personnel	457	5	1.1 %	16	-11
08 : Skilled Sales and Service Personnel	1	0	0.0 %	0	0
10 : Clerical Personnel	78	0	0.0 %	5	-5
11 : Intermediate Sales and Service Personnel	118	1	0.8 %	7	-6
<b>Total</b>	<b>890</b>	<b>9</b>	<b>1.0 %</b>	<b>49</b>	<b>-40</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2018-02-28

007866

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

There is only one NOC code used in EEOG 11. Therefore, by using a NOC analysis, it "tailors" the data to make comparisons between external data more reliable.

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

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



## Workforce Analysis - Summary Report

Date: 2018-02-28

### 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
08 : Skilled Sales and Service Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National

<b>Federal Contractors Program Achievement Table</b>
<b>Part 1: Workforce Analysis</b>
<b>Randstad Interim Inc.</b>
<b>2018-02-28</b>

<b>Data from Previous Workforce Analysis</b>
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Date of Previous Workforce Analysis		
YYYY	MM	DD
2014	10	31

<b>Data from Current Workforce Analysis</b>
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Date of Current Workforce Analysis		
YYYY	MM	DD
2018	02	28

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		Previous Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
01	Senior Managers	6	2	27.4
02	Middle & Other Managers	41	17	38.9
03	Professionals	41	23	55.5
04	Semi-Professionals & Technicians	15	3	26.7
05	Supervisors	104	71	52.8
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	401	262	80.7
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	85	70	64.2
11	Intermediate Sales & Service Personnel	104	36	36.9
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>797</b>	<b>484</b>	<b>64.7</b>

Employment Equity Occupational Group (EEOG)		Table 5: Women		
		Current Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
		11	3	27.4
		42	23	38.9
		56	21	40.2
		12	1	23.3
		115	79	52.8
		0	0	0.0
		457	314	80.9
		1	1	29.1
		0	0	0.0
		78	63	63.8
		118	50	64.1
		0	0	0.0
		0	0	0.0
		0	0	0.0
<b>Total</b>		<b>890</b>	<b>555</b>	<b>67.5</b>

<b>* Source:</b>
2011 National Household Survey

<b>* Source:</b>
2011 National Household Survey



**Federal Contractors Program Achievement Table**  
**Part 1: Workforce Analysis**  
**Randstad Interim Inc.**  
**2018-02-28**

**Data from Previous Workforce Analysis**

Date of Previous Workforce Analysis	MM	DD
YYYY		
2014	10	31

**Data from Current Workforce Analysis**

Date of Current Workforce Analysis	MM	DD
YYYY		
2018	02	28

**Table 2: Aboriginal Peoples**  
**Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples			Availability*
	All Employees	Representation	%	
01 Senior Managers	6	1	1	2.9
02 Middle & Other Managers	41	1	1	2.2
03 Professionals	41	0	0	1.9
04 Semi-Professionals & Technicians	15	1	1	1.4
05 Supervisors	104	2	2	1.7
06 Supervisors: Crafts & Trades	0	0	0	0.0
07 Administrative & Senior Clerical Personnel	401	6	6	1.5
08 Skilled Sales & Service Personnel	0	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0	0.0
10 Clerical Personnel	85	1	1	1.1
11 Intermediate Sales & Service Personnel	104	1	1	1.2
12 Semi-Skilled Manual Workers	0	0	0	0.0
13 Other Sales & Service Personnel	0	0	0	0.0
14 Other Manual Workers	0	0	0	0.0
<b>Total</b>	<b>797</b>	<b>13</b>	<b>13</b>	<b>1.5</b>

**Table 6: Aboriginal Peoples**  
**Current Workforce Analysis**

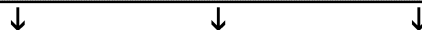
Employment Equity Occupational Group (EEOG)	Aboriginal Peoples			Availability*
	All Employees	Representation	%	
01 Senior Managers	11	0	0	2.9
02 Middle & Other Managers	42	1	1	2.2
03 Professionals	56	0	0	1.5
04 Semi-Professionals & Technicians	12	1	1	1.4
05 Supervisors	115	2	2	1.6
06 Supervisors: Crafts & Trades	0	0	0	0.0
07 Administrative & Senior Clerical Personnel	457	7	7	1.4
08 Skilled Sales & Service Personnel	1	0	0	1.0
09 Skilled Crafts & Trades Workers	0	0	0	0.0
10 Clerical Personnel	78	1	1	1.1
11 Intermediate Sales & Service Personnel	118	0	0	1.6
12 Semi-Skilled Manual Workers	0	0	0	0.0
13 Other Sales & Service Personnel	0	0	0	0.0
14 Other Manual Workers	0	0	0	0.0
<b>Total</b>	<b>890</b>	<b>12</b>	<b>12</b>	<b>1.5</b>

\* Source:  
 2011 National Household Survey

\* Source:  
 2011 National Household Survey

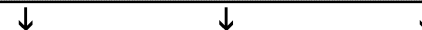
<b>Federal Contractors Program Achievement Table</b>
<b>Part 1: Workforce Analysis</b>
<b>Randstad Interim Inc.</b>
<b>2018-02-28</b>

<b>Data from Previous Workforce Analysis</b>
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Date of Previous Workforce Analysis		
YYYY	MM	DD
2014	10	31

<b>Data from Current Workforce Analysis</b>
---



Date of Current Workforce Analysis		
YYYY	MM	DD
2018	02	28

Employment Equity Occupational Group (EEOG)		<b>Table 3: Members of Visible Minorities</b>		
		Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
		#	Representation	Availability*
01	Senior Managers	6	2	10.1
02	Middle & Other Managers	41	6	15.0
03	Professionals	41	9	21.7
04	Semi-Professionals & Technicians	15	11	29.7
05	Supervisors	104	22	26.1
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	401	83	21.5
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	85	29	28.8
11	Intermediate Sales & Service Personnel	104	18	22.4
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>797</b>	<b>180</b>	<b>22.7</b>

Employment Equity Occupational Group (EEOG)		<b>Table 7: Members of Visible Minorities</b>		
		Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
		#	Representation	Availability*
		11	0	10.1
		42	7	15.0
		56	11	25.5
		12	9	25.5
		115	18	26.4
		0	0	0.0
		457	109	19.6
		1	0	8.5
		0	0	0.0
		78	25	25.3
		118	23	35.9
		0	0	0.0
		0	0	0.0
		0	0	0.0
<b>Total</b>		<b>890</b>	<b>202</b>	<b>23.3</b>

<b>* Source:</b>
2011 National Household Survey

<b>* Source:</b>
2011 National Household Survey

**Federal Contractors Program Achievement Table**  
**Part 1: Workforce Analysis**  
**Randstad Interim Inc.**  
**2018-02-28**

**Data from Previous Workforce Analysis**

Date of Previous Workforce Analysis	MM	DD
YYYY		
2014	10	31

**Data from Current Workforce Analysis**

Date of Current Workforce Analysis	MM	DD
YYYY		
2018	02	28

**Table 4: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Previous Workforce Analysis		
	All Employees	Persons with Disabilities Representation	Availability*
	#	#	%
01/02 Managers	47	0	4.3
03 Professionals	41	2	3.8
04 Semi-Professionals & Technicians	15	0	4.5
05 Supervisors	104	1	13.9
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	401	14	3.4
08 Skilled Sales & Service Personnel	0	0	3.5
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	85	1	7.0
11 Intermediate Sales & Service Personnel	104	3	5.6
12 Semi-Skilled Manual Workers	0	0	0.0
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
<b>Total</b>	<b>797</b>	<b>21</b>	<b>5.5</b>

**Table 8: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Current Workforce Analysis		
	All Employees	Persons with Disabilities Representation	Availability*
	#	#	%
01/02 Managers	53	0	4.3
03 Professionals	56	1	3.8
04 Semi-Professionals & Technicians	12	0	4.6
05 Supervisors	115	2	13.9
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	457	5	3.4
08 Skilled Sales & Service Personnel	1	0	3.5
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	78	0	7.0
11 Intermediate Sales & Service Personnel	118	1	5.6
12 Semi-Skilled Manual Workers	0	0	0.0
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
<b>Total</b>	<b>890</b>	<b>9</b>	<b>5.5</b>

\* Source:  
2012 Canadian Survey on Disability

\* Source:  
2012 Canadian Survey on Disability

**Federal Contractors Program Achievement Table**  
**Part 2: Flow Data Analysis**  
**Randstad Interim Inc.**

43159

Start Date of Flow Data			
YYYY	MM	DD	
2014	11	01	

End Date of Flow Data			
YYYY	MM	DD	
2018	02	28	

**Data from Form 4 - Employees Hired**

↓ ↓ ↓ ↓ ↓

**Data from Form 5 - Employees Promoted**

↓ ↓ ↓ ↓ ↓

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓ ↓

Employment Equity Occupational Group (EEOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
01 Senior Managers	4	0	0	0	5	2	0	0	4	1	0	0
02 Middle & Other Managers	11	5	0	0	24	17	0	0	24	11	0	0
03 Professionals	36	9	0	0	2	1	0	0	16	9	0	0
04 Semi-Professionals & Technicians	7	0	0	0	0	0	0	0	10	2	0	0
05 Supervisors	39	27	0	0	75	55	0	0	44	31	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	530	343	0	0	58	41	0	0	433	268	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	1	1	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	50	39	0	0	7	5	0	0	52	41	0	0
11 Intermediate Sales & Service Personnel	85	38	0	0	25	11	0	0	90	34	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>762</b>	<b>461</b>	<b>1</b>	<b>0</b>	<b>197</b>	<b>133</b>	<b>0</b>	<b>0</b>	<b>673</b>	<b>397</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Table**

**Part 2: Flow Data Analysis**

**Randstad Interim Inc.**

**43159**

Start Date of Flow Data		
YYYY	MM	DD
2014	11	01

End Date of Flow Data		
YYYY	MM	DD
2018	02	28

**Data from Form 4 - Employees  
Hired**

**Data from Form 5 - Employees  
Promoted**

**Data from Form 6 - Employees  
Terminated**

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**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	4	0	0	0	5	0	0	0	4	1	0	0
02 Middle & Other Managers	11	0	0	0	24	0	0	0	24	0	0	0
03 Professionals	36	0	0	0	2	0	0	0	16	0	0	0
04 Semi-Professionals & Technicians	7	0	0	0	0	0	0	0	10	0	0	0
05 Supervisors	39	0	0	0	75	1	0	0	44	1	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	530	6	0	0	58	1	0	0	433	3	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	1	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	50	0	1	0	7	0	0	0	52	0	0	0
11 Intermediate Sales & Service Personnel	85	1	0	0	25	0	0	0	90	3	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>762</b>	<b>7</b>	<b>1</b>	<b>0</b>	<b>197</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>673</b>	<b>8</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Table**  
**Part 2: Flow Data Analysis**  
**Randstad Interim Inc.**

43159

Start Date of Flow Data		
YYYY	MM	DD
2014	11	01

End Date of Flow Data		
YYYY	MM	DD
2018	02	28

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
01 Senior Managers	4	0	0	0	5	0	0	0	4	0	0	0
02 Middle & Other Managers	11	0	0	0	24	0	0	0	24	1	0	0
03 Professionals	36	1	0	0	2	0	0	0	16	2	0	0
04 Semi-Professionals & Technicians	7	0	0	0	0	0	0	0	10	0	0	0
05 Supervisors	39	1	0	0	75	2	0	0	44	2	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	530	2	0	0	58	1	0	0	433	11	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	1	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	50	0	0	0	7	0	0	0	52	1	0	0
11 Intermediate Sales & Service Personnel	85	0	0	0	25	0	0	0	90	2	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>762</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>197</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>673</b>	<b>19</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Table**  
**Part 2: Flow Data Analysis**  
**Randstad Interim Inc.**

