



s.19(1)

Labour Program  
Federal Contractors Program

s.24(1)

## Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Stantec Consulting Ltd.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Stantec	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 54 (Professional, Scientific, and Technical)	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 7457 To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm</a>

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 10160 - 112 Street	City Edmonton	Province Alberta	Postal Code T5K 2L6
	Telephone Number (780) 917-7000	Fax Number (780) 917-7330	

EMPLOYMENT EQUITY CONTACT	
Name (print) Valerie Papp	Title Sr. HR Consultant
Telephone Number 403-716-8008	E-mail Address valerie.papp@stantec.com

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

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Maurice B. Leger	Title Senior Vice President, Canada East
Telephone Number 613-724-4388	E-mail Address maurice.leger@stantec.com
Signature [REDACTED]	Date 01/16/15

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

# Federal Contractors Program (FCP)

Contractors who are awarded an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) are required to implement employment equity, and if representation gaps exist, to make all reasonable efforts within the context of their specific organizational environment and structural needs to close the gaps. This obligation is on-going and not only subject to the period of a specific contract.

Contractors are required to conduct, develop and maintain:

- a. A survey of their workforce on the representation of the four designated groups using a self-identification questionnaire;
- b. A workforce analysis (WFA) that compares representation with requisite labour market availability by occupational groups; and
- c. Short-term and long-term numeric goals on closing gaps that have been identified where under-representation exists.

Contractors are required to submit to ESDC-Labour:

- a. One year after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes):
  - Self-identification questionnaire used to collect workforce information;
  - Initial WFA; and
  - Annual short-term numeric goals for a period of three years and long-term numeric goals where under-representation exists on closing gaps that have been identified.
- b. Four years after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter:
  - Updated WFA;
  - Updated annual short-term numeric goals for a period of three years and long term numeric goals where under-representation exists on closing gaps that have been identified; and
  - Completed Achievement Table.

ESDC-Labour will assess contractors on a risk-based basis, one year and four years after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter. Assessments are based on the achievement of representation results and measured against the requirements set out for the FCP.

Contractors found to be in non-compliance will be ineligible for future goods and services contracts, standing offer agreements, or supply agreements of any value with the federal government. In addition, contractors will be placed on a public list of non-compliant contractors. A finding of non-compliance may result in the termination of the contract.

For information on the detailed requirements as well as the framework and standards for assessment of results, please refer to the website: <http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml>

# Questions and Answers

## Subsidiary vs. Division/Branch

**Q1 Does the Agreement to Implement Employment Equity (Agreement) apply to the whole organization or only to the part carrying out the contract?**

A1 The signed Agreement applies to the whole organization named in the Agreement and its entire Canadian workforce including all of its components (divisions, branches, etc.), with the exception of subsidiary corporations.

**Division:** A division is part of the primary business, not separate, and the primary business is legally responsible for the obligations and debts of the division.

**Branch:** A branch is an office that is not located at/with the company's corporate headquarters but is part of the organization.

**Subsidiary:** A subsidiary is owned or controlled by another entity (a parent company), but it is a separate legal entity.

**Q2 If an organization that is not subject to the Federal Contractor Program (FCP) is taken over by (or merged with) an organization that is subject to the Program, does it become subject to the FCP as well?**

A2 An organization is subject to the FCP if it becomes part of the acquiring company. However, if the organization remains a subsidiary and still operates as a separate legal entity from the acquiring company, it does not become subject to the FCP.

For the purpose of the FCP, subsidiaries require a separate Agreement (and Agreement number) because they are separate legal entities. Divisions are part of an organization and are included as part of the whole organization.

**Q3 When should a new Agreement be completed and signed?**

A3 A new Agreement should be completed if the organization has undergone a change in its legal name.

## Employment Status

**Q1 Who is considered to be a permanent full-time employee under the FCP?**

A1 A permanent full-time employee is employed for an indeterminate period of time to work the standard number of hours on a regular basis as determined by the employer, depending on the occupational group to which the person belongs. The standard number of hours cannot be less than the usual number of hours worked by full-time employees in the same occupational group.

