s.19(1)

s.24(1)

Employment and Social Development Canada

Emploi et Développement social Canada

OFFICIAL USE ONLY
Agreement N°;

Labour Program Federal Contractors Program

Agreement to Implement Employment Equity

☐ New Agreement				
Revised Agreement				
I	GANIZATION			
Legal Name of Organization SLR Consulting (Canada) Ltd		Parent company is	located outside	Canada
San consultang (sunday) sed			Yes	No
Operating Name (if different from Legal Name of Organization)		Procurement Bus	iness Shimker	
		Total number of er		ada 210
Organization's North American Industry Classification System (NAICS) (Pada XIS	(Full-Time/Part-Tin		
54162	onge M.		atcan.gc.ca/sub	Code Number please jects-sujets/standard- m02I-eng.htm
Official use only (if information above is incorrect)				
	r of employees in Canad	a	Organization's	NAICS Code No

	EAD OFFICE	***************************************		
Address (building number, street, suite, etc.) 200-1620 west 8th Avenue	City		Province	Postal Code
	Vancouver Telephone Number		Fax Number	V6J 1V4
	604 738 250			2520
	1004 730 230	0	604 738	4343
EMPLOYME	NT EQUITY CONT	ACT		
Name (print)	Title			
Ruth Pierce		ces Director		
Telephone Number 604 738 2500	E-mail Address			
	Thierceasing	consulting.co	m	
······································	RTIFICATION			
The above-named organization: • having a combined workforce of 100 or more permanent full-12 weeks or more in Canada, AND	time, permanent part-	time and temporar	y employees h	naving worked
 intending to bid on, or being in receipt of, a federal governme Supply Arrangement, valued at \$1,000,000 or more (including 	ent goods or services applicable taxes).	contract, standing	offer or contra	ct issued under a
Hereby certifies its commitment to implement or maintain employ	ment equity on an on	going basis, beyo	nd the period o	of the procurement
instrument, in keeping with the Federal Contractors Program req please refer to: http://www.esdc.gc.ca/eng/labour/eguality/fcp/ind-	uirements. For more	nformation on hov	v to implement	employment equity
	·····			
Important note: If an audit of the Agreement to Implement Employed the procurement instrument(s) with the Government of Canada management of Canada manageme	oyment Equity uncovenay be terminated.	ers misrepresentat	ion on the part	of the organization,
S	IGNATORY			
NOTE: The signatory must be the Chief Executive Officer OR are contract on behalf of the organization.	n authorized person in	an executive posi	tion with legal	authority to sign a
Name (print)	Title	***************************************		
Michael Young	Finance Dire	ctor		
Telephone Number	E-mail Address			
604 Signat	myoung@slrcc	nsulting.com	<u> </u>	
ogna.	3/14/14			
DETIID	INSTRUCTIONS		***************************************	
	CNOHOUNDER	······	······	
MPORTANT The original copy of the signed Agreement to Implement or (940) 963 9769 or by a small at the corresponding to the correspon	Employment Equity	form must be se	nt to the Labo	our Program fax,
at: (819) 953-8768 or by e-mail at: ee-eme@hrsdc-rhdcc.g	jc.ca			

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2015-11-20 to 2018-06-22

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

GEOGRAPHICAL AREAS

	ı	Province		
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	34	1	1	36
Nova Scotia	4	0	0	4
Manitoba	4	0	0	4
British Columbia	107	6	1	114
Saskatchewan	14	0	0	14
Alberta	37	1	0	38
Yukon	3	0	0	3
Northwest Territories	2	0	0	2
Total Employees in Ca	nada			215

	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employee
Calgary	22	1	0	2
Edmonton	10	0	0	1
Halifax	4	0	0	
Regina	7	0	0	
Toronto	32	1	1	3
Vancouver	52	3	0	5
Winnipeg	4	0	0	
Ottawa - Gatineau	2	0	0	
Saskatoon	7	0	0	
Kelowna	4	1	0	
Victoria	21	0	1	2
Alta. less CMA	s 5	0	0	
B.C. less CMAs	30	2	0	3
N.W.T.	2	0	0	
Y.T.	3	0	0	
Total Employe	ne in Canada	-		

Employment and Social Emploi et Développement Development Canada social Canada

SLR Consulting (Canada) Ltd. (certificate # 100193) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

Reporting Period 2015-11-20 to 2018-06-22

Occupational Group			All Employee:			original Peop			ns with Disa			s of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4	1	1										
Top Range: \$100,000 and over	3	1	1										
Bottom Range: \$100,000 and over	2												
	1	4	3	1									
	Total	6	5	1									
Middle and Other Managers	4	5	5										
Top Range: \$100,000 and over	3	7	6	1							2	2	
Bottom Range: \$ 55,000 - \$59,999	2	15	9	6							2	1	1
	1	4	3	1									
	Total	31	23	8							4	3	1
Professionals	4	1	1										
Top Range: \$100,000 and over	3												
Bottom Range: Under \$5,000	2												
	1	121	68	53	1	1		1		1	15	8	7
	Total	122	69	53	1	1		1		1	15	8	7
Semi-Professionals and Technicians	4	5	4	1							1		1
Top Range: \$ 85,000 - \$89,999	3	6	3	3									
Bottom Range: \$ 35,000 - \$39,999	2	7	4	3							1	1	
	1	11	2	9	3		3				3	1	2
	Total	29	13	16	3		3				5	2	3

Page 1 of 4 Canada

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National Reporting Period 2015-11-20 to 2018-06-22 SLR Consulting (Canada) Ltd. (certificate # 100193)

Occupational Group		,	All Employees	S	Ab	\boriginal Peop∣	oles	Perso	Persons with Disabilities	ilities	Members	Members of Visible Minorities	linorities	
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13	
Administrative and Senior Clerical Personnel	4	2		2							1		1	_

Occupational Group		A	All Employees	S	Ab	Aboriginal Peoples	les	Perso	Persons with Disabilities	oilities	Member	Members of Visible Minorities	1inorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Administrative and Senior Clerical Personnel	4	2		2							1		
Top Range: \$ 55,000 - \$59,999	3	2		2							1		1
Bottom Range: \$ 35,000 - \$39,999	2	1		1									
	1	4		4							1		1
	Total	9		9							3		မ
Clerical Personnel	4	1		1									
Top Range: \$ 55,000 - \$59,999	3	1	1								1	1	
Bottom Range: \$ 35,000 - \$39,999	2	2		2							1		_
	1	4		4							3		3
	Total	8	1	7							5	ļ	4
Total Number of Employees		205	111	94	4	1	3	-		-1	32	14	18

Form 2 B

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National Reporting Period 2015-11-20 to 2018-06-22 SLR Consulting (Canada) Ltd. (certificate # 100193)

Total Number of Employees			Bottom Range: \$ 15,000 - \$19,999	Top Range: \$ 20,000 - \$24,999	Administrative and Senior Clerical Personnel			Bottom Range: \$ 20,000 - \$24,999	Top Range: \$ 35,000 - \$39,999	Semi-Professionals and Technicians			Bottom Range: \$ 15,000 - \$19,999	Top Range: \$100,000 and over	Professionals	Salary Range Col. 1	Occupational Group
	Total	_	2	ω	4	Total	1	2	ω	4	Total	_	2	ω	4	QTR	<u> </u>
8	2	1			1	2	1			1	4	3			1	Total Col. 2	
																Men Col. 3	All Employees
8	2	1			1	2	1			1	4	3			1	Women Col. 4	S
																Total Col. 5	Ab
																Men Col. 6	Aboriginal Peoples
																Women Col. 7	iles
																Total Col. 8	Perso
																Men Col. 9	Persons with Disabilities
																Women Col. 10	bilities
																Total Col. 11	Membe
																Men Col. 12	Members of Visible Minorities
																Women Col. 13	/linorities

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Temporary / National

Reporting Period 2015-11-20 to 2018-06-22

Occupational Group		A	All Employee:	S	Ab	original Peop		Perso	ns with Disa	bilities	Member	s of Visible M	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Professionals	4												
Top Range: \$ 45,000 - \$49,999	3												
Bottom Range: \$ 45,000 - \$49,999	2												
	1	1	1										
	Total	1	1										
Administrative and Senior Clerical Personnel	4												
Top Range: \$ 40,000 - \$44,999	3												
Bottom Range: \$ 40,000 - \$44,999	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		2	1	1									

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / National

Reporting Period 2015-11-20 to 2018-06-22

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	2	2		1	1							
\$ 35,000 - \$37,499	2		2							2		2
\$ 37,500 - \$39,999	4	1	3							1	1	
\$ 40,000 - \$44,999	13	2	11	1		1				4		4
\$ 45,000 - \$49,999	30	10	20	1		1				5	1	4
\$ 50,000 - \$59,999	32	18	14	1		1				9	5	4
\$ 60,000 - \$69,999	21	12	9				1		1	1		1
\$ 70,000 - \$84,999	33	21	12							4	3	1
\$ 85,000 - \$99,999	22	14	8							1	1	
\$100,000 and over	46	31	15							5	3	2
Total Number of Employees	205	111	94	4	1	3	1		1	32	14	18

Form 3 B

SLR Consulting (Canada) Ltd. (certificate # 100193)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / National

Reporting Period 2015-11-20 to 2018-06-22

		All Employees	i	A	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 15,000 - \$17,499	1		1									
\$ 17,500 - \$19,999	1		1									
\$ 20,000 - \$22,499	1		1									
\$ 22,500 - \$24,999	1		1									
\$ 35,000 - \$39,999	2		2									
\$ 40,000 - \$49,999	1		1									
\$ 50,000 and over	1		1									
Total Number of Employees	8		8									

Form 3 C

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

		All Employees		ΑŁ	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	norities
alary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
,000 - \$49,999	2	1	1									
nber of Employees	2	_	1									

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

Reporting Period 2015-11-20 to 2018-06-22

		All Employees	i	Al	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women Col. 3	Total	Men	Women	Total	Men	Women	Total	Men Col. 11	Women
	Col. 1	Col. 2	C01. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	C01. 1 1	Col. 12
Senior Managers	4	3	1									
Middle and Other Managers	2	2								1	1	
Professionals	67	33	34				1		1	10	3	7
Semi-Professionals and Technicians	14	7	7	2		2				1		1
Administrative and Senior Clerical Personnel	3		3							1		1
Clerical Personnel	6	1	5							5	1	4
Total Number of Employees Hired	96	46	50	2		2	1		1	18	5	13

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / National Reporting Period 2015-11-20 to 2018-06-22

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

Form 4 B

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Temporary / National

Reporting Period 2015-11-20 to 2018-06-22

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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / National

Reporting Period 2015-11-20 to 2018-06-22

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

	Employe	es promoted (Employees pro	moted during	the year are to	be reported on	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.	ational groups	in which or to v	vhich they have	been last pro	moted.)
		All Employees		Al	Aboriginal Peoples	es	Pers	Persons with Disabilities	lities	Member	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Semi-Professionals and Technicians			_									
Total Number of Employees Promoted	1											
Total Number of Promotions	_		1									

Form 5 B

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Temporary / National

Reporting Period 2015-11-20 to 2018-06-22

	Employ	ees promoted	(Employees pro	moted during	the year are to	be reported or	nly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Occupational Croup		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Semi-Professionals and Technicians	1		1									
Total Number of Employees Promoted	1		1									
Total Number of Promotions	1		1									

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

Reporting Period 2015-11-20 to 2018-06-22

		All Employees		Ak	ooriginal Peop	les	Pers	sons with Disab	oilities	Membe	rs of Visible M	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	2	2										
Middle and Other Managers	3	3										
Professionals	30	11	19							6		6
Semi-Professionals and Technicians	6	5	1									
Administrative and Senior Clerical Personnel	4		4							1		1
Clerical Personnel	4		4	1		1				2		2
Total Number of Employees Terminated	49	21	28	1		1				9		9

008778

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / National Reporting Period 2015-11-20 to 2018-06-22

		All Employees		Al	Aboriginal Peoples	es	Pers	Persons with Disabilities	lities	Member	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	1	1										
Administrative and Senior Clerical Personnel	3											
Clerical Personnel	_											
Total Number of Employees Terminated	5	1	4									

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Temporary / National

Reporting Period 2015-11-20 to 2018-06-22

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

Workforce Analysis - Detailed Report

Date: 2018-06-22

Aboriginal Peoples

				Aborig	inal Peoples			
Employment Equity Occupational Group	Internal Location	All Employees #	Repres #	entation %	Availa %	ability #	Gap #	Recruitment Area
01 : Senior Managers	National	6	0	0.0 %	2.9 %	0	0	National
•						*********		
02 : Middle and Other Managers	National	31	0	0.0 %	2.2 %	1	-1	National
03 : Professionals		127	1	0.8 %	1.4 %	2	-1	
1121 : Human resources professionals	National	2	0	0.0 %	2.7 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	2	0	0.0 %	2.1 %	0	0	National
2111 : Physicists and astronomers	National	1	0	0.0 %	0.0 %	0	0	National
2112 : Chemists	National	1	0	0.0 %	0.6 %	0	0	National
2113 : Geoscientists and oceanographers	National	19	0	0.0 %	1.4 %	0	0	National
2114 : Meteorologists and climatologists	National	3	0	0.0 %	1.0 %	0	0	National
2115 : Other professional occupations in physical sciences	National	2	1	50.0 %	0.7 %	0	1	National
2121 : Biologists and related scientists	National	61	0	0.0 %	1.7 %	1	-1	National
2131 : Civil engineers	National	22	0	0.0 %	1.0 %	0	0	National
2132 : Mechanical engineers	National	1	0	0.0 %	0.7 %	0	0	National
2134 : Chemical engineers	National	2	0	0.0 %	0.6 %	0	0	National
2143 : Mining engineers	National	1	0	0.0 %	1.6 %	0	0	National
2144 : Geological engineers	National	4	0	0.0 %	0.8 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	1	0	0.0 %	0.9 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	1	0	0.0 %	1.0 %	0	0	National
2153 : Urban and land use planners	National	1	0	0.0 %	2.7 %	0	0	National
o114 : Veterinarians	National	1	0	0.0 %	1.6 %	0	0	National
161 : Natural and applied science policy researchers, consultants and program officers	National	1	0	0.0 %	2.7 %	0	0	National
169: Other professional occupations in social science, n.e.c.	National	1	0	0.0 %	4.7 %	0	0	National
04 : Semi-Professionals and Technicians		31	3	9.7 %	4.2 %	1	2	
2212 : Geological and mineral technologists and technicians	Alberta	2	1	50.0 %	2.5 %	0	1	Alberta