43159

Start Date of Flow Data		
YYYY	MM	DD
2014	11	01

End Date of Flow Data		
YYYY	MM	DD
2018	02	28

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
01 Senior Managers	4	0	0	0	5	0	0	0	4	2	0	0
02 Middle & Other Managers	11	1	0	0	24	6	0	0	24	5	0	0
03 Professionals	36	8	0	0	2	0	0	0	16	4	0	0
04 Semi-Professionals & Technicians	7	4	0	0	0	0	0	0	10	6	0	0
05 Supervisors	39	3	0	0	75	14	0	0	44	8	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	530	155	0	0	58	18	0	0	433	126	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	1	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	50	18	1	1	7	4	0	0	52	21	0	0
11 Intermediate Sales & Service Personnel	85	17	0	0	25	7	0	0	90	19	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>762</b>	<b>206</b>	<b>1</b>	<b>1</b>	<b>197</b>	<b>49</b>	<b>0</b>	<b>0</b>	<b>673</b>	<b>191</b>	<b>0</b>	<b>0</b>

<b>Federal Contractors Program Achievement Table</b>
<b>Part 3: Goals</b>
<b>Randstad Interim Inc.</b>
<b>43159</b>

<b>Data from Previous Goals</b>
↓   ↓   ↓   ↓

<b>Data from Current Goals</b>
↓   ↓   ↓   ↓

Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2014	2018	2014	2018

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2018	2021	2018	2021

Employment Equity Occupational Group (EEOG)		Table 1: Women			
		Women			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01	Senior Managers	0	0.0	0	0.0
02	Middle & Other Managers	0	0.0	0	0.0
03	Professionals	0	0.0	0	0.0
04	Semi-Professionals & Technicians	2	26.7	0	0.0
05	Supervisors	0	0.0	0	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08	Skilled Sales & Service Personnel	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	68	36.9	0	0.0
12	Semi-Skilled Manual Workers	0	0.0	0	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
<b>Total</b>		<b>70</b>		<b>0</b>	<b>0.0</b>

		Table 5: Women			
		Women			
		Short-term Goals		Long-term Goals	
		#	%	#	%
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		6	23.3	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
		189	65.1	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		195	0.0	0	0.0



**Federal Contractors Program Achievement Table**  
**Part 3: Goals**  
**Randstad Interim Inc.**  
**43159**

**Data from Previous Goals**

↓ ↓ ↓ ↓ ↓

Duration of Previous Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2014	2018	2014	2018

**Data from Current Goals**

↓ ↓ ↓ ↓ ↓

Duration of Current Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2018	2021	2018	2021

**Table 2: Aboriginal Peoples**

	Aboriginal Peoples		Aboriginal Peoples	
	Short-term Goals	Long-term Goals	Short-term Goals	Long-term Goals
	#	%	#	%
<b>Employment Equity Occupational Group (EEOG)</b>				
01 Senior Managers	0	0.0	0	0.0
02 Middle & Other Managers	0	0.0	0	0.0
03 Professionals	1	1.9	0	0.0
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
<b>Total</b>	<b>1</b>		<b>0</b>	<b>0.0</b>

**Table 6: Aboriginal Peoples**

	Aboriginal Peoples		Aboriginal Peoples	
	Short-term Goals	Long-term Goals	Short-term Goals	Long-term Goals
	#	%	#	%
01 Senior Managers	0	0.0	0	0.0
02 Middle & Other Managers	0	0.0	0	0.0
03 Professionals	1	1.5	0	0.0
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	5	1.6	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
<b>Total</b>	<b>6</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

**Federal Contractors Program Achievement Table**  
**Part 3: Goals**  
**Randstad Interim Inc.**  
**43159**

**Data from Previous Goals**      ↓      ↓      ↓      ↓      ↓

**Data from Current Goals**      ↓      ↓      ↓      ↓      ↓

Duration of Previous Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2014	2018	2014	2018

Duration of Current Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2018	2021	2018	2021

**Table 3: Persons with Disabilities**  
 Persons with Disabilities

**Table 7: Persons with Disabilities**  
 Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals	
	#	%	#	%
01/02 Managers	2	4.3	0	0.0
03 Professionals	0	0.0	0	0.0
04 Semi-Professionals & Technicians	1	4.6	0	0.0
05 Supervisors	5	6.0	13	13.9
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	3	5.9	1	7.0
11 Intermediate Sales & Service Personnel	5	5.6	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
<b>Total</b>	<b>16</b>		<b>0</b>	<b>0.0</b>

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals	
	#	%	#	%
01/02 Managers	4	4.3	0	0.0
03 Professionals	0	0.0	0	0.0
04 Semi-Professionals & Technicians	1	4.6	0	0.0
05 Supervisors	10	7.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	48	3.4	0	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	11	7.0	0	0.0
11 Intermediate Sales & Service Personnel	17	5.6	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
<b>Total</b>	<b>91</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>

<b>Federal Contractors Program Achievement Table</b>
<b>Part 3: Goals</b>
<b>Randstad Interim Inc.</b>
<b>43159</b>

<b>Data from Previous Goals</b>
↓   ↓   ↓   ↓

<b>Data from Current Goals</b>
↓   ↓   ↓   ↓

Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2014	2018	2014	2018

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2018	2021	2018	2021

**Table 4: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01	Senior Managers	0	0.0	0	0.0
02	Middle & Other Managers	0	0.0	0	0.0
03	Professionals	0	0.0	0	0.0
04	Semi-Professionals & Technicians	0	0.0	0	0.0
05	Supervisors	6	25.9	9	37.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	95	21.7	0	0.0
08	Skilled Sales & Service Personnel	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	16	22.0	0	0.0
12	Semi-Skilled Manual Workers	0	0.0	0	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
<b>Total</b>		<b>117</b>		<b>9</b>	<b>0.0</b>

**Table 8: Members of Visible Minorities**

		Members of Visible Minorities			
		Short-term Goals		Long-term Goals	
		#	%	#	%
		0	0.0	0	0.0
		0	0.0	0	0.0
		15	25.5	0	0.0
		0	0.0	0	0.0
		39	26.4	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		106	35.9	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		160	0.0	0	0.0







**Federal Contractors Program Achievement Table**  
**Part 4: Results - Women**  
**Randstad Interim Inc.**  
**43159**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z																							
																										Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L - K	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x F + 100	V - X	U + ((D)Year1 + D)Year2) x 100
<b>Workforce Analysis</b>																																																
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Year</b>	<b>All</b>		<b>Women</b>		<b>All</b>		<b>Women</b>		<b>All</b>		<b>Women</b>		<b>All</b>		<b>Women</b>		<b>All</b>		<b>Women</b>		<b>All</b>		<b>Women</b>		<b>Turnover Rate</b>																					
			Employees	Representation	Availability	Gap	EE Result	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Terminations	Terminations	Terminations		Terminations																				
10	Clerical Personnel	2014	85	70	82.4	64.2	55	15	128.3	51	39	76.5	33	6	7	5	71.4	6	-1	52	41	78.8	43	-2	63.8																							
11	Intermediate Sales & Service Personnel	2014	78	63	80.8	63.8	50	13	126.6	85	38	44.7	54	-16	25	11	44.0	9	2	90	34	37.8	31	3	81.1																							
12	Semi-Skilled Manual Workers	2014	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0																							

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

Employment Equity Occupational Group (EEOG)	Year	<b>New Entrants</b>		<b>Short-term Goals</b>		<b>Long-term Goals</b>		Comments					
		All Employees	Women Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met		Goal	Percent of Goal Met			
10	Clerical Personnel	2018	58	44	75.9	0	0.0	0	0.0	0.0	0.0		
		2021	58	44	75.9	0	0.0	0	0.0	0.0	0.0		
11	Intermediate Sales & Service Personnel	2018	110	49	44.5	68	72.1	36.9	120.7	0	0.0	0.0	0.0
		2021	110	49	44.5	189	25.9	65.1	68.4	0	0.0	0.0	0.0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0	0.0	0.0	0.0	0.0	0.0
		2021	0	0	0.0	0	0.0	0	0.0	0.0	0.0	0.0	0.0











**Federal Contractors Program Achievement Table**  
**Part 5: Results - Aboriginal Peoples**  
**Randstad Interim Inc.**  
**43159**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z		
																										Part 1: Workforce Analysis	Part 1: Workforce Analysis
<b>Workforce Analysis</b>																											
<b>Workforce</b>																											
<b>Aboriginal Peoples</b>																											
<b>Hires</b>																											
<b>Flow Data Analysis</b>																											
<b>Flow Data</b>																											
<b>Aboriginal Peoples</b>																											
<b>Promotions</b>																											
<b>Terminations</b>																											
<b>Turnover Rate</b>																											
<b>Occupational Equity (EOG)</b>																											
<b>Year</b>																											
<b>All Employees</b>																											
<b>Representation</b>																											
<b>Availability</b>																											
<b>Gap</b>																											
<b>EE Result</b>																											
<b>All Employees</b>																											
<b>Actual</b>																											
<b>Expected</b>																											
<b>Difference</b>																											
<b>All Employees</b>																											
<b>Actual</b>																											
<b>Expected</b>																											
<b>Difference</b>																											
<b>All Employees</b>																											
<b>Actual</b>																											
<b>Expected</b>																											
<b>Difference</b>																											
<b>Turnover Rate</b>																											

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

Employment Equity Occupational Group (EOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees	Aboriginal Peoples	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
10 Clerical Personnel	2018	58	0	0.0	0	0.0	0.0	0.0	0.0		
	2021	58	0	0.0	0	0.0	0.0	0.0	0.0		
11 Intermediate Sales & Service Personnel	2018	110	1	0.9	0	0.0	0.0	0.0	0.0		
	2021	110	1	0.9	5	20.0	1.6	56.8	0.0		
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0.0		
	2021	0	0	0.0	0	0.0	0.0	0.0	0.0		





**Federal Contractors Program Achievement Table**  
**Part 6: Results - Persons with Disabilities**  
**Randstad Interim Inc.**  
**43159**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L - K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x F + 100	V - X	U + ((DY)ear1 + (DY)ear2) / 2 x 100	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		All Employees						Persons with Disabilities						All Employees						Persons with Disabilities					
		#	Representation %	Availability %	Gap #	EE Result %	EE Result #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Turnover Rate %		
04	Semi-Professionals & Technicians	2014	15	0.0	4.5	1	-1	0.0	7	0	0.0	0	0	0	0	0	0.0	0	0	10	0	0.0	0	0	74.1
		2018	12	0.0	4.6	1	-1	0.0	7	0	0.0	0	0	0	0	0	0.0	0	0	10	0	0.0	0	0	74.1
05	Supervisors	2014	104	1.0	13.9	14	-13	6.9	39	1	2.6	5	-4	75	2	2.7	1	1	44	2	4.5	0	2	40.2	
		2018	115	1.7	13.9	16	-14	12.5	39	1	2.6	5	-4	75	2	2.7	1	1	44	2	4.5	0	2	40.2	
06	Supervisors: Crafts & Trades	2014	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	
		2018	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F = I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments		
		Hires and Promotions			Persons with Disabilities			Persons with Disabilities					
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met	
04	Semi-Professionals & Technicians	2018	7	0	0.0	1	0.0	4.6	0.0	0	0.0	0.0	
		2021	7	0	0.0	1	0.0	4.6	0.0	0	0.0	0.0	
05	Supervisors	2018	114	3	2.6	5	60.0	6.0	43.9	13	23.1	13.9	18.9
		2021	114	3	2.6	10	30.0	7.0	37.6	0	0.0	0.0	0.0
06	Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	
		2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	