**Q2 Who is considered to be a permanent part-time employee under the FCP?**

A2 A permanent part-time employee is employed for an indeterminate period of time to work fewer than the standard number of hours on a regular basis as determined by the employer, depending on the occupational group to which the person belongs.

Generally, what is standard or usual for a group of employees is considered full-time; anything less is considered part-time. For example, in a case where the standard, usual way of working for the company is to work eight (8) hours per day for three (3) days per week, employees who fit this work pattern would be considered full-time, and employees who do not would be considered part-time.

**Q3 Who is considered to be a temporary employee under the FCP?**

A3 A temporary employee is employed on a temporary basis for any number of hours within a fixed period or periods (start and end date) totalling 12 weeks or more during a calendar year. This does not include a person in full-time attendance at a secondary or post-secondary educational institution who is employed during a school break. Whether the hours are regular or irregular is not a factor to consider in determining temporary employment status.

The total number of weeks worked by temporary employees is calculated according to the cumulative number of weeks worked, not by the cumulative number of days. For example, an employee may be called to work two days one week, three days the following week and one day per week for ten other weeks during the calendar year. This employee would be considered a temporary employee for employment equity purposes.

The most significant distinction between temporary staff and permanent staff is job security, where permanence usually means employment for an indefinite duration. The duration of employment or the benefits received do not indicate employment status. Even if an employee is hired for a length of employment that is long term, the employee does not have permanent status if the duration of employment can be defined.

**Q4 How are students counted under the FCP?**

A4 Students employed during a school break, even if this period exceeds 12 weeks, and who are returning to school, are not counted as employees for employment equity purposes.

Co-operative education (Co-op) students working during the summer period are not considered to be on a school break since this work experience forms part of their education. Co-op students who work more than 12 weeks during their work placements should be reported as temporary employees. In addition, students working on a permanent part-time basis throughout the year are counted provided they worked 12 weeks or more.

**Q5 How are casual or other employees counted under the FCP?**

A5 Casual employees are employed to work less than 12 weeks during a calendar year and whose contracts have designated start and end dates.

Other employees are those who are on unpaid leave (often temporary lay-off or long-term leave) but who otherwise fulfil the definitions of permanent full-time, permanent part-time or temporary employees and maintain the right to return to work.



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

Reporting Period 2018-05-28 to 2018-05-28

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	2766	118	0	2884	Calgary	1899	159	0	2058
Québec	2118	116	0	2234	Edmonton	1983	86	0	2069
Nova Scotia	538	19	0	557	Halifax	495	19	0	514
New Brunswick	444	20	0	464	Montréal	1593	85	0	1678
Manitoba	431	22	0	453	Regina	202	20	0	222
British Columbia	1336	80	0	1416	Toronto	1152	47	0	1199
Prince Edward Island	32	0	0	32	Vancouver	1014	37	0	1051
Saskatchewan	377	46	0	423	Winnipeg	431	22	0	453
Alberta	4212	261	0	4473	St. John's	235	7	0	242
Newfoundland and Labrador	258	16	0	274	Moncton	68	0	0	68
Yukon	40	4	0	44	Saint John	66	6	0	72
Northwest Territories	66	0	0	66	Québec	305	15	0	320
Nunavut	11	0	0	11	Trois-Rivières	91	11	0	102
Total Employees in Canada				13331	Ottawa - Gatineau	508	21	0	529
					Hamilton	179	9	0	188
					Kitchener - Cambridge - Waterloo	510	29	0	539



Stantec Consulting Ltd. (certificate # V090036)

Form 1

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

Reporting Period 2018-05-28 to 2018-05-28

Census Metropolitan Areas

	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
London	138	4	0	142
Windsor	61	3	0	64
Greater Sudbury	65	1	0	66
Guelph	91	3	0	94
Saskatoon	175	26	0	201
Barrie	20	1	0	21
Kelowna	68	2	0	70
Victoria	175	28	0	203
Alta. less CMAs	330	16	0	346
B.C. less CMAs	79	13	0	92
N.B. less CMA	310	14	0	324
N.S. less CMA	43	0	0	43
N.W.T.	66	0	0	66
Nfld/Lab. less CMA	23	9	0	32
Nvt.	11	0	0	11
Ont. less CMAs	60	0	0	60
P.E.I.	32	0	0	32