Workforce Analysis - Detailed Report

Date: 2018-06-22

Aboriginal Peoples

				Abori	ginal Peoples			
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		ability 	Gap	Recruitment Area
		#	#	%	%	#	#	
2212 : Geological and mineral technologists and technicians	British Columbia	4	0	0.0 %	8.3 %	0	0	British Columbia
2212 : Geological and mineral technologists and technicians	Ontario	1	0	0.0 %	5.4 %	0	0	Ontario
2212 : Geological and mineral technologists and technicians	Saskatchewan	1	1	100.0 %	11.9 %	0	1	Saskatchewan
2221 : Biological technologists and technicians	British Columbia	2	0	0.0 %	8.8 %	0	0	British Columbia
2221 : Biological technologists and technicians	Ontario	1	1	100.0 %	1.0 %	0	1	Ontario
2221 : Biological technologists and technicians	Saskatchewan	1	0	0.0 %	0.0 %	0	0	Saskatchewan
2231 : Civil engineering technologists and technicians	Alberta	2	0	0.0 %	4.1 %	0	0	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	3	0	0.0 %	3.5 %	0	0	British Columbia
2231 : Civil engineering technologists and technicians	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2231 : Civil engineering technologists and technicians	Saskatchewan	4	0	0.0 %	3.8 %	0	0	Saskatchewan
2232 : Mechanical engineering technologists and technicians	Alberta	1	0	0.0 %	3.5 %	0	0	Alberta
2253 : Drafting technologists and technicians	British Columbia	3	0	0.0 %	2.3 %	0	0	British Columbia
2253 : Drafting technologists and technicians	Ontario	1	0	0.0 %	1.3 %	0	0	Ontario
2253 : Drafting technologists and technicians	Saskatchewan	1	0	0.0 %	2.4 %	0	0	Saskatchewan
2255 : Technical occupations in geomatics and meteorology	Ontario	1	0	0.0 %	4.7 %	0	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Nova Scotia	1	0	0.0 %	3.1 %	0	0	Nova Scotia
2282 : User support technicians	British Columbia	1	0	0.0 %	1.8 %	0	0	British Columbia
07 : Administrative and Senior Clerical Personnel		12	0	0.0 %	4.2 %	1	-1	
Employment Equity Occupational Group	B.C. less CMAs	3	0	0.0 %	7.7 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	1	0	0.0 %	2.6 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	3.6 %	0	0	Edmonton
Employment Equity Occupational Group	Halifax	1	0	0.0 %	2.2 %	0	0	Halifax
Employment Equity Occupational Group	Kelowna	1	0	0.0 %	3.4 %	0	0	Kelowna
Employment Equity Occupational Group	Regina	1	0	0.0 %	6.4 %	0	0	Regina



Workplace Equity Information Management System - SLR Consulting (Canada) Ltd.

Workforce Analysis - Detailed Report

Date: 2018-06-22

Aboriginal Peoples

Employment Equity Occupational Group	Internal I ocation	All Employees	Represe	Aborig	Aboriginal Peoples	h H H V	G an	Recruitment Area
Employment Equity Occupational Group	Internal Location	All Employees #	Representation # %	entation %	Avail %	Availability #	Gap #	Recruitment Area
Employment Equity Occupational Group	Toronto	_	0	0.0 %	0.8 %	0	0	0 Toronto
Employment Equity Occupational Group	Vancouver	_	0	0.0 %	2.1 %	0	0	Vancouver
Employment Equity Occupational Group	Victoria	Ν	0	0.0 %	3.0 %	0	0	Victoria
10 : Clerical Personnel		ω	0	0.0 %	2.5 %	0	0	
Employment Equity Occupational Group	Calgary	_	0	0.0 %	3.0 %	0	0	Calgary
Employment Equity Occupational Group	Vancouver	7	0	0.0 %	2.4 %	0	0	Vancouver
Total		215	4	1.9 %	2.2 %	Sī	-	

Total may not equal sum of components due to rounding.

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



2018-06-22

Workforce Analysis - Detailed Report

Date: 2018-06-22

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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA



Workplace Equity Information Management System - SLR Consulting (Canada) Ltd.

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Workforce Analysis - Detailed Report

Date: 2018-06-22

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
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National

Workforce Analysis - Detailed Report

Date: 2018-06-22

Persons with Disabilities

				Persons	with Disabilit	ties	
Employment Equity Occupational Group	Internal Location	All Employees	Represe	entation	Avail	ability Ga	p Recruitment Area
		#	#	%	%	#	#
01/02 : Managers	National	37	0	0.0 %	4.3 %	2	-2 National
03 : Professionals	National	127	1	0.8 %	3.8 %	5	-4 National
04 : Semi-Professionals and Technicians	National	31	0	0.0 %	4.6 %	1	-1 National
07 : Administrative and Senior Clerical Personnel	National	12	0	0.0 %	3.4 %	0	0 National
10 : Clerical Personnel	National	8	0	0.0 %	7.0 %	1	-1 National
Total		215	1	0.5 %	4.1 %	9	8

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - SLR Consulting (Canada) Ltd.

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Workforce Analysis - Detailed Report

Date: 2018-06-22

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

04 · Copios Managoro	Employment Equity Occupational Group
EEOC	Perform Analysis By
Z) ±: 050	Recruitment Area

07 : Administrative and Senior Clerical Personnel 04 : Semi-Professionals and Technicians 03: Professionals 02: Middle and Other Managers 01 : Senior Managers 10 : Clerical Personnel EEOG **EEOG** NOC NOC **EEOG** FFOG CMA CMA Provincial **National National** National

Workforce Analysis - Detailed Report

Date: 2018-06-22

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
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National



Workforce Analysis - Detailed Report

Date: 2018-06-22

Members of Visible Minorities

				Members o	f Visible Mind			
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	sentation %	Avail %	ability #	Gap #	Recruitment Area
01 : Senior Managers	National	6	0	0.0 %	10.1 %	1	-1	National
02 : Middle and Other Managers	National	31	4	12.9 %	15.0 %	5	-1	National
03 : Professionals	National	127	15	11.8 %	18.8 %	24	-9	National
1121 : Human resources professionals	National	2	2	100.0 %	14.1 %	0	2	National
1123 : Professional occupations in advertising, marketing and public relations	National	2	1	50.0 %	16.9 %	0	1	National
2111: Physicists and astronomers	National	1	0	0.0 %	22.9 %	0	0	National
2112 : Chemists	National	1	0	0.0 %	37.3 %	0	0	National
2113 : Geoscientists and oceanographers	National	19	0	0.0 %	13.2 %	3	-3	National
2114 : Meteorologists and climatologists	National	3	1	33.3 %	15.3 %	0	1	National
115 : Other professional occupations in physical sciences	National	2	0	0.0 %	19.3 %	0	0	National
121 : Biologists and related scientists	National	61	2	3.3 %	17.2 %	10	-8	National
131 : Civil engineers	National	22	6	27.3 %	26.0 %	6	0	National
132 : Mechanical engineers	National	1	0	0.0 %	28.6 %	0	0	National
:134 : Chemical engineers	National	2	1	50.0 %	30.8 %	1	0	National
143 : Mining engineers	National	1	0	0.0 %	16.1 %	0	0	National
							_	
144 : Geological engineers	National	4	0	0.0 %	22.6 %	1	-1	National
147 : Computer engineers (except software engineers and designers)	National	1	1	100.0 %	38.2 %	0	1	National
148 : Other professional engineers, n.e.c.	National	1	0	0.0 %	27.3 %	0	0	National
153 : Urban and land use planners	National	1	0	0.0 %	12.8 %	0	0	National
114 : Veterinarians	National	1	0	0.0 %	11.3 %	0	0	National
161 : Natural and applied science policy researchers, consultants and program officers	National	1	1	100.0 %	13.6 %	0	1	National
169 : Other professional occupations in social science, n.e.c.	National	1	0	0.0 %	9.9 %	0	0	National
04 : Semi-Professionals and Technicians		31	5	16.1 %	19.1 %	6	-1	
212 : Geological and mineral technologists and technicians	Alberta	2	0	0.0 %	18.9 %	0	0	Alberta



Workplace Equity Information Management System - SLR Consulting (Canada) Ltd.

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Workforce Analysis - Detailed Report

Date: 2018-06-22

Members of Visible Minorities

				Members	Members of Visible Minorities	orities	ı	
Employment Equity Occupational Group	Internal Location	##	xepre	# %	% Ava	Availability 6 #	wap	Recruitment Area
2212 : Geological and mineral technologists and technicians	British Columbia	4	_	25.0 %	16.3 %	_	0	British Columbia
2212 : Geological and mineral technologists and technicians	Ontario	_	0	0.0 %	13.3 %	0	0	Ontario
2212 : Geological and mineral technologists and technicians	Saskatchewan	_	0	0.0 %	0.0 %	0	0	Saskatchewan
2221 : Biological technologists and technicians	British Columbia	2	_	50.0 %	24.6 %	0	_	British Columbia
2221 : Biological technologists and technicians	Ontario	_	0	0.0 %	22.6 %	0	0	Ontario
2221 : Biological technologists and technicians	Saskatchewan	_	0	0.0 %	9.3 %	0	0	Saskatchewan
2231 : Civil engineering technologists and technicians	Alberta	Ν	0	0.0 %	23.0 %	0	0	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	ω	_	33.3 %	26.5 %	_	0	British Columbia
2231 : Civil engineering technologists and technicians	Nova Scotia	_	0	0.0 %	13.5 %	0	0	Nova Scotia
2231 : Civil engineering technologists and technicians	Saskatchewan	4	0	0.0 %	12.1 %	0	0	Saskatchewan
2232 : Mechanical engineering technologists and technicians	Alberta	_	0	0.0 %	21.3 %	0	0	Alberta
2253 : Drafting technologists and technicians	British Columbia	ω	_	33.3 %	33.4 %	<u> </u>	0	British Columbia
2253 : Drafting technologists and technicians	Ontario	_	0	0.0 %	30.2 %	0	0	Ontario
2253 : Drafting technologists and technicians	Saskatchewan	_	0	0.0 %	6.3 %	0	0	Saskatchewan
2255 : Technical occupations in geomatics and meteorology	Ontario	_	0	0.0 %	15.3 %	0	0	Ontario
2263: Inspectors in public and environmental health and occupational health and safety	Nova Scotia	_	0	0.0 %	0.0 %	0	0	Nova Scotia
2282 : User support technicians	British Columbia	_	_	100.0 %	32.5 %	0	_	British Columbia
07 : Administrative and Senior Clerical Personnel		12	ω	25.0 %	12.0 %	_	2	
Employment Equity Occupational Group	B.C. less CMAs	ω	0	0.0 %	3.4 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	_	_	100.0 %	16.5 %	0	_	Calgary
Employment Equity Occupational Group	Edmonton	_	_	100.0 %	13.4 %	0	_	Edmonton
Employment Equity Occupational Group	Halifax	_	0	0.0 %	5.8 %	0	0	Halifax
Employment Equity Occupational Group	Kelowna	_	0	0.0 %	3.9 %	0	0	Kelowna
Employment Equity Occupational Group	Regina	_	0	0.0 %	5.3 %	0	0	Regina

Workforce Analysis - Detailed Report

Date: 2018-06-22

Members of Visible Minorities

				Members o	f Visible Mind	orities		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	37.3 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	35.3 %	0	1	Vancouver
Employment Equity Occupational Group	Victoria	2	0	0.0 %	8.2 %	0	0	Victoria
10 : Clerical Personnel		8	5	62.5 %	40.1 %	3	2	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	24.3 %	0	0	Calgary
Employment Equity Occupational Group	Vancouver	7	5	71.4 %	42.3 %	3	2	Vancouver
Total		215	32	14.9 %	18.5 %	40	-8	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - SLR Consulting (Canada) Ltd.