**Federal Contractors Program Achievement Table**  
**Part 6: Results - Persons with Disabilities**  
**Randstad Interim Inc.**  
**43159**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z		
																										Part 1: Workforce Analysis	Part 1: Workforce Analysis
<b>Workforce Analysis</b>																											
<b>Flow Data Analysis</b>																											
<b>Hires</b>																											
<b>Terminations</b>																											
<b>Promotions</b>																											
<b>Disabilities</b>																											
<b>Turnover Rate</b>																											
<b>Workforce Analysis</b>																											
<b>Flow Data Analysis</b>																											
<b>Hires</b>																											
<b>Terminations</b>																											
<b>Promotions</b>																											
<b>Disabilities</b>																											
<b>Turnover Rate</b>																											

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

Occupational Group (EOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees	Persons with Disabilities	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
07 Administrative & Senior Clerical	2018	588	3	0.5	0	0.0	0	0.0	0	0.0	
07 Administrative & Senior Clerical	2021	588	3	0.5	48	6.3	3.4	15.0	0	0.0	
08 Skilled Sales & Service Personnel	2018	1	0	0.0	0	0.0	0	0.0	0	0.0	
08 Skilled Sales & Service Personnel	2021	1	0	0.0	0	0.0	0	0.0	0	0.0	
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	
09 Skilled Crafts & Trades Workers	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	









**Federal Contractors Program Achievement Table**  
**Part 7: Results - Members of Visible Minorities**  
**Randstad Interim Inc.**  
**43159**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D$ Workforce $\times 100$	Part 1: Workforce Analysis	$D \times G$ $\div 100$	$E - H$	$E + H$ $\times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K$ $\times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	$V - X$	$\frac{U + ((D)Year1 + D)Year2}{2} \times 100$
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		All Employees						Visible Minorities						All Employees						Visible Minorities					
		Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Turnover Rate				
04	Semi-Professionals & Technicians	2014	15	73.3	29.7	4	7	246.9	7	4	57.1	2	2	0	0	0.0	0	0	0	10	6	60.0	7	-1	74.1
		2018	12	75.0	25.5	3	6	294.1	7	4	57.1	2	2	0	0	0.0	0	0	0	10	6	60.0	7	-1	74.1
05	Supervisors	2014	104	22	21.2	26.1	27	-5	81.0	39	3	7.7	10	-7	75	14	18.7	16	-2	44	8	18.2	9	-1	40.2
		2018	115	18	15.7	26.4	30	-12	59.3	39	3	7.7	10	-7	75	14	18.7	16	-2	44	8	18.2	9	-1	40.2
06	Supervisors: Crafts & Trades	2014	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
		2018	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
04	Semi-Professionals & Technicians	2018	7	57.1	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
		2021	7	57.1	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
05	Supervisors	2018	114	14.9	6	283.3	9	188.9	37.0	40.3	0	0.0	0.0	
		2021	114	14.9	6	283.3	9	188.9	37.0	40.3	0	0.0	0.0	
06	Supervisors: Crafts & Trades	2018	0	0.0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	
		2021	0	0.0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	

**Federal Contractors Program Achievement Table**

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

**Randstad Interim Inc.**

**43159**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations						Turnover Rate		
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities										
		#	Representation	Availability	Gap	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference					
#	#	%	%	#	%	%	%	#	%	%	%	#	%	%	%	#	%	%	%	%						
07 Administrative & Senior Clerical	2014	401	83	20.7	21.5	86	-3	96.3																		
	2018	457	109	23.9	19.6	90	19	121.7	530	155	29.2	104	51	58	18	31.0	12	6	433	126	29.1	90	36	100.9		
08 Skilled Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0																		
	2018	1	0	0.0	8.5	0	0	0.0	0	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0	0	0.0	
09 Skilled Crafts & Trades Workers	2014	0	0	0.0	0.0	0	0	0.0																		
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities	Visible Minorities		Visible Minorities								
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	%	%	%	%	%	%					
07 Administrative & Senior Clerical	2018	588	173	29.4	95	182.1	21.7	135.6	0	0.0	0.0	0.0		
	2021	588	173	29.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2018	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		



**Federal Contractors Program Achievement Table**

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

**Randstad Interim Inc.**

**43159**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U ÷ ((DYear1 + DYear2) ÷ 2) x 100	
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	
Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations				Turnover Rate				
		All Employees	Visible Minorities			EE Result				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	%				
13	Other Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
		2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
14	Other Manual Workers	2014	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
		2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
Total		2014	797	180	22.6	22.7	181	-1	99.5	763	207	27.1	178	29	197	49	24.9	44	5	673	191	28.4	152	39	79.8	
		2018	890	202	22.7	23.3	207	-5	97.4	763	207	27.1	178	29	197	49	24.9	44	5	673	191	28.4	152	39	79.8	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities	Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
		#	%	%	%	%	%	%	%	%	%	%		
13	Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
14	Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
Total		2018	960	256	26.7	117	218.8	0.0	0.0	9	2844.4	0.0	0.0	
		2021	960	256	26.7	160	160.0	0.0	0.0	0	0.0	0.0	0.0	



## REASONABLE EFFORTS FOR THE SUBSEQUENT COMPLIANCE ASSESSMENT *Federal Contractors Program*

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Under the Federal Contractors Program, organizations undergoing a subsequent compliance assessment are required to make all reasonable efforts to ensure that progress is made towards having full representation of the four designated groups – women, Aboriginal peoples, persons with disabilities and members of visible minorities – within their workforce. Where short-term goals were not met by at least 80%, contractors must demonstrate that reasonable efforts to meet their goals were made.

Please complete this form to indicate the efforts that were made by your organization to implement the Federal Contractors Program and the events that took place between the previous and current compliance assessment that may have influenced your organization's activities.

The completed form must be signed by a senior officer of your organization then submitted with the other required documents for the subsequent compliance assessment.

### Efforts

Please check the appropriate boxes next to the efforts that **Randstad Interim Inc. (Randstad Canada)** made to implement the Federal Contractors Program.

#### Required measures:

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





## REASONABLE EFFORTS FOR THE SUBSEQUENT COMPLIANCE ASSESSMENT

### *Federal Contractors Program*

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#### 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. *Please see page 20 of 'Voluntary Employment Equity Narrative Report'*
- 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. *Please see page 16 of 'Voluntary Employment Equity Narrative Report'*
- Established accountability mechanisms to ensure that the short-term goals would be met. *The report talks to several accountability mechanisms including a leader with a background in employment equity.*
- Communicated the goals to relevant managers as well as monitored and recorded the results.
- Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
- Consulted employee/union representatives on communication and implementation of employment equity. *Please see page 18 of 'Voluntary Employment Equity Narrative Report'*
- Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found. *Please see pages 22 -24 of 'Voluntary Employment Equity Narrative Report'*
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

*Please see the 'Voluntary Employment Equity Narrative Report'*

### Operational Context

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

- Impact of economic and industrial conditions on the organization.



**REASONABLE EFFORTS FOR THE SUBSEQUENT COMPLIANCE ASSESSMENT**  
***Federal Contractors Program***

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N/A

- Any reorganization or other corporate structural changes.

N/A

- Acquisitions, mergers or transfers of employees.  
*During this review period, Randstad acquired Monster, RiseSmart and the Foundry – please see the 'Voluntary Employment Equity Narrative Report' page 5, for more information.*

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

N/A

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

N/A

- Other.

N/A

**Additional Details**

Please provide any additional information (optional):

Please see the supplementary Narrative Report for greater details.

Name: **François Trudel** Position Title: **Vice-President, Human Resources**

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Business address:

**avenue Viger Ouest, bureau 501  
Montréal Québec H2Z 0B2**

Signature: \_\_\_\_\_

Date: **June**

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** Randstad Inc.

**Primary Location:** Ottawa, Ontario

**Number of Employees:** 915 employees.

Ontario	393
Québec	390
Alberta	60
British Columbia	50
Manitoba	10
Nova Scotia	9
Saskatchewan	3

**Organization Overview:** NAICS 5419: Other Professional, Scientific and Technical Services

Randstad Interim Inc. is a staffing, recruitment and human resource services firm. It provides a full range of recruitment and related solutions including outsourcing, temporary and permanent staffing, consulting and workforce solutions in the areas of engineering, finance and accounting, human resources, IT, manufacturing and logistics, office and administration and sales and marketing.

During the 2014-2018 review period, Randstad Canada experienced significant growth by acquiring Monster, RiseSmart and Foundry.

Monster is a wholly-owned subsidiary of Randstad and Foundry is a subsidiary of Monster. Both companies are responsible for their own legal compliance and have their own payroll. No Monster or Foundry employees were onboarded to Randstad Canada.

When RiseSmart was acquired in September 2015, there were no Canadian employees. There are now 3 employees on the Canadian payroll and their data was included in WEIMS for the reporting and goal setting purposes.

### Key Dates – First Year Assessment

Initiated:	2014/09/19
Received:	2014/11/20
Closed:	2015/11/17
WFA:	2014/10/31

**Key Dates – Subsequent Assessment**

Initiated: 2018/01/13  
 Received: 2018/03/05  
 WFA: 2018/28/02

**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:

X Yes  No

**Comments:**

- The data from the previous workforce analysis included in the Achievement Table is consistent with that found in the database.
- 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**

- The organization had set goals both in hard numbers and percentage formats. For the purposes of this assessment, the percentage of goal met will be taken from the percentage goals.

**Women**

4.	Semi-Professionals & Technicians	Goal not met (0%)
7.	Administrative & Senior Clerical Personnel	Goal not required. Representation over 50%.
11.	Intermediate Sales & Service Personnel	Goal met at 121%

**Assessment/Observations**

- In EEOG 4, there were seven new entrants and none were women. At a labour market availability rate (LMA) of 26.7%, one would have been expected.

**Aboriginal Peoples**

3.	Professionals	Goal not met 0%
----	---------------	-----------------

**Assessment/Observations**

- In EEOG 3, there were 38 new entrants and none self-identified as an Aboriginal person. This is to be expected given the availability rate of 1.9%.

**Person with Disabilities**

1./2.	Managers	Goal not met (0%)
4.	Semi-Professionals & Technicians	Goal not met (0%)
5.	Supervisors	Goal not met (43.9%)
10.	Clerical Personnel	Goal not met (0%)
11.	Intermediate Sales & Service Personnel	Goal not met (0%)

#### Assessment/Observations

- In EEOGs 1 and 2, there were 44 new entrants and none was from the designated group. With an LMA rate of 4.3%, one person with disabilities would have been expected. Out of the 44 new entrants, more than half (29) were promoted from within the organization. Given that the organization has gaps for persons with disabilities in the management feeder groups, it will be important for the organization to focus efforts in increasing representation in feeder groups and/or increase outreach to recruit qualified persons with disabilities into these management occupations.
- In EEOG 4, there were seven new entrants and none was from the designated group. With an LMA rate of 4.5%, this is to be expected.
- In EEOG 5, there were 114 new entrants and three were from the designated group. This represents a hiring rate of 2.6% which is below the LMA of 13.9% for this occupational group. With an LMA rate of 13.9%, 15 persons with disabilities would be expected.
- In EEOG 10, there were 58 new entrants and none was from the designated group. With an LMA rate of 7.0%, four persons with disabilities would have been expected.
- In EEOG 11, there were 110 new entrants and none was from the designated group. With an LMA rate of 5.6%, six persons with disabilities would have been expected.