Stantec Consulting Ltd. (certificate # V090036)

Form 1

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

Reporting Period 2018-05-28 to 2018-05-28

	Census Metropolitan Areas			
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Que. less CMAs	111	5	0	116
Y.T.	40	4	0	44
<b>Total Employees in Canada</b>		▶		13331



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	254	206	48	3	1	2	4	3	1	24	18	6
	<b>Total</b>	254	206	48	3	1	2	4	3	1	24	18	6
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	423	338	85	4	2	2	5	1	4	33	27	6
	<b>Total</b>	423	338	85	4	2	2	5	1	4	33	27	6
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6539	4530	2009	49	33	16	72	40	32	1219	868	351
	<b>Total</b>	6539	4530	2009	49	33	16	72	40	32	1219	868	351
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4266	3157	1109	51	39	12	78	51	27	690	485	205
	<b>Total</b>	4266	3157	1109	51	39	12	78	51	27	690	485	205





FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS  
Full-Time / National

Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	808	113	695	18	3	15	30	8	22	75	19	56
	<b>Total</b>	808	113	695	18	3	15	30	8	22	75	19	56
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	38	17	21				2	2		6	4	2
	<b>Total</b>	38	17	21				2	2		6	4	2
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	297	65	232	4	2	2	2		2	60	20	40
	<b>Total</b>	297	65	232	4	2	2	2		2	60	20	40
<b>Semi-Skilled Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	4		2	2							
	<b>Total</b>	4	4		2	2							



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total Number of Employees</b>		<b>12629</b>	<b>8430</b>	<b>4199</b>	<b>131</b>	<b>82</b>	<b>49</b>	<b>193</b>	<b>105</b>	<b>88</b>	<b>2107</b>	<b>1441</b>	<b>666</b>



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / National**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6	6										
	<b>Total</b>	6	6										
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	4	1									
	<b>Total</b>	5	4	1									
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	364	122	242	2		2	8	2	6	36	16	20
	<b>Total</b>	364	122	242	2		2	8	2	6	36	16	20
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	194	70	124	3	1	2	10	5	5	19	7	12
	<b>Total</b>	194	70	124	3	1	2	10	5	5	19	7	12



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / National**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	108	15	93	1		1	5	3	2	7	4	3
	<b>Total</b>	108	15	93	1		1	5	3	2	7	4	3
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	20	2	18							2		2
	<b>Total</b>	20	2	18							2		2
<b>Semi-Skilled Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	1	4							2		2
	<b>Total</b>	5	1	4							2		2
<b>Total Number of Employees</b>		<b>702</b>	<b>220</b>	<b>482</b>	<b>6</b>	<b>1</b>	<b>5</b>	<b>23</b>	<b>10</b>	<b>13</b>	<b>66</b>	<b>27</b>	<b>39</b>

**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Ontario  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13			
<b>Senior Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	55	47	8				2	1	1	4	3	1			
	<b>Total</b>	55	47	8				2	1	1	4	3	1			
<b>Middle and Other Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	78	69	9	2	2		1	1		3	3				
	<b>Total</b>	78	69	9	2	2		1	1		3	3				
<b>Professionals</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	1487	1007	480	8	7	1	18	8	10	288	200	88			
	<b>Total</b>	1487	1007	480	8	7	1	18	8	10	288	200	88			
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	895	726	169	9	9		20	15	5	134	96	38			
	<b>Total</b>	895	726	169	9	9		20	15	5	134	96	38			



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Ontario**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	207	37	170							28	9	19
	<b>Total</b>	207	37	170							28	9	19
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	44	10	34							7	2	5
	<b>Total</b>	44	10	34							7	2	5
<b>Total Number of Employees</b>		2766	1896	870	19	18	1	41	25	16	464	313	151