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Workforce Analysis - Detailed Report

Date: 2018-06-22

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

01 : Senior Managers	Employment Equity Occupational Group
EEOG	Perform Analysis By
National	Recruitment Area

07 : Administrative and Senior Clerical Personnel	04 : Semi-Professionals and Technicians	03 : Professionals	02 : Middle and Other Managers	
EEOG	NOC	NOC	EEOG	
CMA	Provincial	National	National	

EEOG

CMA

10 : Clerical Personnel

Workforce Analysis - Detailed Report

Date: 2018-06-22

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
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National



Workforce Analysis - Detailed Report

Date: 2018-06-22

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	6	1	16.7 %	27.4 %	2	-1	National
02 : Middle and Other Managers	National	31	8	25.8 %	38.9 %	12	-4	National
03 : Professionals		127	57	44.9 %	36.9 %	47	10	
1121 : Human resources professionals	National	2	2	100.0 %	71.1 %	1	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	2	2	100.0 %	66.4 %	1	1	National
2111 : Physicists and astronomers	National	1	1	100.0 %	16.0 %	0	1	National
2112 : Chemists	National	1	0	0.0 %	40.6 %	0	0	National
2113 : Geoscientists and oceanographers	National	19	10	52.6 %	22.4 %	4	6	National
2114 : Meteorologists and climatologists	National	3	1	33.3 %	30.2 %	1	0	National
2115 : Other professional occupations in physical sciences	National	2	1	50.0 %	16.8 %	0	1	National
2121 : Biologists and related scientists	National	61	29	47.5 %	50.9 %	31	-2	National
2131 : Civil engineers	National	22	4	18.2 %	15.3 %	3	1	National
2132 : Mechanical engineers	National	1	0	0.0 %	9.0 %	0	0	National
2134 : Chemical engineers	National	2	1	50.0 %	24.5 %	0	1	National
2143 : Mining engineers	National	1	0	0.0 %	12.1 %	0	0	National
2144 : Geological engineers	National	4	1	25.0 %	15.9 %	1	0	National
2147 : Computer engineers (except software engineers and designers)	National	1	0	0.0 %	12.6 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	1	1	100.0 %	15.8 %	0	1	National
2153 : Urban and land use planners	National	1	1	100.0 %	42.2 %	0	1	National
3114 : Veterinarians	National	1	1	100.0 %	55.7 %	1	0	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	1	1	100.0 %	41.0 %	0	1	National
4169 : Other professional occupations in social science, n.e.c.	National	1	1	100.0 %	58.1 %	1	0	National
04 : Semi-Professionals and Technicians		31	18	58.1 %	25.8 %	8	10	
2212 : Geological and mineral technologists and technicians	Alberta	2	2	100.0 %	32.8 %	1	1	Alberta



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Workforce Analysis - Detailed Report

Date: 2018-06-22

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	Representation # %	Availability %#	ability #	Gap #	Recruitment Area
2212 : Geological and mineral technologists and technicians	British Columbia	4	ယ	75.0 %	28.1 %	_	2	British Columbia
2212 : Geological and mineral technologists and technicians	Ontario	_	0	0.0 %	20.2 %	0	0	Ontario
2212 : Geological and mineral technologists and technicians	Saskatchewan	_	_	100.0 %	26.6 %	0	_	Saskatchewan
2221 : Biological technologists and technicians	British Columbia	2	2	100.0 %	49.4 %	<u> </u>	_	British Columbia
2221 : Biological technologists and technicians	Ontario	_	_	100.0 %	51.3 %	<u> </u>	0	Ontario
2221 : Biological technologists and technicians	Saskatchewan	<u> </u>	0	0.0 %	54.6 %	_	<u>.</u>	Saskatchewan
2231 : Civil engineering technologists and technicians	Alberta	2	2	100.0 %	21.2 %	0	2	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	ω	2	66.7 %	13.3 %	0	2	British Columbia
2231 : Civil engineering technologists and technicians	Nova Scotia	_	_	100.0 %	5.2 %	0	<u> </u>	Nova Scotia
2231 : Civil engineering technologists and technicians	Saskatchewan	4	_	25.0 %	18.9 %	<u></u>	0	Saskatchewan
2232 : Mechanical engineering technologists and technicians	Alberta	_	0	0.0 %	11.6 %	0	0	Alberta
2253 : Drafting technologists and technicians	British Columbia	ω	2	66.7 %	21.8 %	_	_	British Columbia
2253 : Drafting technologists and technicians	Ontario	<u> </u>	0	0.0 %	26.4 %	0	0	Ontario
2253 : Drafting technologists and technicians	Saskatchewan	_	0	0.0 %	22.6 %	0	0	Saskatchewan
2255 : Technical occupations in geomatics and meteorology	Ontario	<u> </u>	0	0.0 %	28.8 %	0	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Nova Scotia	_	_	100.0 %	28.1 %	0	_	Nova Scotia
2282 : User support technicians	British Columbia	<u> </u>	0	0.0 %	25.1 %	0	0	British Columbia
07 : Administrative and Senior Clerical Personnel		12	12	100.0 %	83.1 %	10	2	
Employment Equity Occupational Group	B.C. less CMAs	ω	ω	100.0 %	87.5 %	ω	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	1	_	100.0 %	80.5 %	_	0	Calgary
Employment Equity Occupational Group	Edmonton	_	_	100.0 %	84.6 %	_	0	Edmonton
Employment Equity Occupational Group	Halifax	_	_	100.0 %	81.4 %	_	0	Halifax
Employment Equity Occupational Group	Kelowna	<u> </u>	_	100.0 %	85.7 %	_	0	Kelowna
Employment Equity Occupational Group	Regina	<u> </u>	<u> </u>	100.0 %	80.7 %	_	0	Regina

Workforce Analysis - Detailed Report

Date: 2018-06-22

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
Employment Equity Occupational Group	Toronto	1	1	100.0 %	80.1 %	1	0	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	79.0 %	1	0	Vancouver
Employment Equity Occupational Group	Victoria	2	2	100.0 %	81.2 %	2	0	Victoria
10 : Clerical Personnel		8	7	87.5 %	70.0 %	6	1	
Employment Equity Occupational Group	Calgary	1	1	100.0 %	70.2 %	1	0	Calgary
Employment Equity Occupational Group	Vancouver	7	6	85.7 %	70.0 %	5	1	Vancouver
Total		215	103	47.9 %	39.1 %	85	18	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - SLR Consulting (Canada) Ltd.

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Workforce Analysis - Detailed Report

Date: 2018-06-22

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

01 : Senior Managers	Employment Equity Occupational Group
EEOG	Perform Analysis By
National	Recruitment Area

03 : Professionals	02 : Middle and Other Managers
NOC	EEOG
National	National

10 : Clerical Personnel	07 : Administrative and Senior Clerical Personnel	04 : Semi-Professionals and Technicians
EEOG	EEOG	NOC
CMA	CMA	Provincial



Workforce Analysis - Detailed Report

Date: 2018-06-22

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
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National



Workplace Equity Information Management System - SLR Consulting (Canada) Ltd.

Workforce Analysis - Summary Report

Date: 2018-06-22

Women

Women						
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap
	#	#	%	%	#	#
01 : Senior Managers	6	1	16.7 %	27.4 %	2	-1
02 : Middle and Other Managers	31	8	25.8 %	38.9 %	12	-4
03 : Professionals	127	57	44.9 %	36.9 %	47	10
04 : Semi-Professionals and Technicians	31	18	58.1 %	25.8 %	8	10
07 : Administrative and Senior Clerical Personnel	12	12	100.0 %	83.1 %	10	2
10 : Clerical Personnel	8	7	87.5 %	70.0 %	6	1
Total	215	103	47.9 %	39.1 %	85	18

Total may not equal sum of components due to rounding.



008799

Workforce Analysis - Summary Report

Date: 2018-06-22

Aboriginal Peoples

			Aborig	Aboriginal Peoples		
Employment Equity Occupational Group	All Employees	Representation	entation	Availability	oility	Gap
	#	#	%	%	#	#
01 : Senior Managers	6	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	31	0	0.0 %	2.2 %	_	<u>.</u>
03: Professionals	127	_	0.8 %	1.4 %	2	•
04 : Semi-Professionals and Technicians	31	ω	9.7 %	4.2 %	<u> </u>	2
07 : Administrative and Senior Clerical Personnel	12	0	0.0 %	4.2 %	_	4
10 : Clerical Personnel	ω	0	0.0 %	2.5 %	0	0
Total	215	4	1.9 %	2.2 %	5	-1

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - SLR Consulting (Canada) Ltd.

Workforce Analysis - Summary Report

Date: 2018-06-22

Members of Visible Minorities

			Members o	f Visible Mine	orities		
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	6	0	0.0 %	10.1 %	1	-1	
02 : Middle and Other Managers	31	4	12.9 %	15.0 %	5	-1	
03 : Professionals	127	15	11.8 %	18.8 %	24	-9	
04 : Semi-Professionals and Technicians	31	5	16.1 %	19.1 %	6	-1	
07 : Administrative and Senior Clerical Personnel	12	3	25.0 %	12.0 %	1	2	
10 : Clerical Personnel	8	5	62.5 %	40.1 %	3	2	
Total	215	20	14.9 %	10 E 0/	40	-8	
Total	215	32	14.9 %	18.5 %	40	-0	

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - SLR Consulting (Canada) Ltd.

008801

Workforce Analysis - Summary Report

Date: 2018-06-22

Persons with Disabilities

			Persons v	Persons with Disabilities	es	
Employment Equity Occupational Group	All Employees	Representation	ntation	Availability	bility Gap	
	#	#	%	%	#	
01/02 : Managers	37	0	0.0 %	4.3 %	2 -2	
03 : Professionals	127	_	0.8 %	3.8 %	თ -4	
04 : Semi-Professionals and Technicians	31	0	0.0 %	4.6 %	<u> </u>	
07 : Administrative and Senior Clerical Personnel	12	0	0.0 %	3.4 %	0 0	
10 : Clerical Personnel	ω	0	0.0 %	7.0 %	_	
Total	215	_	1 0.5% 4.1%	4.1%	-8	

Total may not equal sum of components due to rounding.



2018-06-22

Workplace Equity Information Management System - SLR Consulting (Canada) Ltd.

Workforce Analysis - Summary Report

Date: 2018-06-22

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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA



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Workplace Equity Information Management System - SLR Consulting (Canada) Ltd.

008803

Workforce Analysis - Summary Report

Date: 2018-06-22

WFA Defaults - Persons with Disabilities

01/02 : Managers	Employment Equity Occupational Group
EEOG	Perform Analysis By
National	Recruitment Area

03 : Professionals EEOG National

07: Administrative and Senior Clerical Personnel 04 : Semi-Professionals and Technicians 10 : Clerical Personnel EEOG **EEOG** EEOG National National National



Part 1: Workforce Analysis

SLR Consulting (Canada) Ltd.

[Date: 2018-06-22]

Data from First/Previous Workforce Analysis

Data from Su	ıbsequent/Curre Analysis	nt Workforce
\downarrow	\downarrow	\

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2015	11	20

Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD
2018	06	22

		Table 1: Women			
		First/Previous Workforce Analysis			
F1	Summer Carrier Occurrational Custom (FFOC)	All Employees Wome		en	
Empi	oyment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	6	0	27.4	
02	Middle & Other Managers	34	7	38.9	
03	Professionals	92	40	35.0	
04	Semi-Professionals & Technicians	22	11	26.3	
05	Supervisors	0	0	0.0	
06	Supervisors: Crafts & Trades	0	0	0.0	
07	Administrative & Senior Clerical Personnel	13	13	82.7	
08	Skilled Sales & Service Personnel	0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	
10	Clerical Personnel	7	7	70.0	
11	Intermediate Sales & Service Personnel	0	0	0.0	
12	Semi-Skilled Manual Workers	0	0	0.0	
13	Other Sales & Service Personnel	0	0	0.0	
14	Other Manual Workers	0	0	0.0	
Total		174	78	0.0	

-	Гable 5: Women	
Subsequent	/Current Workfore	e Analysis
All Employees	Won	ien
	Representation	Availability*
#	#	%
6	1	27.4
31	8	38.9
127	57	36.9
31	18	25.8
0	0	0.0
0	0	0.0
12	12	83.1
0	o	0.0
0	0	0.0
8	7	70.0
0	0	0.0
0	o	0.0
0	0	0.0
0	0	0.0
215	103	0.0

* Source:			
2011 Natio	nal Household Sur	vey	

* Source:				
2011 Natio	onal House	ehold Surv	'ey	

Federal Contractors Program Achievement Report SLR Consulting (Canada) Ltd. Part 1: Workforce Analysis [Date: 2018-06-22] 008805

2015	YYYY	Data from Fi	←	Data Irom Firs
11	MM	Data from First/Previous Workforce Analysis	←	Data from First/Previous workforce Analysis
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2018	YYYY	Data from Subse	←	
06	MM	Data from Subsequent/Current Workforce Analysis	←	Analysis
22	DD	rkforce Analysis	←	

Data from Subsequent/Current Workforce

0.0	2	174	
0.0	0	0	Other Manual Workers
0.0	0	0	Other Sales & Service Personnel
0.0	0	0	Semi-Skilled Manual Workers
0.0	0	0	Intermediate Sales & Service Personnel
2.4	1	7	Clerical Personnel
0.0	0	0	Skilled Crafts & Trades Workers
0.0	0	0	Skilled Sales & Service Personnel
4.1	0	13	Administrative & Senior Clerical Personnel
0.0	0	0	Supervisors: Crafts & Trades
0.0	0	0	Supervisors
3.2	0	22	Semi-Professionals & Technicians
1.4	1	92	Professionals
2.2	0	34	Middle & Other Managers
2.9	0	6	Senior Managers
%	#	#	
Availability*	Representation		(Secretary description of the second (Second
ป Peoples	Aboriginal Peoples	All Employees	overnant Family Occupational Cram (FFOC)
Analysis	First/Previous Workforce Analysis	First/Pro	
eoples	Table 2: Aboriginal Peoples	Table	

01 02 03 03 04 05 06 06 07 07 07 07 10 11 11 11 11 11 11

Employment Equity

All Employees	Aboriginal Peoples	ıl Peoples
	Representation	Availability*
#	#	%
6	0	2.9
31	0	2.2
127		1.4
31	ü	4.2
0	0	0.0
0	0	0.0
12	0	4.2
0	0	0.0
0	0	0.0
8	0	2.5
0	0	0.0
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0	0	0.0
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2011 National Household Survey

* Source:

Part 1: Workforce Analysis

SLR Consulting (Canada) Ltd.