#### Members of Visible Minorities

5.	Supervisors	Goal not met 57.5%
7.	Administrative & Senior Clerical Personnel	Goal met 135.6%
11.	Intermediate Sales & Service Personnel	Goal met 99.2%

#### Assessment/Observations

- In EEOG 5, there were 114 new entrants and 17 were from the designated group. This represents a hiring rate of 14.9% which remains below the LMA of 26.1%. With an LMA rate of 26.1%, 29 members of visible minorities would have been expected.

#### ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- Out of 11 goals set, three were met.

- The recruitment and staffing industry generally experiences high rates of employee turnover. Randstad's turnover rate in some EEOGs is 30-50% per year. This high level of turnover impacts both employment equity goal setting and the level of activity needed to achieve those goals.
- At the organizational level over the past four years, Randstad Canada has increased its female representation and maintained the representation of visible minorities. The representation of Aboriginal Peoples and Persons with disabilities in the workplace as a whole have decreased.
- The representation of Aboriginal persons in EEOG01 (Senior Managers) decreased from 16.7% in 2014 to 0% in 2018 because two senior managers who are Aboriginal retired from Randstad Canada during the review period. Recruiting for senior roles is often challenging because of the naturally small applicant pool.
- Randstad Canada has partnered with Makivik Corporation, an organization mandated to protect the rights and interests of Inuit, to promote job postings and broaden their applicant pool. They will arrange to post all roles in which Randstad is experiencing a representation gap for Aboriginal persons i.e. EEOG1 (Senior Managers), 3 (Professionals), 8 (Skilled Sales and Services Personnel) and 11 (Intermediate Sales and Service Personnel) on aboriginalcareers.ca to further broaden the pool of candidates aware of career opportunities at Randstad Canada.
- Between 2014 and 2018, the representation of Persons with Disabilities decreased or remained the same in 7 out of 9 EEOGs. For all EEOGs, rates of representation at Randstad Canada are lower than the workforce availability percentages. Randstad Canada intends to enhance their efforts regarding recruitment and retention of Persons with Disabilities over the next review period in order to improve these results.
- Attracting and retaining employees who are Persons with Disabilities has been a challenge. To further support their efforts, Randstad Canada has formed partnerships with Ready, Willing and Able, Spinal Cord Injury Ontario, Acces Employment, and Path Employment Services to promote job opportunities and provide job search and other assistance.

Based on the data reviewed, we can conclude that the organization has made reasonable progress in areas where it was able to do so and can point to lack of opportunities in other EEOGs where progress was not achieved. The organization has demonstrated efforts in terms of outreach to under-represented groups via senior leadership engagement, partnerships with networks, and workplace policies.

They have designed a plan for re-investment and strategies on employment equity moving forward that are will hopefully yield stronger outcomes for the next review period.

## ASSESSMENT OF SHORT-TERM GOALS

The organization has set goals in number format. The assessment of short-term goals will look only at the percentage format to ensure compliance with program requirements.

### Women

- In EEOG 3 Professionals, there is a gap of -2 but no goal was set. A goal equal to availability of 40.2% should be set. Randstad has now set a goal of 40.2%.
- In EEOG 4 Semi-Professional & Technicians there is a gap of -2. A goal equal to LMA of 23.3% was set.
- In EEOG 7 Administrative & Senior Clerical there is a gap of -56. However, a goal is not required as representation is currently at 68.7%, exceeding the 50% benchmark for women.
- For EEOG 11 Intermediate Sales & Service Personnel, there is a gap of -26 and a goal of 65.1% has been set. A goal of 50% is sufficient for this designated group.

### Aboriginal Peoples

- In EEOG 3 Professionals there is a gap of -1, but no goal was set. Aboriginal representation is at 0%, therefore a goal equal to availability of 1.5% should be set. Randstad has now set this goal to 1.5%.
- In EEOG 11 Intermediate Sales & Service Personnel there is a gap of -2. The goal was set at 1.6% which is equal to LMA.

### Peoples with Disabilities

- In EEOG 1 & 2 Managers there is a gap of -2 and a goal of 4.3% has been set which is equal to LMA.
- In EEOG 3 Professionals, there is a gap of -1 but no goal was set. A goal equal to LMA of 3.8% should be set. Randstad has now set this goal to 3.8%.
- In EEOG 4 Semi-Professional & Technicians there is a gap of -1 and a goal equal to availability of 4.6%, has been set.
- In EEOG 5 Supervisors there is a gap of -14 and a goal of 7% was set were availability is 13.9%. Randstad explained that they are concerned about setting an unrealistic goal of 13.9% within 3 years. A key challenge is that many supervisory roles are typically hired from within and the expected candidate pool for this EEOG has not yet achieved full representation either. Randstad Canada intends to achieve representation equal to workforce availability over the long term.
- In EEOG 7 Administrative & Senior Clerical there is a gap of -11. A goal equal to availability of 3.4% has been set.

- In EEOG 10 Clerical Personnel there is a gap of -5. A goal equal to availability of 7% was set.
- In EEOG 11 Intermediate Sales & Service Personnel there is a gap of -6. A goal equal to 5.6% has been set.

### Members of Visible Minorities

- In EEOG 1 Senior Managers there is a gap of -1; but where LMA is 10.1% and nine new hires are expected in 2021, there is a possibility that there will be 0 new entrants in 2021.
- In EEOG 3 Professionals there is a gap of -3 and a goal of 25.5%, which is equal to availability, has been set.
- In EEOG 5 Supervisors there is a gap of -12 and a goal equal to availability of 26.4%, has been set.
- In EEOG 11 Intermediate Sales & Service Personnel there is a gap of -19. A goal equal to availability of 35.9% has been set.

### RECOMMENDATION

I recommend that the employer be found:

X in compliance  in non-compliance

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

- For all EEOGs in persons with disabilities, rates of representation at Randstad Canada are lower than the labour market availability percentages. Continued steps to address the low representation of Persons with Disabilities at Randstad should be taken in order to enhance your recruitment efforts and retention of Persons with Disabilities over the next review period.
- We encourage Randstad Canada to conduct an Employment Systems Review (ESR) of their recruitment and hiring policies and practices. A guide for completing an ESR can be found at the following link: <https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
- Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.

**Name of Analyst: Neeta Dhillon**

**Date: June 21, 2018**





**Subject: Government of Canada Agreement Number: 050589 – Notification of Compliance with the Federal Contractors Program**

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

Dear Faith Tull:

I am writing to inform you that the subsequent compliance assessment initiated on 10/09/2017 has been completed. As a result of the assessment, Randstad Interim 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 Randstad Interim Inc.'s employment equity program.

- For all EEOGs in persons with disabilities, rates of representation at Randstad Canada are lower than the labour market availability percentages. Continued steps to address the low representation of Persons with Disabilities at Randstad should be taken in order to enhance your recruitment efforts and retention of Persons with Disabilities over the next review period.
- We encourage Randstad Canada to conduct an Employment Systems Review (ESR) of their recruitment and hiring policies and practices. A guide for completing an ESR can be found at the following link: <https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
- Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.

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 10/09/2020. 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, Randstad Interim Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

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

Sincerely,

Workplace Equity Team

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



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



**Randstad Interim Inc.**

**Voluntary Narrative Report**

**Second Employment Equity Compliance Assessment  
under the  
Federal Contractors Program (FCP)**

**Agreement Number: 050589**

**Submitted March 5, 2018**

**(2014-2018 Review Period)**



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## Executive Summary

Randstad Interim Inc. (Randstad Canada) is Canada's leading staffing, recruitment and Human Resource Services firm and is a wholly owned subsidiary of Randstad Holding nv.

Randstad Canada's first compliance assessment submission under the Federal Contractors Program (FCP) was made in 2014. This narrative report forms part of Randstad Canada's 2018 Subsequent Compliance Assessment submission along with the Workforce Analysis and Forms requested by the Labour Program. While we recognize that providing a narrative report is not mandated, we are choosing to do so in order to place our goals and achievements in context, to facilitate a conversation regarding our results and to create a critical accountability tool for Randstad Canada's leadership as we move forward into the 2018-2021 review period.

As described in the narrative set out above, Randstad Canada made all reasonable efforts to ensure that progress was made towards achieving its representation goals. Given the slow progress in some areas of representation, we have reflected on and analyzed our past efforts. We have designed a plan for re-investment and strategic focus on employment equity moving forward that we are confident will yield stronger outcomes for the 2018-2021 review period.

## Randstad Canada

Randstad Interim Inc. (Randstad Canada) is Canada's leading staffing, recruitment and Human Resource Services firm and is a wholly owned subsidiary of Randstad Holding nv.

Randstad Canada provides a full range of recruitment and related solutions including outsourcing, temporary and permanent staffing, consulting and workforce solutions in the areas of engineering, finance and accounting, human resources, IT, manufacturing and logistics, office and administration and sales and marketing.

During the 2014-2018 review period, Randstad Canada experienced significant growth by acquiring Monster, RiseSmart and Foundry. These acquisitions position us as the leading recruitment and HR solutions firm in Canada. As the industry leader, we believe that Randstad Canada has both a moral and an ethical imperative to comply with all applicable laws pertaining to non-discrimination and equal opportunity in the workplace – both internally for ourselves, and for the clients we serve.

### Diversity & Inclusion at Randstad Canada

Our mission at Randstad Canada is to play a pivotal role in shaping the world of work. Part of how we do so is through our commitment to creating and maintaining an inclusive and diverse workforce.

We believe that an inclusive, diverse workforce in which every employee feels valued for their perspective expands our knowledge base and promotes creativity and innovation, all of which gives us a competitive advantage in the marketplace. Our goal is to accurately reflect the diversity of the communities in which we work and our policies, procedures, internal training and communication reflect this commitment.

In particular, we aim to identify and eliminate barriers to employment for the four designated groups of people who may be underrepresented in Canada's workforce, namely, Aboriginal people, persons with disabilities, racialized persons and women. We are working towards creating and maintaining a workforce that reflects the diversity of the available labour force, in accordance with the *Employment Equity Act* and the FCP.

### Randstad Canada is a Great Place to Work® for Inclusion & Women

Randstad Canada participates in the [Great Places to Work®](#) program, in which the Great Place to Work® Institute Canada anonymously surveys employees regarding their perceptions of the workplace in relation to fairness, respect and camaraderie and offers various certification and recognition program based on the results.



In **2018**, Randstad Canada is certified as a **Great Place to Work®** for the **11th year in a row** and is the highest ranking staffing agency in the survey. The Great Place to Work® certification is based on at least 7 out of 10 employees rating Randstad Canada positively.

In **2015, 2016 and 2017**, Randstad Canada was also recognized as a **Great Place to Work® for Women**. We won this recognition based on our Great Place to Work-Certified™ status, our employees providing a minimum 90% positive response to the statement "I am treated fairly regardless of my gender", the level of workplace trust experienced by our female workforce as well as our people programs that support women.

For **2018**, we were thrilled to recently learn that Randstad Canada has been recognized as one of Canada's **Best Workplaces for Inclusion**. We won this recognition based on our Great Place to Work- Certified™ status, at least 90% of employees agreeing they are treated fairly regardless of personal characteristics (such as gender, ethnicity, age, sexual orientation), employee responses to inclusion-related Trust Index statements and our workplace programs and practices that support diversity and inclusion.

According to our employees, Randstad Canada's efforts to ensure an equitable workplace, including for members of designated groups, are successful. Notable results<sup>1</sup> include the following:

- 97% of **female** employees agreed that people at Randstad Canada are **treated fairly regardless of their sex**;
- 96% of **female** employees would say that Randstad Canada is a **great place to work**;
- 90% of employees who self-identified as having a **disability** would say that Randstad Canada is a **great place to work**;
- 94% of employees who identified as being a member of a **racial or ethnic group** other than Caucasian agreed that people at Randstad Canada are **treated fairly regardless of their race or ethnicity**;

<sup>1</sup> 2017 is the most recent data available



- 92% of employees who identified as being a member of a **racial or ethnic group** other than Caucasian would say that Randstad Canada is a **great place to work**.