Stantec Consulting Ltd. (certificate # V090036)  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / Ontario  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13			
<b>Senior Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1		2	2												
	<b>Total</b>		2	2												
<b>Professionals</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1		59	19	40								8	5	3	3
	<b>Total</b>		59	19	40								8	5	3	3
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1		31	9	22								1	1	2	1
	<b>Total</b>		31	9	22								1	1	2	1
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1		20	2	18									2	2	
	<b>Total</b>		20	2	18									2	2	



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / Ontario  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees				Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13				
Clerical Personnel  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	6	2	4													
	<b>Total</b>	6	2	4							1			1		13	9
<b>Total Number of Employees</b>		118	34	84						1			1		13	9	4





**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Québec**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	10	8	2									
	<b>Total</b>	10	8	2									
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	82	65	17							3	1	2
	<b>Total</b>	82	65	17							3	1	2
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1031	770	261	4	4		5	4	1	138	103	35
	<b>Total</b>	1031	770	261	4	4		5	4	1	138	103	35
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	828	592	236	4	4		6	4	2	104	74	30
	<b>Total</b>	828	592	236	4	4		6	4	2	104	74	30

**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Québec  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13			
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	112	12	100								8	3	5		
	<b>Total</b>	112	12	100								8	3	5		
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	2		2												
	<b>Total</b>	2		2												
<b>Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	53	9	44				2		2		7	4	3		
	<b>Total</b>	53	9	44				2		2		7	4	3		
<b>Total Number of Employees</b>		2118	1456	662	8	8		13	8	5	260	185	75			



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / Québec**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	<b>Total</b>	2	2										
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	49	22	27							4	2	2
	<b>Total</b>	49	22	27							4	2	2
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	34	15	19									
	<b>Total</b>	34	15	19									
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	24	1	23							2		2
	<b>Total</b>	24	1	23							2		2



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / Québec  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13			
Clerical Personnel  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	7		7							1			1		
	<b>Total</b>	7		7							1		1			1
	<b>Total Number of Employees</b>	<b>116</b>	<b>40</b>	<b>76</b>							<b>7</b>	<b>2</b>	<b>5</b>			



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Nova Scotia**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	10	8	2	2		2				1	1	
	<b>Total</b>	10	8	2	2		2				1	1	
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	22	14	8							2	2	
	<b>Total</b>	22	14	8							2	2	
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	234	160	74	2		2	2		2	24	18	6
	<b>Total</b>	234	160	74	2		2	2		2	24	18	6
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	219	176	43	5	2	3	4	4		6	3	3
	<b>Total</b>	219	176	43	5	2	3	4	4		6	3	3



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Nova Scotia  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13			
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1															
	<b>Total</b>		<b>35</b>	<b>6</b>	<b>29</b>			<b>2</b>		<b>2</b>			<b>1</b>			
<b>Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1															
<b>Total</b>		<b>18</b>		<b>18</b>								<b>1</b>				<b>1</b>
<b>Total Number of Employees</b>		<b>538</b>	<b>364</b>	<b>174</b>	<b>9</b>	<b>2</b>	<b>7</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>34</b>	<b>24</b>				<b>10</b>



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / Nova Scotia**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	10	4	6									
	<b>Total</b>	10	4	6									
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3		3									
	<b>Total</b>	3		3									
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6		6	1		1						
	<b>Total</b>	6		6	1		1						
<b>Total Number of Employees</b>		19	4	15	1		1						

Stantec Consulting Ltd. (certificate # V090036)  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / New Brunswick  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities						
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13				
<b>Senior Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1																
	<b>Total</b>		6	2	4									2			
<b>Middle and Other Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1																
	<b>Total</b>		18	16	2												
<b>Professionals</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1																
	<b>Total</b>		208	150	58	2	2	2	2	2			19	16			
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1																
	<b>Total</b>		174	131	43									6	4		
<b>Total</b>		174	131	43									6	4			2