[Date: 2018-06-22]

Data from First/Previous Workforce Analysis

2015	11	20
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Data from Fi	rst/Previous Work	force Analysis

Data from Subsequent/Current Workforce Analysis

2018	06	22
YYYY	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

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		First/Pr	evious Workforce /	Analysis
Emplo	nument Equity Occupational Crown (EEOC)	All Employees	Members of Vis	sible Minorities
rmbio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	6	0	10.1
02	Middle & Other Managers	34	4	15.0
03	Professionals	92	11	20.0
04	Semi-Professionals & Technicians	22	4	21.4
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	13	2	13.7
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	7	2	42.3
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		174	23	0.0

Table 7: Me	mbers of Visible	Minorities
Subsequent	/Current Workfore	e Analysis
All Employees	Members of Vis	ible Minorities
	Representation	Availability*
#	#	%
6	0	10.1
31	4	15.0
127	15	18.8
31	5	19.1
0	0	0.0
0	0	0.0
12	3	12.0
0	0	0.0
0	0	0.0
8	5	40.1
0	0	0.0
0	o	0.0
0	0	0.0
0	0	0.0
215	32	0.0

* Source:		
2011 National	Household Survey	

2011 N:	ational	Housel	old Su	rvev	
* Sourc	e:				

Federal Contractors Program Achievement Report SLR Consulting (Canada) Ltd. Part 1: Workforce Analysis [Date: 2018-06-22] 008807

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	Table 4:	Table 4: Persons with Disabilities	sabilities
	First/Pr	First/Previous Workforce Analysis	Analysis
The second secon	All Employees	Persons with Disabilities	Disabilities
iyilleni Equity Occupational Group (EEOG)		Representation	Availability*
	#	#	0/0
Managers	40	0	4.3
Professionals	92	0	3.8
Semi-Professionals & Technicians	22	0	4.6
Supervisors	0	0	0.0
Supervisors: Crafts & Trades	0	0	0.0
Administrative & Senior Clerical Personnel	13	0	3.4
Skilled Sales & Service Personnel	0	0	0.0
Skilled Crafts & Trades Workers	0	0	0.0
Clerical Personnel	7	0	7.0
Intermediate Sales & Service Personnel	0	0	0.0
Semi-Skilled Manual Workers	0	0	0.0
Other Sales & Service Personnel	0	0	0.0
Other Manual Workers	0	0	0.0

Employment Equity Occup

01/02 | Managers

03 04 05 06 06 07 07 08 08 09 110 111 112

215	0	0	0	0	8	0	0	12	0	0	31	127	37	#		All Employees	Subsequen	Table 8:	
1	0	0	0	0	0	0	0	0	0	0	1	0	0	#	Representation	Persons with Disabilities	Subsequent/Current Workforce Analysis	Table 8: Persons with Disabilities	
0.0	0.0	0.0	0.0	0.0	7.0	0.0	0.0	3.4	0.0	0.0	4.6	3.8	4.3	%	Availability*	Disabilities	ce Analysis	sabilities	

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2012 Canadian Survey on Disability * Source:

Part 2: Flow Data Analysis

SLR Consulting (Canada) Ltd.

[Date: 2018-06-22]

	YYYY 2015	Start Date of Flow Data YY MM D 15 11 2	En En YYYY YYYY 2018	End Date of Flow Data YY MM D 18 06 2	DD 22				
	Data from For	Data from Form 4 - Employees		Data from Form 5 - Employees	m 5 - Employ	ees	Data from I	Data from Form 6 - Employees	doyees
	-	Hired	_	Pro	Promoted	-	- 1	Terminated	-
	Table 1	Table 1: Women			Table 5: Women		Tab	Table 9: Women	←
	Full-time / National	Part-time / National		Full-time / National	Part-time / Nationa		Full-time / National		Part-time / National
Employment Equity Occupational Group (EEOG)	All Employees Women Hired	All Employees Hired	All Women Hired Employees Promoted	Women byces Promoted	All Employees P Promoted	Women En	All Women Employees Terminated	en Employees ated Terminated	Women Terminated
	# #	#	# #	# #	#	#	# #	#	#
01 Senior Managers02 Middle & Other Managers	2	0 0	0 0	0 2 2	0	0 0	3 2	0 0	0
03 Professionals	67 34	3	<u>.</u> ω		0	- 0	30	19 0	
05 Supervisors	0 1	0 0	0	0 0	0	0 -	00	0 0	0
 06 Supervisors: Crafts & Trades 07 Administrative & Senior Clerical Personnel	3 :	0 3 3	<u>3</u> 0	0 0	0 0	0 0	4 0	0 4 3	0
08 Skilled Sales & Service Personnel09 Skilled Crafts & Trades Workers	0	0 0	0 0	<u>0 0</u> 0	0 0	00	00	0 0	0 0
10 Clerical Personnel	6 :	5 -			0	0	4	4	
11 Intermediate Sales & Service Personnel 12 Semi-Skilled Manual Workers	0 0	0 0	0 0	0 0	0 0	0 0	00	0 0	0 0
13 Other Sales & Service Personnel	0	0 0	0	0 0	0	0	0	0 0) 0
Total			• c			<u>-</u> c	200		
Total	96 50	8	[<u>x</u>	12 7	-		49	28 5	4

Part 2: Flow Data Analysis

SLR Consulting (Canada) Ltd.

[Date: 2018-06-22]

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Start	Date of Flow	v Data
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2018	06	22
YYYY	MM	DD
End I	Date of Flow	Data

Data from Form 4 - Employees Hired Data from Form 5 - Employees Promoted Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples Full-time / National Part-time / National Employment Equity Occupational Group All All Aboriginal Aboriginal **Employees** Employees (EEOG) Peoples Hired Peoples Hired Hired Hired # # # # 01 Senior Managers 02 Middle & Other Managers 03 Professionals 67 04 Semi-Professionals & Technicians 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Senior Clerical Personnel 08 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers 10 Clerical Personnel 11 Intermediate Sales & Service Personnel 12 Semi-Skilled Manual Workers 13 Other Sales & Service Personnel 14 Other Manual Workers

Total

96

Full-time	/ National	Part-time	/ National
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
0	0	0	0
2	0	0	0
7	0	0	0
1	0	1	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
2	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
12	0	1	0

Tabl	e 10: Abo	riginal Ped	oples
Full-time		Part-time	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
2	0	0	0
3	0	1	0
30	0	0	0
6	0	0	0
0	0	0	0
0	0	0	0
4	0	3	0
0	0	0	0
0	0	0	0
4	1	1	0
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Part 2: Flow Data Analysis

SLR Consulting (Canada) Ltd.

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Data from Form 4 - Employees Hired

Table 3: Persons with Disabilities

	All Imployees Hired	
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#	Persons with Disabilities Hired	Full-tille / National
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Table 7: Persons with Disabilities

Full-time	/ National	Part-time,	/ National
All imployees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
0	0	0	0
2	0	0	0
7	0	0	0
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0	0	0	0
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2	0	0	0
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0	0	0	0
0	0	0	0
0	0	0	0

11 Intermediate Sales & Service Pers
12 Semi-Skilled Manual Workers
13 Other Sales & Service Personnel

Intermediate Sales & Service Personnel

14 Other Manual Workers

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Supervisors

Supervisors: Crafts & Trades

Administrative & Senior Clerical Personnel

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Semi-Professionals & Technicians

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Senior Managers

Middle & Other Managers

Professionals

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Skilled Crafts & Trades Workers Skilled Sales & Service Personnel

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Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated	All ployees ninated
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Part 2: Flow Data Analysis

SLR Consulting (Canada) Ltd.

[Date: 2018-06-22]

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Data from Form 4 - Employees Hired

Table 4: Members of Visible Minorities

	Full-time	Full-time / National	Part-time / National	/ National	Full-time / Nationa	/Nationa
mployment Equity Occupational Group (EOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members Visible Minoritie Promote
	#	#	#	#	#	#
Senior Managers	4	0	0	0	0	
2 Middle & Other Managers	2		0	0	2	
Professionals	67	10	သ	0	7	
Semi-Professionals & Technicians	14	1	_	0	1	
Supervisors	0	0	0	0	0	
Supervisors: Crafts & Trades	0	0	0	0	0	
Administrative & Senior Clerical Personnel	3		3	0	0	
Skilled Sales & Service Personnel	0	0	0	0	0	
Skilled Crafts & Trades Workers	0	0	0	0	0	
Clerical Personnel	6	5		0	2	
Intermediate Sales & Service Personnel	0	0	0	0	0	
Semi-Skilled Manual Workers	0	0	0	0	0	
Other Sales & Service Personnel	0	0	0	0	0	
Other Manual Workers	0	0	0	0	0	
otal	96	18	∞	0	12	

07

90 05 04 032

9 80

10 Clerical Personnel

14 Other Manual Workers

13 12 1

> Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Full-time / National Table 8: Members of Visible Minorities Employees Part-time / National Promoted Members of Minorities Promoted Visible

2 3 6	#	All Employees Terminated	Full-time	Table 12:
0 0 0	#	Members of Visible Minorities Terminated	Full-time / National	Table 12: Members of Visible Minorities
0 - 0	#	All Employees Terminated	Part-time	of Visible
000	#	Members of Visible Minorities Terminated	Part-time / National	Minorities

49	0	0	0	0	4	0	0	4	0	0	6	30	သ	2	#	All Employees Terminated
9	0	0	0	0	2	0	0	_	0	0	0	6	0	0	#	Members of Visible Minorities Terminated
5	0	0	0	0	1	0	0	3	0	0	0	0	_	0	#	All Employees Terminated
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Members of Visible Minorities Terminated

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Part 3: Goals

SLR Consulting (Canada) Ltd.

[Date: 2018-06-22]

									Data 1	or First/I	Previous (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	О	P	Q	R	s	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
5	<u> </u>	↓	\	\	.	\	\	.	<u> </u>	<u> </u>	. ↓	↓	.	↓ ↓	\	↓	\	<u> </u>	1
										Table 1:									
									First/	Previous Sh	iort-term (Goals							
				All En	ployees							1			omen			ı	
	Number	Grow	th (New Posit	ons)	Turnover (Re	placement o Employees)			Number	Turnover (Re	eplacement of	Hires		r Goals					
Employment Equity					 		jected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated		Required		a - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proje		Actual	F10		Years	YYYY-MM-DD			Over 3 Years		- 1111	Availability	r resent Gap	Gap	Representation	Years
	2015-11-20	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2015-11-20	Annually	Over 3 Years	rears	2015	2018					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	6	0.0%	2.0%	0	33.3%	2.0%	0	0	0	2.0%	0	2	0	30.0%	27.4%	-2	-2	0.0%	0.0%
02 Middle & Other Managers	34	-3.0%	4.0%	4	12.3%	3.0%	3	7	7	3.0%	1	9	3	45.0%	38.9%	-6	-6	20.6%	23.7%
03 Professionals	92	11.3%	6.0%	17	27.4%	4.0%	11	28	40	4.0%	5	3	11	40.0%	35.0%	8	8	43.5%	42.2%
04 Semi-Professionals & Tech	22	12.1%	4.0%	3	22.6%	4.0%	3	6	11		1	-3	2	30.0%	26.3%	5	5	50.0%	48.0%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	13	-2.6%	1.0%	0	56.0%	0.0%	0	0	13		0	-2	0	85.0%	82.7%	2	2		100.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0		#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0		#DIV/0!
10 Clerical Personnel	7	4.6%	1.0%	0	66.7%	1.0%	0	0	7	1.0%	0	-2	0	70.0%	70.0%	2	2	100.0%	100.0%
11 Intermediate Sales & Service	0	0.0%		0	0.0%					0.0%					0.0%		0	1.1511,0.	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%					0.0%] 0			0.0%		0	, B1 1, 0.	#DIV/0!
13 Other Sales & Service		0.0%		0	0.0%					0.0%] 0			0.0%			#DIV/0!	#DIV/0!
14 Other Manual Workers	174	0.0% 7.3%		0	0.0%		1 0	0	78	0.0%	0	-78	0		0.0%	78	78	#DIV/0! 44.8%	#DIV/0! 44.8%
Total	1/4	7.3%		0	27.8%		1 0	0	/8	0.0%	<u> </u>	-/8	1 0		0.0%	/8	/8	44.8%	44.8%

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

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

						Table 2: Women
F.			Wom	ien		
	oloyment Equity upational Group (EEOG)	Short-ter	m Goals	Long-to	erm Goals	Comments
		#	%	#	%	
01	Senior Managers	0	30,0		0 30.0	
02	Middle & Other Managers	3	45.0		3 45.0	
03	Professionals	11	40.0	1	1 40.0	
04	Semi-Professionals & Tech	2	30.0		2 30.0	
05	Supervisors	0	0.0		0.0	
06	Supervisors: Crafts & Trades	0	0.0		0.0	
07	Administrative & Sr Clerical	0	85.0		0 85.0	
08	Skilled Sales & Service	0	0.0		0.0	
09	Skilled Crafts & Trades	0	0.0		0.0	
10	Clerical Personnel	0	70.0		0 70.0	
11	Intermediate Sales & Service	0	0.0		0.0	
12	Semi-Skilled Manual	0	0.0		0.0	
13	Other Sales & Service	0	0.0		0.0	008812

Total	14 Other					
	14 Other Manual Workers					
0.0 0.0 0.0	ual Workers 0 0.0 0.0 0.0				Fed	
		[Date: 2018-06-22]	SLR Consulting (Canada) Ltd.	Part 3: Goals	Federal Contractors Program Achievement Report	
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SLR Consulting (Canada) Ltd.