These strong survey results reflect the positive climate and progressive workplace culture at Randstad Canada, including the high priority we place on fairness and equity.

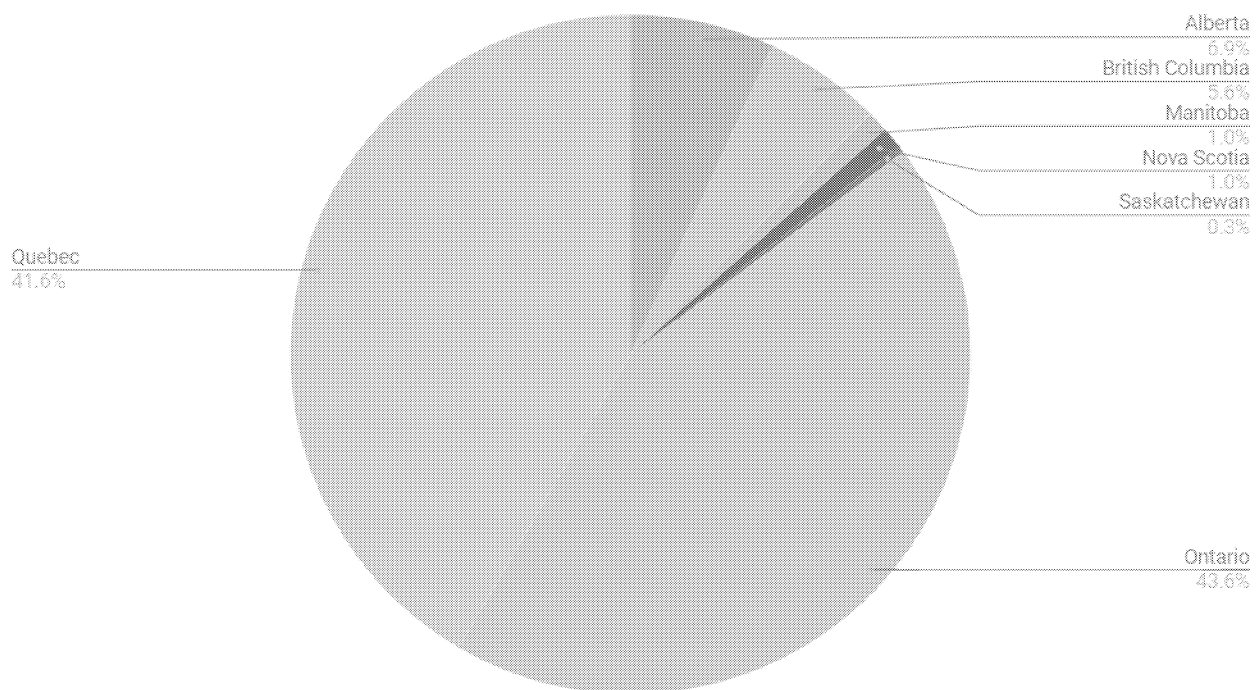
## Headcount and Workforce Distribution

Our national network includes 55 offices and 22 inhouse locations in 7 Canadian provinces.

As of February 26, 2018, Randstad Canada has a total of 890 employees, approximately 85% of whom are located in Ontario or Quebec. The current geographic distribution of our workforce is shown in the table and graph below.

Province	Full-Time Employees	Part-Time Employees	Temporary Employees
Ontario	380	2	6
Quebec	365		5
Alberta	61		0
British Columbia	50		0
Manitoba	9		0
Nova Scotia	9		0
Saskatchewan	3		0

Geographic Distribution of Workforce (as of February 2018)



The geographic distribution of Randstad Canada’s workforce shifted during the 2014-2018 review period. The proportion of our workforce that is based in Quebec<sup>2</sup> grew, while our Ontario<sup>3</sup> and Alberta<sup>4</sup> workforces contracted. We monitor these shifts carefully to ensure that we continue to allocate sufficient resources, including equity-related resources, to each location.

Although our workforce is located in 25 Census Metropolitan Areas (CMA) across Canada, more than 80% of our employees are concentrated in the following five CMAs:

<b>CMA</b>	<b># Employees (2018)</b>	<b>% of Total Workforce</b>
Toronto	287	32.2%
Montreal	317	35.6%
Vancouver	40	4.4%
Quebec	37	4.1%
Calgary	35	3.9%

### **Distribution of Employees Amongst Employment Equity Occupational Groups**

Randstad Canada’s employees fall within 9 of the 14 Employment Equity Occupational Groups (EEOGs), as follows (listed from the most populous EEOG to the least):

<b>EEOG</b>	<b># Employees (2018)</b>	<b>% of Workforce</b>
07: Administrative and Senior Clerical Personnel	457	51.3%
11: Intermediate Sales and Service Personnel	118	13.3%
05: Supervisors	115	12.9%
10: Clerical Personnel	78	8.7%
03: Professionals	56	6.3%
02: Middle and Other Managers	42	4.7%
04: Semi-Professionals & Technicians	12	1.3%
01: Senior Managers	11	1.2%
08: Skilled Sales and Service Personnel	1	.1%

As the data above shows, EEOG 07 (n=457), EEOG 11 (n=118) and EEOG 05 (n=115) combined comprise more than 75% of Randstad Canada’s workforce.

<sup>2</sup> Quebec: 31.1% of the national workforce in 2014 increased to 41% in 2018. Montreal itself accounted for 27.7% (2014) and 35.6% (2018) of the national workforce.

<sup>3</sup> Ontario: 49.1% of the national workforce in 2014 decreased to 42.6% in 2018. Toronto itself accounted for 37.7% (2014) and 32.2% of the national workforce.

<sup>4</sup> Alberta: 11.1% of the national workforce in 2014 decreased to 6.9%

The recruitment and staffing industry generally experiences high rates of employee turnover and Randstad Canada is no different. Our turnover rate in some EEOGs is 30-50% per year. This high level of turnover impacts both employment equity goal setting and the level of activity needed to achieve those goals.

## Employment Equity Survey Data

Randstad Canada has continued on with its use of the employment equity survey that was implemented in July 2014. At the time of the first review (October 2014), Randstad Canada had a survey return rate of 90.6% with a response rate of 89.6%. In reviewing its census data for the preparation of this report, the return rate was 100%. This can be attributed to particular efforts made in the summer of 2017 to encourage employees to participate in the survey process.

Randstad Canada's data is coded using the NOC 2011 codes and utilizes the 2007 NAICS code. WEIMs (Workplace Equity Information Management System) comparison data has been updated to reflect this coding methodology.

Throughout the review period, employment equity survey responses for new employees were added to WEIMs, and terminations were reported. Promotion records were added to WEIMs in the Fall of 2017, in order to be able to better examine flow data.

In the winter of 2018, a fulsome review of employee titles and NOC coding was undertaken, and several coding errors were identified and corrected. An underlying challenge with the NOC coding system is that it does not contemplate the dual nature of some roles within Randstad Canada. Some roles that primarily involve sales but also involve some human resources responsibilities had been erroneously coded to EEOG07 (Administrative and Senior Clerical Personnel). Upon review of the substance of the work performed, a number of roles were re-coded to EEOG11 (Intermediate Sales and Service Personnel). In total, this review led to the reclassification of 112 employees to a different EEOG.

Randstad Canada continued to collect information on gender directly from its employee records as allowed under the *Employment Equity Act* and therefore has a 100% accuracy rate for the tracking of women employees. Responses related to the other three designated groups – Aboriginal peoples, persons with disabilities, and members of visible minorities – were collected from completed employment equity questionnaires. Given self-identification information that is available from other sources, such as the *Great Places to Works* survey, we wonder whether our employment equity data underrepresents the actual diversity of our workforce. We will continue to educate our workforce about our questionnaire tool, including the importance of accurate reporting.

Using WEIMs, we compared the current representation of the four designated groups within Randstad Canada to the Canadian labour market availability data provided in the 2011 National Household Survey and the 2012 Canadian Survey of Disability.

## 2014 Goals & Progress Towards Those Goals

Detailed data regarding the representation of the four designated groups within Randstad Canada's workforce is set out in the Workforce Analysis, Forms and other material that accompanies this report.

At the organizational level, over the past four years, Randstad Canada has increased its female representation and maintained the representation of Visible Minorities. The representation of Aboriginal Persons and Persons with a Disability in the workplace as a whole have decreased, despite Randstad Canada's extensive efforts to progress towards fully equitable representation in the workplace by each of the four designated groups.

Designated Group	2014		2018	
	Workforce Availability	Randstad Representation	Workforce Availability	Randstad Representation
Women	64.7%	60.7%	67.5%	62.4%
Aboriginal Persons	1.5%	1.6%	1.5%	1.3%
Disabled Persons	5.5%	2.6%	5.5%	1.0%
Visible Minorities	22.7%	22.6%	23.2%	22.6%

The charts below set out a high level summary of the representation of designated groups within each EEOG at Randstad Canada in 2014 and 2018, each compared to applicable workforce availability data and in the case of 2018 data, compared to any short term numerical representation goal established in 2014. The colour coding guide is as follows:

- **green shading** indicates that representation meets or exceeds workforce availability or numerical goal, as applicable;
- **yellow shading** indicates that workforce availability or numerical goal was not met by 20% or less;
- **red shading** indicates that workforce availability or numerical goal was not met by more than 20%.

## Representation of Women 2014 - 2018

Representation of Women by EEOG	2014		2018		
	Workforce Availability	Randstad (%)	Workforce Availability	Goal from 2014	Randstad (%)
01: Senior Managers	27.4%	33.3%	27.4%	N/A <sup>5</sup>	27.3%
02: Middle and Other Managers	38.9%	41.5%	38.9%	N/A	54.8%
03: Professionals	55.5%	56.1%	40.2%	N/A	37.5%
04: Semi-Professionals & Technicians	26.7%	20%	23.3%	30%	8.3%
05: Supervisors	52.8%	68.3%	52.8%	N/A	68.7%
07: Administrative and Senior Clerical Personnel	80.7%	65.3%	80.9%	N/A <sup>6</sup>	68.7%
08: Skilled Sales and Service Personnel	N/A	N/A <sup>7</sup>	29.1%	N/A	100% <sup>8</sup>
10: Clerical Personnel	64.2%	82.4%	63.8%	N/A	80.8%
11: Intermediate Sales and Service Personnel	36.9%	34.6%	64.1%	38%	42.4%

### ***Achievements - Representation of Women***

The representation of women at Randstad Canada is largely a good news story and reflects our certification as a Great Place to Work® for Women in each of the last three years.

Between 2014 and 2018, the representation of women at Randstad Canada *increased and/or remained above* the level of workforce availability for 7 out of 9 EEOGs. This result reflects favourably on Randstad Canada's positive environment for women and its commitment to the recruitment, retention and advancement of women.

In terms of the short term numerical goals that Randstad Canada established in 2014 to work towards closing any gaps in female representation in the workforce, 1 goal was met (EEOG11: Intermediate Sales and Service Person and 1 goal was missed (EEOG4: Semi-Professionals & Technicians).

The representation of women in EEOG11 (Intermediate Sales and Service Personnel) *increased* from 34.6% in 2014 to 42.4% in 2018, which exceeded the goal of 38% representation by 2018.

<sup>5</sup> N/A indicates that no short-term or long-term numerical goal was established in 2014 in relation to this EEOG.