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / New Brunswick**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	32	4	28	1		1	4		4			
	<b>Total</b>	32	4	28	1		1	4		4			
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6	2	4	2	2							
	<b>Total</b>	6	2	4	2	2							
<b>Total Number of Employees</b>		<b>444</b>	<b>305</b>	<b>139</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>7</b>	<b>3</b>	<b>4</b>	<b>27</b>	<b>20</b>	<b>7</b>

Stantec Consulting Ltd. (certificate # V090036)  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / New Brunswick  
 Reporting Period 2018-05-28 to 2018-05-28

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



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / New Brunswick**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  <b>Top Range: Under \$5,000</b>  <b>Bottom Range: Under \$5,000</b>	<b>4</b>												
	<b>3</b>												
	<b>2</b>												
	<b>1</b>	<b>4</b>	<b>1</b>	<b>3</b>									
	<b>Total</b>	<b>4</b>	<b>1</b>	<b>3</b>									
<b>Total Number of Employees</b>		<b>20</b>	<b>11</b>	<b>9</b>				<b>2</b>	<b>2</b>				

**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Manitoba  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities				
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13		
<b>Senior Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4														
	3														
	2														
	1		5	5											
	<b>Total</b>		5	5											
<b>Middle and Other Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4														
	3														
	2														
	1		13	13								3	3		
	<b>Total</b>		13	13								3	3		
<b>Professionals</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4														
	3														
	2														
	1		221	180	41			2	2			43	36		7
	<b>Total</b>		221	180	41			2	2			43	36		7
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4														
	3														
	2														
	1		158	127	31	4	2				33	28		5	
	<b>Total</b>		158	127	31	4	2				33	28		5	



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Manitoba**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	30	2	28	4		4	4		4			
	<b>Total</b>	30	2	28	4		4	4		4			
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4		4									
	<b>Total</b>	4		4									
<b>Total Number of Employees</b>		<b>431</b>	<b>327</b>	<b>104</b>	<b>8</b>	<b>2</b>	<b>6</b>	<b>6</b>	<b>2</b>	<b>4</b>	<b>79</b>	<b>67</b>	<b>12</b>

Stantec Consulting Ltd. (certificate # V090036)  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / Manitoba  
 Reporting Period 2018-05-28 to 2018-05-28

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



Stantec Consulting Ltd. (certificate # V090036)

Form 2 B

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
Part-Time / Manitoba  
Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total Number of Employees</b>		22	7	15							4	4	

Stantec Consulting Ltd. (certificate # V090036)  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / British Columbia  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13			
<b>Senior Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	41	31	10				2	2		4	2		2		2
	<b>Total</b>	41	31	10				2	2		4	2		2		2
<b>Middle and Other Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	26	23	3												
	<b>Total</b>	26	23	3												
<b>Professionals</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	843	583	260	7	2	5	9	4	5	157	119		38		38
	<b>Total</b>	843	583	260	7	2	5	9	4	5	157	119		38		38
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	309	209	100	9	6	3	11	8	3	83	52		31		31
	<b>Total</b>	309	209	100	9	6	3	11	8	3	83	52		31		31





**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / British Columbia**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	91	9	82	4		4	4		4	15	3	12
	<b>Total</b>	91	9	82	4		4	4		4	15	3	12
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2									
	<b>Total</b>	2		2									
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	22	2	20							4		4
	<b>Total</b>	22	2	20							4		4
<b>Semi-Skilled Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	<b>Total</b>	2	2										



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / British Columbia  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total Number of Employees</b>		<b>1336</b>	<b>859</b>	<b>477</b>	<b>20</b>	<b>8</b>	<b>12</b>	<b>26</b>	<b>14</b>	<b>12</b>	<b>263</b>	<b>176</b>	<b>87</b>