[Date: 2018-06-22]

Data for First/Previous Goals

Total	14	13	12	Ξ	10	09	08	07	96	05	04	03	02	01			Occup						Data sources:	Α
	Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	Supervisors	Semi-Professionals & Tech	Professionals	Middle & Other Managers	Senior Managers			Occupational Group (EEOG)	want Fo					ources:	В
	ıal Workers	& Service	d Manual	e Sales & S	sonnel	fts & Trade	s & Service	ive & Sr C	: Crafts &		ssionals &	ls	ther Mana	agers			oup (EEO							В
				ervice		<u>s</u>		erical	Trades		Гесh		gers						Т			1	, W	
174	0	0	0	0	7	0	0	13	0	0	22	92	34	6	#	2015-11-20	AAAAWW-DD	Number				←	From Workforce Analysis	С
7.3%	0.0%	0.0%	0.0%	0.0%	4.6%	0.0%	0.0%	-2.6%	0.0%	0.0%	12.1%	11.3%	-3.0%	0.0%	%	Annually	Actual	Gre				←	From Workforce Analysis [†]	D
0	6	<u> </u>	<u> </u>	0`	1.0%	<u> </u>	<u> </u>	1.0%	<u> </u>	<u> </u>	4.0%	6.0%		2.0%	%	Annually	2	Growth (New Positions)				←	Data Ent	Е
					<u>~</u>			٥			<u>~</u>	<u>~~</u>	<u>~</u>	<u>~</u>	*	Over 3 Years	Projected	sitions)	AII			←	From Workforce Data Entry C x E x 3	Ŧ
0 27	0 0	0 0	0 0	0 0	0 66	0 (0 0	0 56	0 0	0 0	3 22	17 27	4 12	0 33	%	Annually	Actual	Lurnov	All Employees			←	From Flow Data 3 Analysis & Workforce Analysis*	G
27.8%	0.0%	0.0%	0.0%	0.0%		0.0%	0.0%	-	0.0%	0.0%	22.6%	27.4%		33.3%	%	dly Annually	2	Turnover (Replacement of Terminated Employees)				_	low a B Data is & Entry orce Sis‡	Н
					1.0%			0.0%			4.0%	4.0%	3.0%	2.0%			Projected	ent of Term yees)						
0	0	0	0	0	0	0	0	0	0	0	ယ	Ξ	ω	0	#	Over 3 Years	L					 	CxHx3	1
0	0	0	0	0	0	0	0	0	0	0	6	28	7	0	*	Tears.		Anticipated				←	F) + I	J
															*	2015-11-20	AAAA-WW-DD	Number		Firs	Tab	←	From Workforce Analysis	к
2 0.0	0 0.0	0.0%	0.0%	0.0%	1 1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0 4.0%	1 4.0%	0 3.0%	0 2.0%	%	Annually		Turnover (Repl		First/Previous Sho	Fable 3: Aborigi	←	Equivalent to H	T
0.0%	0.0%	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	#	Over 3 Years		urnover (Replacement of Terminated Employees)		Short-ter	original	←	ent KxLx3	M
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	*		Over 3	Ψ.		rt-term Goals	inal Peoples	←	x 3 (F x Q) - R + M	z
-2	0	0	0	0	<u>-</u>	0	0	_	0	0	_	_	_	0				: S						
0	0	0	0	0	0	0	0	0	0	0	0	_	0	0	#	2015	1111-1111	From - To	2			←	J x P Dat	0
					2.5%			4.5%			5.0%	3.0%	3.0%	3.0%	%	2018		15	Aboriginal Peoples			←	Data Entry V	P
0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	0.0%	0.0%	4.1%	0.0%	0.0%	3.2%	1.4%	2.2%	2.9%	%		Availability	7	Peoples			←	From Workforce Analysis	Q
															#		Present Gap					←	From Workforce Analysis	R
2	0	0	0	0		0	<u> </u>		<u> </u>	<u> </u>		0		0	*		P Gap					←	0.0	s
2	0	0	0	0	<u>,</u>	0	0	<u></u>	0	0		0		0									·	
1.1%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	14.3%	#DIV/0!	#DIV/0!	0.0%	#DIV/0!	#DIV/0!	0.0%	1.1%	0.0%	0.0%	%		Representation					←	K÷C	1
	#	#	#-	#-		#	#-								%	Teals	Representation in 3	Projected				←	(K - M + O) ÷ (C + F)	
1.1%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	14.3%	#DIV/0!	#DIV/0!	0.0%	#DIV/0!	#DIV/0!	0.0%	1.8%	0.0%	0.0%		v	tion in 3	ed) ÷(C	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

Employment Equity Corcupational Group (EEOG) Employment Equity Comments Employment Equity Short-term Goals Long-term Goals Employment Equity Short-term Goals Long-term Goals Employment Equity Short-term Goals Employment Emplo	13	12	11	10	09	08	07	06	05	04	03	02 i	01	, and	Occupie		
Abort-term Goals Long-term Goals % 1 2 2 2 2 2 2 2 2 2	Other Sales &	Semi-Skilled	intermediate	Clerical Perso	Skilled Crafts	Skilled Sales	Administrativ	Supervisors: 0	Supervisors	Semi-Profess:	⁹ rofessionals	Middle & Otl	Senior Manag		giional Cros	F	
Aboriginal Peoples Short-term Goals # 9% # 9% # 9% # 9% 1 3.0 3.0 2 4 5 1 3 5 7 7 4 5 7 7 5 7 7 7 6 7 7 7 7 7 7 7 7 7	¿ Service	Manual	Sales & Servi	onnel	& Trades	& Service	e & Sr Cleric	Crafts & Trad		ionals & Tech		ner Managers	gers	ab (managed)	m (FFOC)		
Italic 4: Aboriginal Peoples			ce				al	es		-				#	Shor		
Italic 4: Aboriginal Peoples	0	0	0	0	0	0	0	0	0	0	_	0	0		t-term Go	Abo	
I able 4: Aboriginal Peoples	0.0	0.0	0.0	2.5	0.0	0.0	45	0.0	0.0	5.0	3.0	3.0	3.0			riginal Pec	
l able 4: Aboriginal Peoples	0	0	0	0	0	0	0	0	0	0		0	0		ong-term	ples	
Comments	0.0	0.0	0.0	2.5	0.0	0.0	4.5	0.0	0.0	5.0	3.0	3.0	3.0	%	Goals		
Comments																	
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	Federal Contractors Program Achievement Report	
	Part 3: Goals	
	SLR Consulting (Canada) Ltd.	
	[Date: 2018-06-22]	
14 Other Manual Workers 0 0.		

[Date: 2018-06-22]	SLR Consulting (Canada) Ltd.	Federal Contractors Program Achievement Report Part 3: Goals Output Description:	6
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Data for First/Previous Goals

Total	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrativ	06 Supervisors:	05 Supervisors	04 Semi-Profess	03 Professionals	01/02 Managers			Occumational Group (FFOG)	-					Data sources:	A B
	l Workers	& Service	Manual	Intermediate Sales & Service	onnel	s & Trades	& Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades		Semi-Professionals & Tech					m (EFOG)	7						В
174	0	0	0	0	7	0	0	13	0	0	22	92	40	#	2015-11-20	YYYY-MM-DD	Number				←	From From Workforce Workforce Analysis Analysis	С
7.3%	0.0%	0.0%	0.0%	0.0%	4.6%	0.0%	0.0%	-2.6%	0.0%	0.0%	12.1%	11.3%	-1.5%	%	Annually	Actual	Growt				←	From Workforce Analysis [†]	D
				1.0%			1.0%			4.0%	6.0%	4.0%	2.0%	%	Annually	Projected	Growth (New Positions)				←	From Workforce Data Entry C x E x 3	E
0	0	0	0	0	0	0	0	0	0	0	4	=	2	#	Over 3 Years	ted		All Employees			←		E F G
27.8%	0.0%	0.0%	0.0%	0.0%	66.7%	0.0%	0.0%	56.0%	0.0%	0.0%	22.6%	27.4%	22.8%	%	Annually	Actual	Turnover (Replacement of Terminated Employees)	oyees			←	From Flow Data Analysis & Workforce Analysis [‡]	G
				1.0%			0.0%			4.0%	4.0%	3.0%	2.0%	%	Annually	Projected	placement of Te Employees)				←	Data C	Ξ
0	0	0	0	0	0	0	0	0	0	0	3	<u></u>	2	#	Over 3 Years						←	CxHx3	-
0	0	0	0	0	0	0	0	0	0	0	7	19	4	#	Vears	Hires Over 3	Anticipated				←	F + I	J
0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	2015-11-20	YYYY-MM-DD	Number		First/	Table 5:	←	From Workforce Analysis	×
0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	4.0%	3.0%	2.0%	%	Annually		Turnover (Replacement of Turnover (Replacement of Turnover)		First/Previous Short-term Goals	Table 5: Persons wi	←	Equivalent to H	L
0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years		placement of Employees)		ort-term Go	vith Disabilities	←	KxLx3	M
0	0	0	0	0	0	0	0	0	0	0	_	4	2	#	Years	Over 3	Hires		oals	oilities	←	(F x Q) - R + M	z
0	0	0	0	0	0	0	0	0	0	0	0		0	#	2015	11171-1117	3 Year Goals From - To	-			←	JxP I	0
					7.0%			3.5%			4.0%	4.0%	5.0%	%	2018	YYYY	Soals To	ersons with			←	Data Entry	P
0.0%	0.0%	0.0%	0.0%	0.0%	7.0%	0.0%	0.0%	3.4%	0.0%	0.0%	4.6%	3.8%	4.3%	%		Availability	7	Persons with Disabilities			←	8 %	Q
0	0	0	0	0	0	0	0	0	0	0	÷	-5	-2	#		Present Gap					←		R
0	0	0	0	0	0	0	0	0	0	0	<u>.</u>	<u>ئ</u>	-2	#		Gap					←	From (K - M + Workforce O) - ((C + Analysis F) x Q)	s
0.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0.0%	#DIV/0!	#DIV/0!	0.0%	#DIV/0!	#DIV/0!	0.0%	0.0%	0.0%	9/6		Representation					←	K ÷ C	T
0.0%	/0! #DIV/0!	/0! #DIV/0!	/0! #DIV/0!	/0! #DIV/0!	0.0%	/0! #DIV/0!	/0! #DIV/0!		/0! #DIV/0!	/0! #DIV/0!	0.0%	1.0%	0.0%	%	Years	Repa	Projected				←	(K - M + O) - ((C + F) x Q) (K - M + O) + (C + F)	M N O P Q R S T U

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

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

Total	14 Otl	13 Ot	12 Ser	11 Int	10 CIe	09 Ski	08 Ski	07 Ad	06 Su	05 Suj	04 Ser	03 Pro	01/02 Managers	-	Occupan		
	Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	magers		Occupational Group (FFOG)	Tour Found	
	l Workers	Service	Manual	Sales & Se	nnel	& Trades	& Service	e & Sr Cle	Crafts & T		ionals & T				m (EEOG	Ŧ	,
				rvice				rical	rades		ech				Т	Г	
0	0	0	0	0	0	0	0	0	0	0	0	_	0	*	Short-term Goals	Pe	
0.0	0.0	0.0	0.0	0.0	7.0	0.0	0.0	3.5	0.0	0.0	4.0	4.0	5.0	%	n Goals	Persons with Disabilities	
)														*	Long-	Disabilit	
0	0	0	0	0	0	0	0	0	0	0	0		0	%	Long-term Goals	ies	
0.0	0.0	0.0	0.0	0.0	7.0	0.0	0.0	3.5	0.0	0.0	4.0	4.0	5.0		5		
																	Tal
																	Table 6: Persons wi
																	rsons w
																	38000
															Con		h Disabilities
															Comments		

Report	[Date: 2018-06-22]	SLR Consulting (Canada) Ltd.	Part 3: Goals	Federal Contractors Program Achievement Report
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Part 3: Goals

SLR Consulting (Canada) Ltd.

[Date: 2018-06-22]

									Data 1	or First/I	Previous (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	: / \\	K÷C	(K - M + O) ÷ (C + F)
	↓	1	1	\	<u> </u>	1	\	↓	↓ ↓	↓	\	↓	\	↓	1	\	1	↓	<u> </u>
									Table 7: M				S						
				400.00					First/	Previous St	ort-term G	ioals			isible Minor				
				AHER	ployees					1		ı		Goals	isible Minor	mes	1	I	1
	Number	Grow	rth (New Posit	ions)	Turnover (Re	placement of Employees)	l erminated		Number		eplacement of	Hires		n - To					
Employment Equity	YYYY-MM-DD	Actual	Proje	ected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD		Employees)	Required		- YYYY	Present Availability	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)				Over 3		•	Over 3	Years			Over 3	Over 3 Years			Avanaouny		Gap	Representation	Years
	2015-11-20	Annually	Annually	Years	Annually	Annually	Years		2015-11-20	Annually	Years		2015	2018					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	6	0.0%	2.0%	0	33.3%	2.0%	0	0	0	2.0%	0	1	0	15.0%	10.1%	-1	-1		0.0%
02 Middle & Other Managers	34	-3.0%	4.0%	4	12.3%	3.0%	3	7	4	3.0%	0	2	1	15.0%	15.0%	-1	-1	11.8%	13.2%
03 Professionals	92	11.3%	6.0%	17		4.0%	11	28	11	4.0%	1	12	7	25.0%	20.0%	-7	-5	12.0%	15.6%
04 Semi-Professionals & Tech	22	12.1% 0.0%	4.0%	3	22.6% 0.0%	4.0%	3	6	4	4.0% 0.0%	"	1	2	25.0%	21.4% 0.0%	-1	1	18.2% #DIV/0!	24.0% #DIV/0!
05 Supervisors 06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	"	"	0.0%	"	0	0		0.0%	"	0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
07 Administrative & Sr Clerical	13	-2.6%	1.0%	0	56.0%	0.0%	١	١	,	0.0%	١	١	0	15.0%	13.7%	"	"	15.4%	15.4%
08 Skilled Sales & Service	13	0.0%	1.070	0	0.0%	0.070	٠ ١	١	1 6	0.0%	ا ،		0	15,076	0.0%	ا ،	ا ،	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	ن ا	0.0%		0	0.0%		٥	٥	0	0.0%	ا	ه ا	0		0.0%	ا ،	ن ا	#DIV/0!	#DIV/0!
10 Clerical Personnel	7	4.6%	1.0%	0	66.7%	1.0%	0	0	2	1.0%	ه ا	1	0	50.0%	42.3%	-1	-1		28.6%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	174	7.3%		0	27.8%		0	0	23	0.0%	0	-23	0		0.0%	23	23	13.2%	13.2%

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

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

	• • •					Table 8: Members of Visible Minorities
F2		Men	nbers of Vis	ible Minor	rities	
	oloyment Equity upational Group (EEOG)	Short-tei	rm Goals	Long-te	erm Goals	Comments
		#	%	#	%	
01	Senior Managers	0	15.0	(0 15.0	
02	Middle & Other Managers	1	15,0		1 15.0	
03	Professionals	7	25.0	,	7 25.0	
04	Semi-Professionals & Tech	2	25.0		2 25.0	
05	Supervisors	0	0.0	(0.0	
06	Supervisors: Crafts & Trades	0	0.0	(0.0	
07	Administrative & Sr Clerical	0	15.0	(0 15.0	
08	Skilled Sales & Service	0	0.0	(0.0	
09	Skilled Crafts & Trades	0	0.0	(0.0	
10	Clerical Personnel	0	50.0	(50.0	
11	Intermediate Sales & Service	0	0.0	(0.0	
12	Semi-Skilled Manual	0	0.0	(0.0	
13	Other Sales & Service	0	0.0	1 (0.0	008818

Total	14 Other M				
	14 Other Manual Workers				
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0.0	0.0				
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					Federal Contractors Program Achievement
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Part 3: Goals

SLR Consulting (Canada) Ltd.