<sup>6</sup> Although our representation was less than workforce availability, no goal was required to increase the representation of women because it was already at 50% or more.

<sup>7</sup> No employees were classified under EEOG08 in 2014.

<sup>8</sup> There is only 1 employee classified under EEOG08.

## ***Opportunities - Representation of Women***

Instead of increasing to 30% representation as planned, the representation of women in EEOG04 (Semi-Professionals & Technicians) *decreased* from 20% in 2014 to representation of 8.3% in 2018. Moreover, female representation in EEOG03 (Professionals) *decreased* from 58.3% in 2014 to 37.5% in 2018, which falls *below* female workforce availability of 40.2% by a small margin.

Our analysis of the flow data suggests that we are retaining women in EEOG03 and EEOG04 positions at rates near workforce availability percentages but our rate of hiring women into these occupational groupings is lower than female workforce availability. We are keen on investing resources into rejuvenating our recruitment practices to address this issue.

As detailed below, Randstad Canada's 2018 numerical goals include making reasonable progress on increasing the representation of women to equal or exceed current workforce availability in EEOG03 (Professionals), EEOG04 (Semi-Professionals & Technicians) and EEOG11 (Intermediate Sales and Service Personnel) by 2021.

### **Representation of Aboriginal Persons 2014-2018**

Representation of Aboriginal Persons by EEOG	2014		2018		
	Workforce Availability	Randstad (%)	Workforce Availability	Goal from 2014	Randstad (%)
01: Senior Managers	2.9%	16.7%	2.9%	N/A	0%
02: Middle and Other Managers	2.2%	2.4%	2.2%	N/A	2.4%
03: Professionals	1.9%	0%	1.5%	2.4% <sup>9</sup>	0%
04: Semi-Professionals & Technicians	1.4%	6.7%	1.4%	N/A	8.3%
05: Supervisors	1.7%	1.9%	1.6%	N/A	1.7%
07: Administrative and Senior Clerical Personnel	1.5%	1.5%	1.4%	N/A	1.5%
08: Skilled Sales and Service Personnel	N/A	N/A	1.0%	N/A	0% <sup>10</sup>
10: Clerical Personnel	1.1%	1.2%	1.1%	N/A	1.3%
11: Intermediate Sales and Service Personnel	1.2%	1%	1.6%	N/A	0%

<sup>9</sup> Given the small size of this EEOG, 1 individual represents 2.4%, which is above the workforce availability rate of 1.9%.

<sup>10</sup> There is only 1 employee classified under EEOG08.

## ***Achievements - Representation of Aboriginal Persons***

Between 2014 and 2018, the representation of Aboriginal Persons *increased and/or remained above* the level of workforce availability in 5 out of 9 EEOGs.

The representation of Aboriginal persons in EEOG02 (Middle and other Managers), EEOG04 (Semi-Professionals & Technicians), EEOG05 (Supervisors), EEOG07 (Administrative and Senior Clerical Personnel) and EEOG10 (Clerical Personnel) is *higher* than the applicable level of workforce availability.

## ***Opportunities - Representation of Aboriginal Persons***

The representation of Aboriginal persons in EEOG01 (Senior Managers) decreased from 16.7% in 2014 to 0% in 2018 because two senior managers who are Aboriginal persons retired from Randstad Canada during the review period. Recruiting for senior roles is often challenging because of the naturally small applicant pool. This change in representation is concerning to us and we will continue to take all reasonable steps to address it.

As detailed below, Randstad Canada's 2018 numerical goals include making reasonable progress on increasing the representation of Aboriginal persons to equal or exceed current workforce availability in EEOG03 (Professionals).

## **Representation of Persons with Disabilities 2014-2018**

<b>Representation of Persons with Disabilities by EEOG</b>	<b>2014</b>		<b>2018</b>		
	<b>Workforce Availability</b>	<b>Randstad (%)</b>	<b>Workforce Availability</b>	<b>Goal from 2014</b>	<b>Randstad (%)</b>
01: Senior Managers & 02: Middle and Other Managers	4.3%	0%	4.3%	4.3%	0%
03: Professionals	3.8%	4.9%	3.8%	N/A	1.8%
04: Semi-Professionals & Technicians	4.5%	0%	4.6%	4.6%	0%
05: Supervisors	13.9%	1%	13.9%	6%	1.7%
07: Administrative and Senior Clerical Personnel	3.4%	3.5%	3.4%	N/A	1.1%
08: Skilled Sales and Service Personnel	N/A	N/A	3.5%	N/A	0% <sup>11</sup>
10: Clerical Personnel	7%	1.2%	7%	5.9%	0%
11: Intermediate Sales and Service Personnel	5.6%	2.9%	5.6%	5.6%	0.8%

<sup>11</sup> There is only 1 employee classified under EEOG08.

## ***Achievements - Representation of Persons with Disabilities***

Between 2014 and 2018, the representation of Persons with Disabilities *increased* in EEOG05 (Supervisors) from 1% to 1.7%, which made some progress towards the workplace availability of 13.9%.

## ***Opportunities - Representation of Persons with Disabilities***

Significant opportunities exist for Randstad to improve the representation of Persons with Disabilities in its workforce.

Between 2014 and 2018, the representation of Persons with Disabilities at Randstad Canada *decreased or remained the same* in 7 out of 9 EEOGs. For all EEOGs, rates of representation at Randstad Canada are *lower* than the workforce availability percentages.

We will continue to take all reasonable steps to address the low representation of Persons with Disabilities at Randstad. We intend to enhance our efforts regarding recruitment and retention of Persons with Disabilities over the next review period to hopefully improve these results. The gap in representation is concerning to us.

As detailed below, Randstad Canada's 2018 numerical goals include making reasonable progress on increasing the representation of Persons with Disabilities to equal or exceed current workforce availability in EEOG01/02 (Senior Managers and Middle and Other Managers), EEOG04 (Semi-Professionals & Technicians), EEOG05 (Supervisors), EEOG07 (Administrative & Senior Clerical Personnel), EEOG10 (Clerical Personnel) and EEOG11 (Intermediate Sales & Service Personnel).

## **Representation of Visible Minorities 2014-2018**

<b>Representation of Visible Minorities by EEOG</b>	<b>2014</b>		<b>2018</b>		
	<b>Workforce Availability</b>	<b>Randstad (%)</b>	<b>Workforce Availability</b>	<b>Goal from 2014</b>	<b>Randstad (%)</b>
01: Senior Managers	10.1%	33.3%	10.1%	N/A	0%
02: Middle and Other Managers	15%	14.6%	15%	N/A	16.7%
03: Professionals	21.7%	22%	25.5%	N/A	19.6%
04: Semi-Professionals & Technicians	29.7%	73.3%	25.5%	N/A	75%
05: Supervisors	26.1%	21.2%	26.4%	25.9%	15.7%
07: Administrative and Senior Clerical Personnel	21.5%	20.7%	19.6%	21.7%	23.9%
08: Skilled Sales and Service Personnel	N/A	N/A	8.5%	N/A	0% <sup>12</sup>
10: Clerical Personnel	28.8%	34.1%	25.3%	N/A	31.2%
11: Intermediate Sales and Service Personnel	22.4%	17.3%	35.9%	22%	19.5%

<sup>12</sup> There is only 1 employee classified under EEOG08.



### ***Achievements - Representation of Visible Minorities***

Between 2014 and 2018, the representation of Visible Minorities *increased and/or remained above* the level of workforce availability in 4 out of 9 EEOGs, namely, EEOG02 (Middle and other Managers), EEOG04 (Semi-Professionals & Technicians), EEOG07 (Administrative and Senior Clerical Personnel) and EEOG10 (Clerical Personnel).

### ***Opportunities - Representation of Visible Minorities***

Between 2014 and 2018, the representation of Visible Minorities *decreased and was below* the applicable workforce availability for EEOG01 (Senior Managers), EEOG04 (Semi-Professionals & Technicians), EEOG08 (Skilled Sales and Service Personnel) and EEOG11 (Intermediate Sales & Service Personnel).

Notably, leadership turnover resulted in the decrease from 33.3% to 0% representation amongst EEOG01 (Senior Managers). Recruiting for senior roles is often challenging because of the naturally small applicant pool. This significant gap in representation is concerning to us and we will continue to take all reasonable steps to address it.

## **Measures to Support Employment Equity During the Review Period**

As discussed above, Randstad achieved 2 of its 11 short term numerical representation goals that were established in 2014.

These results are disappointing to us given the high priority we have placed on employment equity, including making all reasonable efforts to meet our goals. Our key efforts are outlined below, divided into the areas of communications, equity environment, employment systems and initiatives for designated groups.

### ***Communications***

We have placed a high priority on increasing employment equity awareness and understanding amongst our workforce, our clients and talent pool with the goal of integrating diversity & inclusion considerations into our corporate culture and industry reputation.

### ***Executive Champion***

Lara Speirs, Executive Vice President & General Counsel, Legal & Public Affairs was appointed the Chief Diversity, Inclusion and Equity Officer for Randstad Canada. Responsibility for equity efforts and progress previously resided solely with human resources leaders. Lara's appointment elevated the visibility and priority placed on employment equity and illustrates Randstad Canada's focus on ensuring the necessary leadership, investment and accountability regarding equity issues.

Lara brings a wealth of experience to her role as lead employment equity champion at Randstad Canada, including more than 20 years specializing in human rights and accommodation law and past leadership positions with organizations that fall under the Legislated Employment Equity Program (LEEP). She is responsible for ensuring that sufficient focus, resources and accountability measures are in place for Randstad Canada to comply with its employment equity commitments under the FCP. Lara's focus on public affairs brings an added opportunity to establish new alliances and partnerships in support of initiatives for designated groups.

Moving forward, Lara is partnering with Audra Jenkins, Chief Diversity & Inclusion Officer at Randstad North America, to share best practices and ideas for further championing diversity & inclusion at Randstad Canada. Lara aims to leverage Audra's expertise and approaches used by Randstad North America, particularly in relation to recruitment outreach, to accelerate closing any employment gaps at Randstad Canada.

### ***Canadian Leadership Team Engagement***

Employment equity progress, recommendations and action items have been added as a mandatory agenda item on the quarterly meetings held by the Canadian Leadership Team (CLT), which is a group of senior leaders who are responsible for driving Randstad Canada's business and represent all lines of business and functional areas. The CLT discussion will be led by Lara Speirs, Chief Diversity, Inclusion and Equity Officer. This initiative ensures ongoing visibility and awareness of employment equity achievement at the executive level and provides a platform for engagement at the highest levels of the organization.

Discussions at the CLT level have resulted in the implementation of several national initiatives that support employment equity, including:

- A mental health awareness campaign
- Increased availability of training, clarity of promotional opportunities
- New community partnerships were identified

- the Diversity Council was introduced

### ***Talent Acquisition Leadership & Team Engagement***

Randstad's internal Talent Acquisition Team is the heart of its staffing and recruitment lines of business. The reporting structure and accountabilities of this team changed at the direction of Lara Speirs, Chief Diversity, Inclusion and Equity Officer, to more effectively prioritize employment equity commitments.

In concrete terms, this means the Team's leadership has been reorganized under a Director-level leader rather than a manager, the Talent Acquisition Director's key performance indicators upon which they will be evaluated and incentivized will include employment equity efforts and progress, and employment equity efforts and progress has been re-emphasized as a core strategic priority for the entire Team. In addition, the Director of the Talent Acquisition Team will present a scorecard on a quarterly basis to Randstad's Lara Speirs, Chief Diversity, Inclusion and Equity Officer, providing updates on employment equity efforts and progress, with recommendations and an action plan for the following quarter and year.