[Date: 2018-06-22]

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	О	Р	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓			↓	↓		↓			<u> </u>	↓		↓		↓		↓	<u>\</u>
									C 1	Table 9:		C. 1							
				AHEn	ıplovees				Subseque	ent/Curren	t Short-terr	n Goals		W/	omen				
				An Lu	Turnover (Re		CT						3 Vea	r Goals	лиси				
	Number	Grov	rth (New Posit	ons)		macement of Employees)	i rerminated	Anticipated	Number		eplacement of	Hires		n - To					Projected
Employment Equity	YYYY-MM-DD	Actual	Proje	cted	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Occupational Group (EEOG)	2018-06-22	Annually	Annually	Over 3	Annually	Annually	Over 3	Years	2018-06-22	Annually	Over 3	Years	2018	2021	Availability		Сар	Representation	Years
	#	%	%	Years	%	%	Years	#	и	%	Years #	и	н	%	%	и	и	%	%
01 Senior Managers	# 6	0.0%	5.0%	1	33.3%	2.0%	0	1	1	2.0%	0	1	7 0	20.0%	27.4%	# -1	# -1	16.7%	14.3%
02 Middle & Other Managers	31	-3.0%	7.0%	7	12.3%	2.0%	2	9	8	2.0%	0	7	2	25.0%	38.9%	-4	-5	25.8%	26.3%
03 Professionals	127	11.3%	7.0%	27	27.4%	2.0%	8	35	57	2.0%	3	3	14	40.0%	36.9%	10	11	44.9%	44.2%
04 Semi-Professionals & Tech	31	12.1%	7.0%	7	22.6%	2.0%	2	9	18	2.0%	1	-7	3	35.0%	25.8%	10	10	58.1%	52.6%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	12	-2.6%	4.0%	1	56.0%	2.0%	1	2	12	2.0%	1	0	2	85.0%	83.1%	2	2	100.0%	100.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	8	4.6%	4.0%	1	66.7%	2.0%	0	1	7	2.0%	0	-1	1	70.0%	70.0%	1	2	87.5%	88.9%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	215	7.3%		0	27.8%		0	0	103	0.0%	0	-103	0		0.0%	103	103	47.9%	47.9%

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

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

				Table 10: Women
Employment Equity Occupational Group (EEOG)	Short-teri	Women m Goals Long	-term Goals	Comments
Occupational Group (EEOG)		%	%	
01 Senior Managers		20.0	20.0	
02 Middle & Other Managers		25.0	25.0	
03 Professionals		40.0	40.0	
04 Semi-Professionals & Tech		35.0	35.0	
05 Supervisors		0.0	0.0	
06 Supervisors: Crafts & Trades		0.0	0.0	
07 Administrative & Sr Clerical		85.0	85.0	
08 Skilled Sales & Service		0.0	0.0	
09 Skilled Crafts & Trades		0.0	0,0	
10 Clerical Personnel		70.0	70.0	
11 Intermediate Sales & Service		0.0	0.0	
12 Semi-Skilled Manual		0.0	0,0	
13 Other Sales & Service		0.0	0.0	008820
14 Other Manual Workers		0.0	0.0 □	

Total 0.0 0.0		SLR (Federal Contrac
	[Date: 2018-06-22]	SLR Consulting (Canada) Ltd.	Part 3: Goals	Federal Contractors Program Achievement Report

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SLR Consulting (Canada) Ltd.

[Date: 2018-06-22]

Data for Subsequent/Current Goals

	Total	14 Other N	13 Other S	12 Semi-Si	11 Interme	10 Clerica	09 Skilled	08 Skilled	07 Admini	06 Supervi	05 Supervisors	04 Semi-P	03 Professionals	02 Middle	01 Senior			Occupationa	Fundayment Fanity					Data sources:	
		Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	isors	Semi-Professionals & Tech	sionals	Middle & Other Managers	Senior Managers			Occupational Group (EEOG)	Fauity						
	215	0	0	0	<u>е</u> 0	~	0	0	ป 12	es 0	0	31	127	31	6	#	2018-06-22	YYYY-MM-DD	Number				←	From Workforce Analysis	
	7.3%	0.0%	0.0%	0.0%	0.0%	4.6%	0.0%	0.0%	-2.6%	0.0%	0.0%	12.1%	11.3%	-3.0%	0.0%	%	Annually	Actual	Growt				←	From Workforce I Analysis [†]	
						4.0%			4.0%			7.0%	7.0%	7.0%	5.0%	%	Annually	Projected	Growth (New Positions)				←	From Workforce Data Entry C×E×3 Analysis†	
	0	0	0	0	0		0	0	_	0	0	7	27	7	_	#	Over 3 Years An			All Employees			←		1
	27.8%	0.0%	0.0%	0.0%	0.0%	Ü	0.0%	0.0%	0	0.0%	0.0%	22.6%	27.4%		33.3%	9/9 9	Annually Ann	Actual	nover (Replacement o Employees)	ees			←	From Flow Data Analysis & Data Workforce Analysis*	
						2.0%			2.0%			2.0%	2.0%	2.0%	2.0%	9% #	Annually Over 3 Years	Projected	Turnover (Replacement of Terminated Employees)				←		
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1 /3	0.0%	0.0%)%)%	<u> </u>	<u>%</u>)%	<u>}</u>)%)%)%)%)%	<u>%</u>)%	#	Over 3 Years		urnover (Replacement of Ferminated Employees)		ent Short-ter	original Po	←	ent KxLx3	
	0 -4	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 1	0 0	0 0	0 -1	0 1	0 1	0 0	#	Years	Over 3	,		hort-term Goals	eoples	←	(F x Q) - R + M	
	0	0	0	0	0	0	0	0	0	0	0	0		0	0	#	2018	2444-4444	3 Year Goals From - To				←	J x P Data Entry	
						2.5%			5.0%			4.5%	2.0%	2.0%	0.0%	9%	2021		Foals	Aboriginal Peoples			←		
	0.0%	0.0%	0.0%	0.0%	0.0%	2.5%	0.0%	0.0%	4.2%	0.0%	0.0%	4.2%	1.4%	2.2%	2.9%	%		Availability P	Program	Peoples			←	From Workforce V Analysis	
	4	0	0	0	0	0	0	0	<u>.</u>	0	0	2	<u>.</u>	<u>.</u>	0	#		Present Gap	7				←	From (K - M + Workforce O) - ((C + Analysis F) x Q)	
-	4	0	0	0	0	0	0	0	<u>_</u>	0	0	_	0	<u>.</u>	0	#		Gap R					←	(K - M + O) - ((C + F) x Q)	
	1.9%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0.0%	#DIV/0!	#DIV/0!	0.0%	#DIV/0!	#DIV/0!	9.7%	0.8%	0.0%	0.0%	%		Representation	P				←	K+C	
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++ Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) - 1) x 100.

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

		Table 12: Aboriginal Peoples
Fundament Family	Aboriginal Peoples	
C	Short-term Goals Long-term Goals	Comments
Occupational Group (EDOO)	% %	
01 Senior Managers	0.0	0.0
02 Middle & Other Managers	2.0	2.0
03 Professionals	2.0	2.0
04 Semi-Professionals & Tech	4.5	4.5
05 Supervisors	0.0	0.0
06 Supervisors: Crafts & Trades	0.0	0.0
07 Administrative & Sr Clerical	5.0	5.0
08 Skilled Sales & Service	0.0	0.0
09 Skilled Crafts & Trades	0.0	0.0
10 Clerical Personnel	2.5	2.5
11 Intermediate Sales & Service	0.0	0.0
12 Semi-Skilled Manual	0.0	0.0
13 Other Sales & Service	0.0	0.0
14 Other Manual Workers	0.0	0.0
		Doc 10 of 30

	Federal Contractors Program Achievement Report
	Part 3: Goals
	SLR Consulting (Canada) Ltd.
	[Date: 2018-06-22]
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SLR Consulting (Canada) Ltd.

[Date: 2018-06-22]

Data for Subsequent/Current Goals

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Data sources:		From Workforce Data Entry C x E x 3 Analysis [†]	Data Entry		From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	+ -	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Krome (K - M + Workforce Workforce O) - ((C + Analysis F) x Q)	From Workforce Analysis		K+C	(K - M + O) + (C + F)
	←	←	←	←	←	←	←	←	←	←	←	←	←	←	←	←	+	←	←
									Table 13	Table 13: Persons w		th Disabilities							
									Subseque	Subsequent/Current St	Short-term Goals	n Goals							
				All Employees	doyees									Persons wit	Persons with Disabilities				
	Number	Grow	Growth (New Positions)		Turnover (Replacement of Terminated Employees)	placement of I Employees)	Terminated	Automotive	Number	Turnover (Repla	placement of	Hires	3 Year Goals From - To	Goals - To					P
Occupational Group (EFOG)	AAAAWW-AAA	Actual	Projected	cted	Actual	Projected	rted	Hires Over 3	GG-WW-XAAA			Over 3	1111-1111	. 1777	Availability	Present Gap	Gap	Representation	Representation in 3
	2018-06-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	rears	2018-06-22	Annually	Over 3 Years	Years	2018	2021	•				Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	9%	9/0
01/02 Managers	37	-1.5%	6.7%	7	22.8%	2.0%	2	5	0	2.0%	0	2	0	2.0%	4.3%	-2	-2	0.0%	0.0%
03 Professionals	127	11.3%	7.0%	27	27.4%	2.0%	8	35	0	2.0%	0	6	1	3.5%	3.8%	-5	-5	0.0%	0.6%
04 Semi-Professionals & Tech	31	12.1%	7.0%	7	22.6%	2.0%	2	9		2.0%	0	_	0	4.5%	4.6%	0	<u>_</u>	3.2%	2.6%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	12	-2.6%	4.0%	_	56.0%	2.0%		N	0	2.0%	0	0	0	3.5%	3.4%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	_	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	先
10 Clerical Personnel	8	4.6%	4.0%	_	66.7%	2.0%	0	_	0	2.0%	0	_	0	7.0%	7.0%	<u>.</u>	-1	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	•	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	_	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!

Total †

27.8%

215

7.3%

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

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

0.0%

0.0%

0.5%

0.5%

				Table 14: Persons with Disabilities
	Per	Persons with Disabilities	35	
Emphysical Court (FFOC)	Short-term Goals		Long-term Goals	Comments
Occupanional Group (EEGG)		%	9/6	
01/02 Managers		2.0	4.0	
03 Professionals		3.5	3.5	
04 Semi-Professionals & Tech		4.5	4.5	
05 Supervisors		0.0	0.0	
06 Supervisors: Crafts & Trades	S	0.0	0.0	
07 Administrative & Sr Clerical		3.5	3.5	
08 Skilled Sales & Service		0.0	0.0	
09 Skilled Crafts & Trades		0.0	0.0	
10 Clerical Personnel		7.0	7.0	
11 Intermediate Sales & Service	С	0.0	0.0	
12 Semi-Skilled Manual		0.0	0.0	
13 Other Sales & Service		0.0	0.0	
14 Other Manual Workers		0.0	0.0	
Total		0.0	0.0	

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2	-
2	2
3	4
2	4
2	4
2	4
2	4111
2	4111
Part & Cook	AIII A
	AIII A
200	AIII AC
200	AIII AC
O o le	AIII ACII
Doole	аш Асп
Doole	аш Асш
Chale	аш Асш
Coole	am Acme
Doole	am Acme
Coole	AIII ACIIIEV
Coole	AIII ACIIIC VI
Coole	AIII ACIIICVE
Coale	AIII ACIIICVE
Coole	AIII ACIIIEVEI
Coale	AIII ACIIIEVEII
Coole	AIII ACIIICYCIII
Cook	AIII ACIIIC VEIIIG
Coole	AIII ACIIIC VEIIIC
Coale	AIII ACIIIC VEIIIC
Coale	Alli Achieveniei
Coale	AIII ACIIIC VEIIICII
Coale	AIII ACIIIC VEIIICIII
Coale	All Achievement
Coale	AIII ACIIIC VEIIICIII
Caule	am Acmevement
Coale	am Acmevement is
Coale	and Acinic venient N
Coole	am Acilie veillein Ne
Coale	and Actilic vehiclic Ne
Coole	alli Acillevellielli Ne
Cook	am Acilieveniem Nel
Cools	am Acmevement Nep
Chale	аш жешелешеш кер
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Cools	am Acilievelliem Nepol
Coals	am Acinevenient Repor
Coale	am Acilieveniem report
Coals	am Acinevement Report
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Coale	аш жешелешен кероп
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Cook	alli Acilie velliciit report
Coale	am Acilie velifem report
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Cools	alli Acilievellieni Nepori
Coals	am Acilie veillent rieport

SLR Consulting (Canada) Ltd.