### ***Website Presence***

Randstad Canada's employment equity commitments are prominently featured on our public website, which underscores our efforts to communicate to both our workforce and our industry the commitments we have made and our approach to employment equity.

### ***New Employee Engagement***

New employees are given the opportunity to self-identify using our established employment equity survey tool. New employees also receive training during onboarding on the policies aimed at creating a corporate environment that supports employment equity, including the non-harassment, non-discrimination and employment equity policies.

## **Equity Environment**

Our key efforts to create a corporate environment that supports employment equity have been:

### ***Diversity & Inclusion Council***

In 2017, and as a result of discussions at the CLT level, Randstad Canada created a 15 member Diversity & Inclusion Council comprised of a diverse group of employees representing all levels of the Company, co-chaired by two executive sponsors (Lara Speirs and Carolyn Levy). The Diversity & Inclusion Council focuses on shared experiences and positive culture in the workplace. Its mandate is:

- To help develop a diverse, supportive, and inclusive environment at Randstad Canada.
- To expand the diversity of our workforce through promotion and recruitment activities.
- To reduce barriers in the workplace for individuals in underrepresented groups.
- To act as champions of diversity and inclusion in their respective regions.
- To consult with employees about their experience regarding equity and inclusivity and highlight concerns to senior management.

The Diversity & Inclusion Council is currently planning a workplace event for Mental Health Awareness Week in May 2018.

### ***Employment Equity Committee***

In February 2016, Randstad Canada established an Employment Equity Committee to work with our Chief People Officer, to implement and monitor Randstad Canada's employment equity plan. In 2018, Lara Speirs, Chief Diversity, Inclusion and Equity Officer, assumed leadership of this Committee. The current Committee membership includes representatives from Human Resources, Talent Acquisition and the Legal department. The Committee is responsible for:

- assisting in the communication and promotion of employment equity activities to employees;
- reviewing employment policies and practices to ensure they do not present any barriers to the full participation of designated group members;
- to expand the diversity of our workforce through promotion and recruitment activities;
- assisting in the development and maintenance of the employee equity plan.

### ***Non-Discrimination and Harassment Prevention Policies***

Randstad Canada reviewed and updated its formal policies that aim to create and maintain a work environment that is non-discriminatory and free from harassment. We have created clear procedures for responding to the needs of existing and future employees. These

policies support members of designated groups by ensuring they are not denied access to employment opportunities or benefits and have avenues available to them to raise and remedy any concerns.

### ***Upholding our Non-Discrimination Principles in Client Facing Work***

We require employees to stay true to Randstad Canada's culture of diversity & inclusion and non-discrimination policy in the course of performing their client facing work.

Employees of Randstad Canada agree to refuse any job orders received from a client that would require us to discriminate in any way during our recruiting and selection process for example, by excluding candidates from consideration who are members of certain ethnic groups, candidates of one gender or those who are disabled or part of any other group protected by human rights legislation.

Employees are encouraged to raise concerns regarding clients' potentially discriminatory instructions with their manager or Human Resources and are held accountable for upholding our principles regarding non-discrimination in their work.

### ***Local Integrity Officer & Workplace Misconduct Reporting Procedure***

Randstad Canada implemented a misconduct reporting procedure that permits an employee to anonymously submit a report online or by phone alleging misconduct in the company. The scope of the anticipated misconduct that may be addressed through this avenue is broad and would include employment equity concerns.

Lara Speirs, Chief Diversity, Inclusion and Equity Officer has been appointed as the Local Integrity Officer for Randstad Canada. She is accountable to ensure that all reported cases are investigated and dealt with in a lawful and timely manner. This procedure emphasizes to employees the importance of integrity and provides a concrete avenue of redress for an employee

### ***Sustainability Framework***

At the core of Randstad Canada's policies, practices and programs is a Sustainability Framework, which is our long-term strategic view of our future organizational success. The Framework supports employment equity in a number of ways including identifying and promoting diversity is a core driver of the business.

## Employment Systems Review

While employers under the FCP are no longer required to conduct an Employment Systems Review (ESR), Randstad Canada believed it was important to undertake this analysis. This work began in 2015 and was completed in the Winter of 2017. The ESR reviewed nine employment systems: recruitment, selection, hiring, training, development, promotion, accommodation, retention and termination. Randstad Canada will be reviewing further implementation of the ESR recommendations moving forward.

## Initiatives for Designated Groups

### *Equity-Minded Recruitment Practices*

When we recruit to fill vacancies at Randstad Canada, our recruitment and selection techniques reflect our commitment to diversity & inclusion:

- job postings routinely include information regarding our diversity initiatives and the availability of accommodation in the recruitment process and during employment;
- opportunities are posted widely on our website and with major search engines and job websites such as Indeed, Workopolis, Monster and Job Bank and are not part of a “hidden job market” that is unavailable to members of designated groups. Randstad is building its capacity for outreach to community groups associated with the designated groups in order to further enhance its recruitment pool of candidates;
- all education and other shortlisting requirements are tested to ensure that they do not inappropriately screen out designated group members;
- all hiring tests are being tested for validity and reliability so do not unintentionally screen out members of designated groups;
- interview questions and selection criteria relate solely to bona fide occupational requirements;

### *Ongoing Commitment to Training that Supports Employment Equity*

Randstad Canada takes a continuous improvement approach to training our internal Talent Acquisition Team, including providing or facilitating mandatory training on topics relevant to employment equity, including:

- preventing discrimination in hiring;
- applicant and employee accommodation;
- Accessibilities for Ontarians with Disabilities Act (AODA) compliance;
- Intercultural Competence: The Employer’s Role

- Mastering Inclusive Communications
- Diversity & Inclusion Council and Committees
- Diversity and Inclusion Fundamentals
- Identifying and Overcoming Unconscious Bias
- Addressing Bias in Hiring
- Promising practices on women's advancement

In addition, Lara Speirs has conducted workplace harassment, investigation and accommodation **training** of Human Resources and others, all of which supports a fair and equitable environment for members of designated groups

A complete library of pre-recorded training sessions on attracting diverse talent are available in Randstad Canada's Learning Management System called **Randstad University** and has been distributed to all Talent Acquisition Specialists.

Relevant training modules are also rolled out to hiring managers and form part of new employee onboarding.

### ***Diversity & Inclusion Open House***

Randstad Canada hosted a Diversity Open House in February 2018 that was aimed at candidates from designated groups. Information regarding the event was posted on LinkedIn and was viewed by close to 4000 contacts. It was also "liked" by many Randstad Canada employees. The event was also publicized on the job search website Indeed.com, various other recruitment platforms, on Facebook and posted to Emploi Quebec.

The event was a success. Randstad Canada saw an immediate increase in applicants reaching out to the Talent Acquisition Team after the event was posted on LinkedIn. Future Diversity Open Houses will be scheduled and the team is excited about the venture.

## **Special Measures - Women**

### ***Women Shaping Business***

Randstad Canada's ambition is to contribute to a sustainable future, both socially and economically, through facilitating the development of fair and efficient labour markets across the country. Through our *Women Shaping Business* program, we have committed to helping achieve gender equality, promote equal opportunities and inclusivity.

To reach this goal, we run an inclusive women's networking series, develop research and promote it through the media to ensure we provide a contemporary, professional and social platform for all women in business. Our research includes an annual nationwide survey in

collaboration with Ipsos Reid, asking Canadian women how they feel the country has progressed toward equality at work.

We host a Women Shaping Business LinkedIn group and promote discussion on social media using the hashtags #womenshapingbiz and #mywfactor.

Based on this and other initiatives, Randstad Canada has been recognized multiple times as a "Best Workplaces in Canada for Women" by the Great Place to Work Institute. In addition, Randstad Canada was acknowledged by with an Achievement in Communications Excellence for the Women in Shaping Business program.

### ***Pay Equity Compliance***

As approximately 85% of Randstad Canada's employees are based in Ontario and Quebec, compliance with those provinces' pay equity obligations are particularly important to ensure a fair and equitable working environment for women.

As a large private sector employer, Randstad is committed to the achievement and maintenance of pay equity between male and female dominated job classes of comparable value within its organization.

As part of its commitment, Randstad has undertaken a pay equity review exercise pursuant to Ontario's *Pay Equity Act*. This significant undertaking commenced in May 2017 and has involved the identification of more than 160 job classes, the determination of gender predominance for each job class and required the evaluation of each job class to determine its value based on the criteria of skill, effort, responsibility and working conditions. The exercise now involves an in-depth review of all aspects of compensation for each job class along with the comparison of female to male job classes of equal or comparable value to ensure parity in total compensation.

Randstad anticipates this project will be completed by Spring 2018. The results will be subject to ongoing maintenance in the future as new or changed jobs or other changes to compensation may require from time to time.

Pay equity compliance was achieved in Quebec most recently as part of a procesin May 2016 and the company provides the necessary annual filings associated with its pay equity plan and obligations.

### **Special Measures - Aboriginal Persons**

#### ***Makivik Corporation & Aboriginal Careers.ca***

Randstad Canada has partnered with **Makivik Corporation**, an organization mandated to protect the rights and interests of Inuit, to promote job postings and broaden our pool of applicants.



We have also arranged to post all roles in which Randstad is experiencing a representation gap for Aboriginal persons *i.e.* EEOG1 (Senior Managers), 3 (Professionals), 8 (Skilled Sales and Services Personnel) and 11 (Intermediate Sales and Service Personnel) on **aboriginalcareers.ca** to further broaden the pool of candidates aware of career opportunities at Randstad Canada.

### *LinkedIn Activity to Support Aboriginal Recruitment*

Randstad Canada's Talent Acquisition Team committed to posting an article relevant to the recruitment of Aboriginal persons once every two weeks during the periods when we are recruiting roles in the target EEOGs listed above.

### *Multicultural Business Solutions*

Randstad Canada has partnered with Lionel Laroche and his firm MultiCultural Business Solutions, to provide training to the Talent Acquisition team regarding recruiting, retaining and promoting culturally different employees, with an emphasis on Aboriginal persons. Randstad Canada's Talent Acquisition team will also engage with MultiCultural Business Solutions in relation to networking and outreach events.

### *Outreach & Broadening Applicant Pool*

Senior Vice President, Public Sector Practice, Sue Nuttall, P. Eng., is working with Aboriginal Partners to drive Federal Government business through Aboriginal Contractual Set Asides into organizations such as Indian and Northern Affairs, Shared Services Canada to name a few. Randstad Canada's two Aboriginal partners are Plato Testing and ADRM TEC. Plato Testing is developing and leveraging a network of Aboriginal software testers across Canada. ADRM Technology Consulting Group Corp is a privately-owned Canadian Aboriginal professional services consulting company.

Randstad Canada is leveraging our Aboriginal partners' and clients' networks to create awareness and provide access to employment opportunities for Aboriginal persons within Randstad Canada. This is accomplished by facilitating the connection of Randstad Canada's Talent Acquisition team with our Aboriginal partners/clients who provide further outreach to share specific Randstad Canada job opportunities on a quarterly basis, within their respective Aboriginal communities at large.

### **Special Measures - Persons with Disabilities**

Attracting and retaining employees who are Persons with Disabilities has been a challenge. To further support our efforts, we have formed partnerships with **Ready, Willing and Able, Spinal Cord Injury Ontario, Acces Employment, and Path Employment Services** to promote job opportunities and provide job search and other assistance.

Other initiatives relating to recruiting and retaining Persons with Disabilities include:

- ensuring AODA compliance, increased accessibility of facilities through retrofit projects
- assessment of opportunities to automate processes or to use technology to support human effort (visual aids, mobility devices)
- increased opportunity for flexibility in working arrangements including a formal flexible work arrangement policy;
- Focus on mental health in the workplace, reducing stigma of mental disabilities. Annual participation in **#belletstalk**

Randstad Canada is also exploring options for its Canadian Leadership Team (CLT) to engage in training on recognizing and addressing mental health issues impacting the workplace and leaders' role in promoting mentally healthy workplaces.

## Special Measures - Visible Minorities

### *Acces Employment*

Acces Employment helps new immigrants connect with the Canadian job market. Randstad Canada:

- sends Acces all of our **career emails** so that their members can see our postings and apply;
- Sponsor and participate in **speed mentoring** sessions for job seekers new to Canada. We focus on groups interested in Human Resources, Engineering and Entrepreneurs;
- has identified and supported 10 Randstad employees to **mentor** Newcomers as part of Acces' program.

## 2018-2021 Short Term Numerical Representation Goals

Randstad Canada's short term numerical representational goals for 2018-2021 are contained in the Achievement Table: Goals section, an attached spreadsheet. These goals were established through reviewing the company's prior achievements and current gaps. Some goals are being carried forward and some are new.

The short-term numerical goals are based on an overall 2.2% annual increase in the number of positions in the company, which is reflective of strategic plans. The short-term goals are for a three-year period and have taken into account the turnover rates in each EEOG, the anticipated number of hires in each EEOG, and the anticipated number of departures or terminations of designated group members in each EEOG where they are under-represented.

In setting its 2018-2021 goals, Randstad Canada also closely examined the relevant workforce availability rates (internally and externally) and the degree of under-representation of designated group members in specific EEOGs. In addition, we examined what effect the goals would have on non-designated group members, since the goal of employment equity is not to exclude or negatively impact non-designated groups.

## Randstad Canada 2018-2021 Short Term Numerical Representation Goals

<b>Women</b>	<b>2018 Workforce Availability</b>	<b>2018 Randstad (%)</b>	<b>2021 Randstad Goal (%)</b>
04: Semi-Professionals & Technicians	23.3%	8.3%	23.3%
11: Intermediate Sales and Service Personnel	64.1%	42.4%	64.1%

<b>Aboriginal Persons</b>	<b>2018 Workforce Availability</b>	<b>2018 Randstad (%)</b>	<b>2021 Randstad Goal (%)</b>
03: Professionals	1.5%	0%	1.5%
11: Intermediate Sales and Service Personnel	1.6%	0%	1.6%

<b>Persons with Disabilities</b>	<b>2018 Workforce Availability</b>	<b>2018 Randstad (%)</b>	<b>2021 Randstad Goal (%)</b>
01: Senior Managers & 02: Middle and Other Managers	4.3%	0%	4.3%
04: Semi-Professionals & Technicians	4.6%	0%	4.6%
05: Supervisors	13.9%	1.7%	7%
07: Administrative and Senior Clerical Personnel	3.4%	1.1%	3.4%
10: Clerical Personnel	7%	0%	7%
11: Intermediate Sales and Service Personnel	5.6%	0.8%	5.6%

<b>Visible Minorities</b>	<b>2018 Workforce Availability</b>	<b>2018 Randstad (%)</b>	<b>2021 Randstad Goal (%)</b>
03: Professionals	25.5%	19.6%	25.5%
05: Supervisors	26.4%	15.7%	26.4%
11: Intermediate Sales and Service Personnel	35.9%	19.5%	35.9%

## Future Strategies

Given our disappointment in the 2018 representation results, Randstad Canada has committed to renewing and re-invigorating its efforts over the 2018-2021 review period to achieve reasonable progress in closing the representation gap for the four designated groups. Our key new strategies are outlined below, which will supplement our ongoing efforts described above.

### *Women of Randstad*

Women of Randstad will be a mentoring and professional development internal network that supports Randstad's efforts to recruit, retain and advance women. The specific goals and structure of the network will be mapped out later in 2018, led by President of Randstad Technologies, Carolyn Levy.

### *Women in STEM & Women in Leadership*

President of Randstad Technologies, Carolyn Levy, will also be spearheading "Women in STEM" and "Women in Leadership" initiatives with organizations and educational institutions across Canada. As Carolyn is a new President for Randstad Technologies as of October 2017, this agenda is currently being mapped out and will be executed starting in the summer of 2018.

### *Young Presidents' Organization (YPO) - Championing Women in Leadership*

President of Randstad Technologies, Carolyn Levy, has been invited to participate in a chapter of YPO focusing on diversity. This is a new forum that will launch in 2018 to share best practices and engage business leaders. Carolyn intends to act as a champion of the program to attract women in leadership.

### *Partnership with the CNIB (formerly Canadian Institute for the Blind)*

CNIB provides support and other services to ensure that Canadians who are blind or partially sighted have the confidence, skills and opportunities to fully participate in life, including work opportunities. Randstad has partnered with CNIB on the following exciting initiatives:

- In Q2 2018, CNIB will hold a series of live, workshop-style training sessions with Randstad's Talent Acquisition Team on how to source, interview and place partially sighted or blind candidates. This will be a two-hour session available to every recruiter in the GTA. We are also investigating holding a National webinar version of this training session during Q2 of 2018 to extend the reach of this training across the country.
- Randstad has partnered with CNIB's "Career Enhancement Program" in which CNIB members who are looking for work opportunities are taught interview and resume writing skills. We will offer Randstad's training room for these workshops and a

number of our Talent Acquisition Team will "role play" interviews and provide feedback to the participants.

- In addition, Randstad is actively investigating creating a co-op program with CNIB in which their members could apply for an intern/co-op position at a Randstad location. We expect that approval will be sought for this program in Q2 2018 with rollout thereafter.

### **Canada Job Expo - March 22, 2018**

Canada Job Expo is a large recruiting event in the Greater Toronto Area. It is an opportunity for job seekers from diverse experiences including visible minorities and newcomers to meet future employers face to face.

In attending this event in 2017, Randstad Canada broadened its pool of potential candidates and we plan to attend again in 2018..

### **University de Montreal Conference "Equality, Diversity and Inclusion in 2018: Progresses, Setbacks or New Challenges"**

Our vision in obtaining approval to participate in this academic international conference is to network and gain insight in equality, diversity and inclusion trends. We seek to gain additional information on strategic ways we are able to bring new employment equity initiatives to Randstad Canada.

### **Partnership with Centre Gold**

Centre Gold is a private, not-for-profit organization whose mission includes supporting and providing training regarding autism spectrum disorders and developmental disabilities.

Randstad Canada involvement with Center Gold is to support their Employer Support Program. We are collaborating with Center Gold-RWA to engage as an employer in better understanding the value of hiring people with disabilities. Our hiring manager Cynthia Megelas from our payroll department has been collaborating with Center Golden since 2017 to identify opportunities for work placements. We have sent our internal careers email and all our internal job postings to Center Gold in order to give equal employment opportunity for applicants involved with the center.

### **Fostering a Corporate Culture of Equality, Contribution & Outreach**

Randstad has connected with a series of non-profit community groups whose target audience and/or mission directly relate to the four designated groups.

Members of our Talent Acquisition Team will partner with each community group to hold events that focus on basic computer training, resume preparation, job search skills and mock job interviews.

The goals of this outreach initiative are to contribute to the work of non-profit community groups and connect our recruitment professionals to organizations active with members of designated groups. As the network develops, Randstad will explore opportunities to leverage its relationships with these non-profit community groups to further broaden our recruitment pool in relation to the designated groups.

The non-profit community groups Randstad Canada has engaged for the first phase of this initiative are:

### ***Women-Focused Groups***

Canadian Women's Foundation - advances gender equality in Canada by funding programs that empower women and girls to move out of violence, out of poverty and into confidence and leadership.

Dress for Success Toronto - "empowers women to achieve economic independence by providing a network of support, professional attire and the development tools to help women thrive in work and in life."

Isisters Technology Mentoring Inc. - develops and delivers technology programs and mentors women in collaboration with community partners.

### ***Aboriginal Persons-Focused Groups***

The Native Women's Resource Centre of Toronto (NWRCT) - provides services to Aboriginal women in the areas of housing, families, advocacy, employment, education and youth.

2spirits.com - provides education and support for 2-Spirit, including First Nations, Metis and Inuit people living with or at risk for HIV and related co-infections in the Greater Toronto Area.

Indspire - "Indspire is a national Indigenous-led registered charity that invests in the education of Indigenous people for the long term benefit of these individuals, their families and communities, and Canada." Indspire works in partnership with private and public stakeholders.

Native Women's Association of Canada - "The Native Women's Association of Canada (NWAC) is founded on the collective goal to enhance, promote, and foster the social, economic, cultural and political well-being of First Nations, Métis and Inuit women. NWAC is an aggregate of thirteen Native women's organizations from across Canada and was incorporated as a non-profit organization in 1974."

### ***Persons with Disabilities-Focused Groups***

ATN Access Inc.- “provides, as a fundamental right, access to technology to assist individuals with disabilities to reach their employment and learning goals.”

Aboutface Craniofacial Family Society - “promote and enhance positive mental and emotional well-being of individuals with facial differences and their families through social and peer support, information, educational programs and awareness.”

Canadian Helen Keller Centre - provides “training, affordable housing, intervenor and senior services for individuals who are deafblind.”

Common Ground Co-Operative - creates social enterprise opportunities and provides training to adults with developmental disabilities, including a skills and job training program.

March of Dimes - Randstad has initiated discussions to partner with March of Dimes, a charity that provides a wide range of programs and services to people with physical disabilities.

### ***Visible Minorities-Focused Groups***

Heritage Skills Development Centre (HSDC) - provides programs and services to new immigrants, refugees and minorities in the Greater Toronto Area.

COSTI Immigrant Services - provides educational, employment and social services programs to immigrants.

## Conclusion

Randstad Canada recognizes that we fell short of our 2014-2018 numerical representation goals (2 goals achieved out of 11 goals), despite significant senior leadership engagement, appropriate investment from a human resources and other perspectives, workplace policies and a culture that supports employment equity.

As described in the narrative set out above, Randstad Canada made all reasonable efforts to ensure that progress was made towards achieving its representation goals. Given the lack of progress in some areas of representation, we have reflected on and analyzed our past efforts. We have designed a plan for re-investment and strategic focus on employment equity moving forward that we are confident will yield stronger outcomes for the 2018-2021 review period.

We request a finding that Randstad Canada is compliant with its obligations under the Federal Contractors Program.



**From:** Matthew Gdyczynski <matthew.gdyczynski@randstad.ca>  
**Sent:** March 5, 2018 5:13 PM  
**To:** Normandin, Ward W [NC] <ward.normandin@labour-travail.gc.ca>  
**Cc:** Lara Speirs <lara.speirs@randstad.ca>; Bonni Titgemeyer <btitgemeyer@theemployerschoice.com>  
**Subject:** Randstad Canada - Federal Contractors Program Compliance Assessment Submission - 050589

Good Afternoon Ward,

Attached please find the following documents for our submission for our 2nd compliance assessment:

- Forms 1, 4, 5 and 6 covering our workforce data at the national level (including hiring, promotion and termination data between 2014 and 2018);
- an updated Workforce Analysis including the Summary Report and Detailed Report; and
- a completed Achievement Report, in excel format, that includes revised short-term and long-term goals for any gaps in representation.

In lieu of completing the "Comments" section on the Achievement Report, and the "Reasonable Efforts Form", attached you will find a voluntary report that we have prepared that goes into greater detail than the "Comments" section or the "Reasonable Efforts Form" would allow.

Please let me know if you have any questions.

Thank you,

Matthew

**Matthew Gdyczynski**  
Total Rewards Manager and Privacy Officer

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