[Date: 2018-06-22]

Data sources:	A
Data sources: From From From Data	A B C D E F G H I J K L
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low Data s & Entry rce	Н
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← F+I W.	J D.
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K×L×3 (F×Q)- R+M	t/Current Goals M N
J x P Da	0
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JxP Data Entry Workforce Workforce O) - ((C + Analysis Analysis F) x Q)	S
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#DIV/0	#DIV/0!	0	6 0	0.0%	0	0	0)%	0 0.0%		0	0	0.0%	0	0.0%	0 (14 Other Manual Workers	
#DIV/0	#DIV/0!	0	0	0.0%	0	0	0)%	0.0%		0	0	0.0%	0	0.0%	0 (13 Other Sales & Service	
#DIV/0	#DIV/0!	0	0	0.0%	0	0	0)%	0 0.0%		0	0	0.0%	0	0.0%	0		12 Semi-Skilled Manual	
#DIV/0	#DIV/0!	0	6 0	0.0%	0	0	0)%	0 0.0%		0	0	0.0%	0	0.0%	0	ice	11 Intermediate Sales & Service	
66.7%	62.5%	2	6 2	40.1%	1 55.0%	<u> </u>	0)%	5 2.0%		1	2.0% 0	66.7%		4.6% 4.0%	8		10 Clerical Personnel	
#DIV/0	#DIV/0!	0	6 0	0.0%	0	0	0)%	0.0%		0	0	0.0%	0	0.0%	0 (09 Skilled Crafts & Trades	
#DIV/0	#DIV/0!	0	6 0	0.0%	0	0	0)%	0.0%		0	0	0.0%	0	0.0%	0		08 Skilled Sales & Service	
23.1%	25.0%	_	6 2	12.0%	0 20.0%	<u>-</u>)%	3 2.0%		2	2.0% 1	56.0%		-2.6% 4.0%	12 -2	<u>al</u>	07 Administrative & Sr Clerical	
#DIV/0	#DIV/0!	0	6 0	0.0%	0	0	0)%	0.0%		0	0	0.0%	0	0.0%	0 (les	06 Supervisors: Crafts & Trades	
#DIV/0	#DIV/0!	0	6 0	0.0%	0	0	0)%	0 0.0%		0	0	0.0%	0	0.0%	0		05 Supervisors	
18.4%	16.1%	0	6 -1	19.1%	2 19.0%	2	0)%	5 2.0%		9	2.0% 2	22.6%	7	12.1% 7.0%	31 12		04 Semi-Professionals & Tech	
13.6%	11.8%	-∞	6 -9	18.8%	7 19.0%	15)%	15 2.0%		35	2.0% 8	27.4% 2	27	11.3% 7.0%	127 11		03 Professionals	
13.2%	12.9%	<u>.</u>	6 -1	15.0%	15.0%	2	0)%	4 2.0%		9	2.0% 2		7	-3.0% 7.0%	3 <u>1</u>		02 Middle & Other Managers	
0.0%	0.0%	<u>-</u>	6 -1	10.1%	0 10.1%		0)%	0 2.0%		1	2.0% 0	33.3%	1	0.0% 5.0%	6 (01 Senior Managers	
%	%	#	#	%	%	#	*	*	%	*	#	ó #	% %	#	6 %	9%	*		100000
rears					2021	2018	Years	ly Over 3 Years	Annually	2018-06-22	Tears	ally Over 3	Annually Annually	Over 3 Years	ally Annually	6-22 Annually	2018-06-22		
Representation in 3	Representation	P Gap	Present Ga	Availability	1111-1111		1		+	AAAA-WW-DD	Hires Over 3	Projected	Actual		ual Projected	M-DD Actual	YYYY-MM-DD	Occupational Group (EEOG)	
Projected	Present	Projected		Process	From - To	П	of Hires	Furnover (Replacement o Terminated Employees)	Turnover Termina	Number	Anticipated	vees)	Lurnover (Replacement of Lermmated Employees)		Growth (New Positions)	ocr	Number	Fundayment Fauity	
			rities	Visible Minor	Members of Visible Minorities								lyces	All Employees					
							ort-term Goals	ent Short-te	Subsequent/Current Sh	Subsequ									3
						nes	Isible Minorities		Member	Table 15: Members of V	-								
•	•	·	•	•	•									l],		

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

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

			Con Da	01 Se	02 M	03 Pr	04 Se	05 Sι	06 St	07 A	08 Sk	4S 60	10 CI	11 In	12 Se	13 Or	14 O:
	ment Family	Occumulational County	occupanional duois	01 Senior Managers	02 Middle & Other Managers	Professionals	04 Semi-Professionals & Tech	05 Supervisors	06 Supervisors: Crafts & Trades	Administrative & Sr Clerical	Skilled Sales & Service	09 Skilled Crafts & Trades	Clerical Personnel	Intermediate Sales & Service	12 Semi-Skilled Manual	Other Sales & Service	14 Other Manual Workers
		TEOC)	1000		\(\lamagers\)		ls & Tech		ts & Trades	Sr Clerical	ervice	Trades	1	s & Service	ual	vice	rkers
	7	Short															
	Members of Visible Minorities	Short-term Goals	%														
	Visible			10.1	15.0	19.0	19.0	0.0	0.0	20.0	0.0	0.0	55.0	0.0	0.0	0.0	0.0
	Minoritie	Long-term Goals		Palent													
	35	Goals	%	10.1	15.0	19.0	19.0	0.0	0.0	20.0	0.0	0.0	55.0	0.0	0.0	0.0	0.0
TADIC																	
10: 1416																	
muers																	
OI VISIO																	
Table 16: Members of Alsible Millorities		^															
Times		Comments															
		nts															
				L	L		L	L	L	L	L	L	L	L	L	<u> </u>	L

	Federal Contractors Program Achievement Report
	Part 3: Goals
	SLR Consulting (Canada) Ltd.
	[Date: 2018-06-22]
Total	0.0

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Trades	Supervisors: Crafts &	Supervisors	Technicians	Semi-Professionals &	FIOIESSIOIIAIS	Drofessionals	Managers	Middle & Other	Senior Managers	Canior Managers		(EEOO)	Occupational Group	Employment Equity			Data sources:	Trades	Supervisors: Crafts &	Supervisors		Technicians	Comi Drofossionale &	Professionals	Managers	Middle & Other	Senior Managers		(EEOG)	Occupational Group	Employment Equity			Data sources:	АВ				
2021	2018	2021	2021	2018	2021	2018	2021	2018	2021	2018	#			Year				2018	2015	2018	2015	2018	2010	2015	2018	2015	2015	#			Year				С				
0	0	0	5 =		47	47		0	2	2	#	Employees	. All		Nex	_ -	Part 2: Flow Data Analysis	0	0			31					9	#	Employees	All			<u></u>	Part 1: Workforce Analysis	D				
0			0 8					2	1	1	#	Actual	women	Flow Data	New Entrants		Part 2: Flow Data Analysis					18					0	#	Representation				←	Part 1: Workforce Analysis	E				
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	0.0		0.0	400.0		190.9		66.7		0.0	%	Goal Met	D 44	Short-te	2	←	E+Gx 100		0			∞ 0		32			1 2	#	Availability	Women	e	nalysis	←	DxG +100	Н				
0.0			35.0		40.0	40.0	25.0	45.0		30.0	%	Goal	women	Short-term Goals	2	←	Part 3: Goals	0	0			10					-2 -1	#	Gap				←	Е-Н	1				
0.0	0.0	0.0	207.8	242.4	111.7	111.7	0.0	0.0	250.0	166.7	%	Goal Met	D			←	F + I x 100	0.0	0.0	0.0	0.0	225.1	100.1	124.2	66.3	52.9	0.0 0.0	9%	EE Result				←	E+H x 100	J				Fede
	0		0	2	7	11		3)	0	#	Goal	*		Goals	`	F÷Ix 100 Part 3: Goals	0		0		15		70	2		4	#	Employees	All			<u></u>	Part 2: Flow Data Analysis	K		SLE		Federal Contractors Program Achievement Report
	0.0		0.0	400.0		190.9		66.7		0.0	%	Goal Met	p women	Long-term Goals	-	←	E + K x	0		0		∞		37	0		1	#	Actual				←	Part 2: Flow Data Analysis	L	[Date:	SLR Consulting (Canada) Ltd.	Part 4: Results - Women	actors P
0.0	0.0	0.0	35.0	30.0	40.0	40.0	25.0	45.0	20.0	30.0	9/6	Goal	38	1 Goals	-	←	* * *	0.0		0.0		53.3	34.9	S o	0.0		25.0	9/9	ial	Wo	Hires		←	L+K x 100	1	[Date: 2018-06-22]	ting (C	esults -	rogran
0.0	0.0	0.0	207.8	242.4	111.7	111.7	0.0	0.0	250.0	166.7	%	Goal Met	District				F + M x 100	0		0		4	20	3,	_		1	#	Expected	Women			←	K x G ÷ 100	z)6-22]	anada)	Wome	1 Achie
																		0		0		4	1	=	_		0	#	Difference				←	L-N	0		Ltd.	=	vement
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													nts					0		0		0		>	2		0	#	Employees	All			←		U				
																		0		0		6	00	20	4		2	#	ces				↓	Part 2: Flow Flow Data Data Analysis Analysis	! !!				
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																		0.0		0.0		16.7	03.3		0.0		0.0	#	Expected	Women	tions		333	V+Ux UxF+100	W X				
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Federal Contractors Program Achievement Report Part 4: Results - Women SLR Consulting (Canada) Ltd. [Date: 2018-06-22] В \mathbf{C} E F G M Ν P R T U V W D Н K О Q S X Part 1 Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow $E \div D$ DxG $\mathbf{E} \div \mathbf{H}$ Part 2: Flow $L \div K$ $Q \div P x$ Part 2: Flow $V \div U x$ Workforce Workforce E - H Flow Data K x G ÷ 100 L-N Flow Data P x F ÷ 100 Q - S Flow Data U x F ÷ 100 V - X Workforce :Data sources x 100 Data Analysis Data Analysis Data Analysis x 100 x 100 $\div 100$ Analysis Analysis Analysis Analysis Analysis Analysis Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires **Promotions Terminations** Year Occupational Group Women Women All All All All (EEOG) Employees Employees Representation Availability EE Result Employees Actual Difference Actual Difference Employees Difference Gap Expected Expected Actual Expected % % # # % # # % # % # % Administrative & 2015 13 13 100.0 82.7 11 120.9 Senior Clerical 2018 12 12 100.0 83.1 10 120.3 100.0 0 0.0 100.0 2015 Skilled Sales & 0 0.0 0.0 0 0.0 Service Personnel 2018 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2015 0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 2018 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 2015 100.0 70.0 142.9 10 Clerical Personnel 2018 7 125.0 87.5 70.0 85.7 100.0 100.0 0.0 Intermediate Sales & 2015 0 0.0 0.0 Service Personnel 2018 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2015 0 0.0 0.0 0.0 Workers 0.0 2018 0 0.0 0.0 0.0 0 0.0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3 $E \div G \; x$ Part 3: Part 3: F ÷ I x 100 Part 3: Goals ÷ M x 100 Data sources Flow Data Data Analysis 100 100 100 Goals Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals Employment Equity Women Women Women Occupational Group Comments (EEOG) Percent of Percent of Percent o Percent of Employees Actual Goal Goal Goal Goal Met Goal Met Goal Met Goal Met % % % % Administrative & 2018 -1 100.0 0.0 85.0 117.6 0.0 85.0 117.6 Senior Clerical 2021 -1 100.0 85.0 117.6 85.0 117.6 Skilled Sales & 2018 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Service Personnel 2021 0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 2018 0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 Trades Workers 2021 0 0.0 0.0 0.0 0.0 0.0 3 75.0 70.0 70.0 107.1 2018 0.0 107.1 0.0 10 | Clerical Personnel 2021 3 75.0 70.0 107.1 70.0 107.1 Intermediate Sales & 2018 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Service Personnel 2021 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 0 0.0 0.0 0.0 0.0

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										0.0	0.0			0.0	0.0			0.0	0	0	2021	kers	Workers
										0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0		0	2018	Other Manual	14 Othe
										0.0	0.0			0.0	0.0			0.0	0	0	2021	Personnel	_
										0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0	0	2018	Other Sales & Service	13 Othe
										9,6	%	%	4	9,6	9%	%	*	9/6	#	#	#		
										Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	<u>=</u>	Actual	Employees			(EEOG)
			ents	Comments							aen	Women			ien	Women		en	Women	All	1831	Occupational Group	Occupai
									•		m Goals	Long-term Goals			Short-term Goals	hort-ter	s		Flow Data	F		Employment Equity	Employ
									•				Goals	G				ts	New Entrants	New			
										←	←	←	←	←	←	←	←	←	←	←			
									i	F + M x 100		E÷Kx 100	F+Ix100 Part 3: Goals	Part 3: F + I x 100 Goals	Part 3: Goals	E + G x 100	Part 3: Goals	E + D x 100	: :	Part 2: Flow Data Analysis	<u> </u>	ata sources:	Data sources
24	32 59.3	54 3	2	6	61.5	8 61	13) 58	0	55.8	58	104	0.0	103	0	0.0	47.9		215	2018		Total
			1				+							0.0	78	0	0.0	44.8		174	2015		-
0	0.0	0	0	0	0.0	0 0	0	0		0	0.0	0	0	0.0	0	0	0.0	0.0		0	2018	kers	Workers
														0.0	0	0	0.0	0.0		0	2015	Other Manual	
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Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples SLR Consulting (Canada) Ltd. [Date: 2018-06-22] В \mathbf{C} E F G M Ν P R Т U V W D Н K L О O S X Part 1 Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow $E \div D$ DxG $\mathbf{E} \div \mathbf{H}$ Part 2: Flow $L \div K$ $Q \div P \; x$ Part 2: Flow $V \div U x$ L-N Workforce Workforce E - H Flow Data K x G ÷ 100 Flow Data P x F ÷ 100 Q - S Flow Data U x F ÷ 100 V - X Workforce :Data sources x 100 Data Analysis Data Analysis Data Analysis x 100 x 100 $\div 100$ Analysis Analysis Analysis Analysis Analysis Analysis Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires **Promotions Terminations** Year Occupational Group Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples **Aboriginal Peoples** All All All All (EEOG) Employees Employees Representation Availability EE Result Employees Actual Difference Actual Difference Employees Difference Gap Expected Expected Actual Expected % # % % # # % # # # % # # % Administrative & 2015 13 0 0.0 4.1 0.0 Senior Clerical 2018 12 0 0.0 4.2 0.0 0.0 0 0.0 0.0 2015 0.0 0.0 Skilled Sales & 0 0 0.0 Service Personnel 2018 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2015 0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 2018 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 2015 14.3 2.4 595.2 10 Clerical Personnel 2018 2.5 0 0.0 0.0 0 0.0 0 0.0 20.0 0.0 Intermediate Sales & 2015 0 0.0 0.0 Service Personnel 2018 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2015 0 0.0 0.0 0.0 Workers 0.0 2018 0 0.0 0.0 0.0 0 0.0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3 $E \div G \; x$ Part 3: Part 3: F ÷ I x 100 Part 3: Goals ÷ M x 100 Data sources Flow Data Data Analysis 100 100 Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals Employment Equity Aboriginal Peoples **Aboriginal Peoples Aboriginal Peoples** Occupational Group Comments (EEOG) Percent o Percent of Percent o Percent of Employees Actual Goal Goal Goal Goal Met Goal Met Goal Met Goal Met % % % % Administrative & 2018 0 0.0 0.0 4.5 0.0 0.0 4.5 0.0 Senior Clerical 5.0 5.0 2021 -1 0 0.0 0.0 0.0 Skilled Sales & 2018 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Service Personnel 2021 0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 2018 0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 Trades Workers 2021 0 0.0 0.0 0.0 0.0 0.0 -25.0 2.5 -1000.0 2.5 2018 -1 0.0 0.0 -1000.0 10 | Clerical Personnel 2021 -1 -25.0 2.5 -1000.02.5 -1000.0 Intermediate Sales & 2018 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Service Personnel 2021 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 0 0.0 0.0 0.0 0.0

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Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities SLR Consulting (Canada) Ltd. [Date: 2018-06-22] В \mathbf{C} F G M Ν P V W D E Н K L О 0 R S Т U X Part 1 Part 1: Part 1: Part 2: Part 2: Part 2: E ÷ D DxG $\mathbf{E} \div \mathbf{H}$ Part 2: Flow Part 2: Flow $Q \div P x$ Part 2: Flow $V \div U x$ L-N Workforce Workforce E - H Flow Data K x G ÷ 100 Flow Data P x F ÷ 100 Q - S Flow Data U x F ÷ 100 V - X Workforce :Data sources Data Analysis Data Analysis Data Analysis x 100 x 100 x 100 $\div 100$ Analysis Analysis Analysis Analysis Analysis Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires **Promotions Terminations** Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All All All All (EEOG) Employees Representation Availability EE Result Employees Employees Employees Gap Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % # # % # # # # % # % Administrative & 2015 13 0 0.0 3.4 0.0 Senior Clerical 2018 12 0 0.0 3.4 0.0 0 0.0 0 0.0 0.0 2015 0.0 Skilled Sales & 0 0.0 0 0.0 Service Personnel 2018 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2015 0.0 0.0 0.0 Skilled Crafts & 0 Trades Workers 2018 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 2015 0 0.0 7.0 0.0 10 Clerical Personnel 2018 0 0.0 7.0 -1 0.0 0 0.0 0.0 0 0.0 0 0.0 0.0 0.0 Intermediate Sales & 2015 0 Service Personnel 2018 0 0.0 0.0 0 0 0.0 0 0.0 0 0.0 0 0.0 2015 0 0.0 0.0 0.0 Semi-Skilled Manual Workers 0.0 2018 0 0.0 0.0 0.0 0 0.0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3 $E \div G \; x$ Part 3: Part 3: F ÷ I x 100 Part 3: Goals ÷ M x 100 Data sources Flow Data Data Analysis 100 100 Goals Goals 100 Goals Analysis 1 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities (EEOG) Employees Percent of Percent of Percent of Percent of Actual Goal Me Goal Met Goal Met Goal Met % % % % % % 9/4 2018 3.5 3.5 0 0.0 0.0 0.0 0.0 0.0 Administrative & Senior Clerical 2021 3.5 0.0 -1 0 0.0 3.5 0.0 2018 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0.0 0.0 Service Personnel 2021 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 2018 0.0 0.0 Trades Workers 2021 0 0.0 0.0 0.0 0.0 0.0 7.0 0.0 7.0 0.0 2018 0 0.0 0.0 0.0 Clerical Personnel 0.0 7.0 7.0 0.0 2021 0 0.0 0.0 0.0 0.0 2018 0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 2021 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0.0 0.0 0.0 Workers 0.0 0.0 0.0 0.0 2021 0.0 0

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Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities SLR Consulting (Canada) Ltd. [Date: 2018-06-22] В \mathbf{C} E F G M Ν P R Т U V W D Н K L О O S X Part 1 Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow $E \div D$ DxG $\mathbf{E} \div \mathbf{H}$ Part 2: Flow $Q \div P x$ Part 2: Flow $V \div U x$ L-N Workforce Workforce E - H Flow Data K x G ÷ 100 Flow Data P x F ÷ 100 Q - S Flow Data U x F ÷ 100 V - X Workforce :Data sources Data Analysis Data Analysis Data Analysis x 100 x 100 x 100 $\div 100$ Analysis Analysis Analysis Analysis Analysis Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires **Promotions Terminations** Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All All All All (EEOG) Employees Employees Representation Availability EE Result Employees Difference Actual Difference Employees Gap Actual Expected Expected Actual Expected Difference % % # # % # # % # # % # % Administrative & 2015 13 2 15.4 13.7 112.3 Senior Clerical 2018 12 3 25.0 12.0 208.3 16.7 0 0.0 14.3 2015 0 0.0 Skilled Sales & 0.0 0 0.0 Service Personnel 2018 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2015 0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 2018 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 2015 2 28.6 42.3 -1 67.5 10 Clerical Personnel 2018 5 155.9 62.5 40.1 71.4 50.0 40.0 0.0 Intermediate Sales & 2015 0 0.0 0.0 Service Personnel 2018 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2015 0 0.0 0.0 0.0 Workers 0.0 2018 0 0.0 0.0 0.0 0 0.0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3 Part 3: Part 3: F ÷ I x 100 Part 3: Goals ÷ M x 100 Data sources Flow Data Data Analysis 100 100 Goals Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals Employment Equity Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments (EEOG) Percent o Percent of Percent o Percent of Employees Actual Goal Goal Goal Goal Met Goal Met Goal Met Goal Met % % % % Administrative & 2018 0 0.0 0.0 15.0 0.0 0.0 15.0 0.0 Senior Clerical 2021 0 0.0 20.0 0.0 20.0 0.0 Skilled Sales & 2018 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Service Personnel 2021 0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 2018 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 2021 0 0.0 0.0 0.0 0.0 0.0 50.0 200.0 50.0 2018 4 100.0 0.0 0.0 200.0 10 | Clerical Personnel 2021 4 100.0 55.0 181.8 55.0 181.8 Intermediate Sales & 2018 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Service Personnel 2021 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 0 0.0 0.0 0.0 0.0

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Federal Contractors Program Achievement Report Part 8: Reasonable Efforts SLR Consulting (Canada) Ltd. [Date: 2018-06-22]

Efforts

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

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

equity.

Requi	red measures:
√	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
✓	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.
V	Adjusted survey results to reflect hires, promotions and terminations.
✓	Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
✓	Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
✓	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
√	Ensured that any new gaps identified are addressed accordingly.
√	Maintained appropriate records in all required areas.
Other	measures:
√	Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
√	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
V	Ensured ongoing senior-level support for employment equity and its implementation.
V	Established accountability mechanisms to ensure that the short-term goals would be met.
V	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

✓	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.
V	Undertook initiatives to increase representation where gaps in representation were found.
J	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance ment.
✓	Impact of economic and industrial conditions on the organization.
	Hiring of personnel in remote areas remains difficult and typically there are not a lot of candidates.
	Any reorganization or other corporate structural changes.
	Acquisitions, mergers or transfers of employees.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	Other.
Addit	ional Details
Please p	provide any additional information (optional):

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: SLR Consulting Canada Ltd.

Primary Location: Vancouver, British Columbia

Number of Employees: 215

•	British Columbia	114
•	Alberta	38
•	Ontario	36
•	Saskatchewan	14
•	Manitoba	4
•	Nova Scotia	4
•	Yukon	3
•	Northwest Territories	2

Organization Overview: NAICS 5416 - Management, scientific and technical consulting services.

SLR Consulting delivers advice and support on strategic and project-specific issues to business, regulatory and government clients, specializing in the oil and gas, mining and minerals, infrastructure, built environment, industry, and power sectors.

Key Dates – First Year Assessment

Initiated: 2015-02-05 Received: 2015-02-24 Closed: 2015-12-04 Workforce Analysis: 2015-11-24

Key Dates – Subsequent Assessment

Initiated: 2018-02-28 Received: 2018-07-03 Workforce Analysis: 2018-06-22

DATA VERIFICATION

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

 \boxtimes Yes \square No

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

⊠ Yes □ No

ASSESSMENT OF REASONABLE PROGRESS

• All goals were set in numerical and percentage form. The percentage of goal met will be taken from the percentage goal.

Women

01	Senior Managers	Goal met at 83.3%.
02	Middle & Other Managers	Goal met at 111.1%.

Assessment/Observations

None

Aboriginal Peoples

02	Middle & Other Managers	Goal not met (0% achieved).
04	Semi-Professionals & Technicians	Goal met 235.3%.
07	Admin & Senior Clerical Personnel	Goal not met (0% achieved).

Assessment/Observations

- In EEOG 02 there were four new entrants of which none were Aboriginal persons. At an availability of 2.2% this is to be expected.
- In EEOG 07 there were six new entrants of which none were Aboriginal persons. At an availability of 4.1% this is to be expected.

Persons with Disabilities

01/02	Managers	Goal not met (0% achieved).
03	Professionals	Goal not met (32.5% achieved).
04	Semi-Professionals & Technicians	Goal not met (0% achieved).

Assessment/Observations

- In EEOG 01/02 there were eight new entrants of which none were persons with disabilities. At an availability of 4.3% this is to be expected.
- In EEOG 03 there were 77 new entrants of which one was a person with disabilities. At an availability of 3.8% 2 new persons with disabilities would be expected to be hired.

In EEOG 04 there were 17 new entrants of which none were persons with disabilities. At an availability of 4.6% this is to be expected.

Members of Visible Minorities

01	Senior Managers	Goal not met (0% achieved).
02	Middle & Other Managers	Goal met 166.7%.
03	Professionals	Goal not met (51.9% achieved).
04	Semi-Professionals & Technicians	Goal not met (0% achieved).
10	Clerical Personnel	Goal met 133.3%.

Assessment/Observations

- In EEOG 01 there were four new entrants of which none were visible minorities. At an availability of 10.1% this is to be expected.
- In EEOG 03 there were 77 new entrants of which 10 were visible minorities. At an availability of 20.0%, 15 new visible minority hired would be expected.
- In EEOG 04 there were 17 new entrants of which one was a visible minority. At an availability of 21.4%, three new visible minority hires would be expected.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
 - There were 13 goals set and six goals were met (46%).
 - The organization has noted that hiring new employees in remote areas remains difficult and typically there are not a lot of candidates.

ASSESSMENT OF GOALS

All gaps had a long and short-term goal set.

Women

	Workforce Analysis Results		Goals			
		Present	Short-	Long-	Representation	LMA
Emp	Employment Equity Occupational Group		term	term		
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	27.4	27.4	16.7	27.4
02	Middle & Other Managers	-4	38.9	38.9	25.8	38.9

Observations:

• In 2015 women were represented at 44.8%; in 2018 this has increased to 47.9%.

Aboriginal Peoples

	Workforce Analysis Results		Goals			
Emp	oloyment Equity Occupational Group (EEOG)	Present Gap	Short- term (1 to 3	Long- term (3+	Representation	LMA
	(====,		years)	years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-1	2.2	2.2	0.0	2.2
03	Professionals	-1	2.0	2.0	0.8	1.4
07	Admin & Senior Clerical Personnel	-1	5.0	5.0	0.0	4.2

Observations:

- In 2015 Aboriginal representation was 1.1%; in 2018 this has increased to 1.9%.
- Aboriginal employees are represented in EEOGs 03, 04, and 10.

Persons with Disabilities

Workforce Analysis Results Employment Equity Occupational Group (EEOG) Gap			Goals			
		Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)	Representation	LMA
#	Description	#	# or %	# or %	%	%
01/ 02	Managers	-2	4.3	4.3	0.0	4.3
03	Professionals	-5	3.8	3.8	0.0	3.8
10	Clerical Personnel	-1	7.0	7.0	0.0	7.0

Observations:

• In 2015 persons with disabilities representation was 0%; in 2018 one person with disabilities was hired into EEOG 04.

Members of Visible Minorities

Workforce Analysis Results	Goals	Representation	LMA	
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			Short-	Long-		
Emp	oloyment Equity Occupational Group	Present	term	term		
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-1	10.1	10.1	0.0	10.1
02	Middle & Other Managers	-1	15.0	15.0	12.9	15.0
03	Professionals	-9	19.0	19.0	11.8	18.8
04	Semi-Professionals & Technicians	-1	19.0	19.0	16.1	19.1

Observations:

• In 2018 visible minority representation at SLR Consulting was 14.9%; with the highest visible minority representation in EEOG 10 Clerical Personnel at 66.7%.

RECOMMENDATION

I recommend that the employer be found: \boxtimes in compliance \square in non-compliance

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

 Given that there are a number of gaps in all four designated groups, the organization might consider forging links with trade programs, career fairs and professional associations in order to identify qualified potential employees that are members of the designated groups. This may help them in reducing / eliminating the gaps.

Name of Analyst: Neeta Dhillon

Date: November 15, 2018

Subject: Government of Canada Agreement Number: 100193 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Michael Young:

I am writing to inform you that the subsequent compliance assessment initiated on February 2nd, 2018 has been completed. As a result of the assessment, SLR Consulting (Canada) Ltd. has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment</u> 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 SLR Consulting (Canada) Ltd.'s employment equity program.

Given that there are a number of gaps in all four designated groups, the organization might
consider forging links with trade programs, career fairs and professional associations in order to
identify qualified potential employees that are members of the designated groups. This may help
them in reducing / eliminating the gaps.

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 February 28th, 2021. 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, SLR Consulting (Canada) Ltd. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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



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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish SLR Consulting (Canada) Ltd. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



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