Stantec Consulting Ltd. (certificate # V090036)  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / British Columbia  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities							
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13					
<b>Senior Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																	
	3																	
	2																	
	1		1	1														
	<b>Total</b>		1	1														
<b>Professionals</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																	
	3																	
	2																	
	1		45	13	32			1	1			4	1			3		
	<b>Total</b>		45	13	32			1	1			4	1			3		
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																	
	3																	
	2																	
	1		18	3	15			3	1		2	2	1		1			
	<b>Total</b>		18	3	15			3	1		2	2	1		1			
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																	
	3																	
	2																	
	1		13		13													
	<b>Total</b>		13		13													



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / British Columbia**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Semi-Skilled Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	1	2							2		2
	<b>Total</b>	3	1	2							2		2
<b>Total Number of Employees</b>		80	18	62				4	2	2	8	2	6

**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Prince Edward Island  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities			
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13	
<b>Middle and Other Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	1	1											
	<b>Total</b>	1	1											
<b>Professionals</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	20	12	8							2		2	
	<b>Total</b>	20	12	8							2		2	
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	9	7	2										
	<b>Total</b>	9	7	2										
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	2		2										
	<b>Total</b>	2		2										



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Prince Edward Island  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total Number of Employees</b>		<b>32</b>	<b>20</b>	<b>12</b>							<b>2</b>		<b>2</b>



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Saskatchewan**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	4	1							1		1
	<b>Total</b>	5	4	1							1		1
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	21	21								2	2	
	<b>Total</b>	21	21								2	2	
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	194	156	38	1	1		6	2	4	25	20	5
	<b>Total</b>	194	156	38	1	1		6	2	4	25	20	5
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	136	97	39	1	1		2	2		24	16	8
	<b>Total</b>	136	97	39	1	1		2	2		24	16	8



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Saskatchewan  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities			
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13	
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	19	2	17	2	2		2	2					
	<b>Total</b>	19	2	17	2	2	2	2						
<b>Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	2		2										
	<b>Total</b>	2		2										
<b>Total Number of Employees</b>		377	280	97	4	4	10	6	4	52	38	14		



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / Saskatchewan  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Professionals</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	15	5	10									
	<b>Total</b>	15	5	10									
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	16	7	9									
	<b>Total</b>	16	7	9									
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	13	6	7				2	2				
	<b>Total</b>	13	6	7				2	2				
<b>Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2									
	<b>Total</b>	2		2									



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / Saskatchewan**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total Number of Employees</b>		<b>46</b>	<b>18</b>	<b>28</b>				<b>2</b>	<b>2</b>				

**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Alberta  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities						
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13				
<b>Senior Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	118	97	21	1	1							12	12			
	<b>Total</b>	118	97	21	1	1							12	12			
<b>Middle and Other Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	157	112	45	2		2	4	4	4	4	20	16	4	4		
	<b>Total</b>	157	112	45	2		2	4	4	4	4	20	16	4	4		
<b>Professionals</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	2123	1390	733	17	11	6	28	18	10	521	355	166	166			
	<b>Total</b>	2123	1390	733	17	11	6	28	18	10	521	355	166	166			
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	1381	975	406	12	8	4	32	17	15	292	204	88	88			
	<b>Total</b>	1381	975	406	12	8	4	32	17	15	292	204	88	88			

**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Alberta  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13			
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	255	37	218	7	1	6	10	4	6	24	4	20			
	<b>Total</b>	255	37	218	7	1	6	10	4	6	24	4	20			
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	34	17	17				2	2		6	4	2			
	<b>Total</b>	34	17	17				2	2		6	4	2			
<b>Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	142	42	100	2		2				41	14	27			
	<b>Total</b>	142	42	100	2		2				41	14	27			
<b>Semi-Skilled Manual Workers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	2	2		2	2										
	<b>Total</b>	2	2		2	2										



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Alberta**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total Number of Employees</b>		<b>4212</b>	<b>2672</b>	<b>1540</b>	<b>43</b>	<b>23</b>	<b>20</b>	<b>76</b>	<b>41</b>	<b>35</b>	<b>916</b>	<b>609</b>	<b>307</b>

**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Part-Time / Alberta  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities			
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13	
<b>Senior Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	2	2											
	<b>Total</b>	2	2											
<b>Middle and Other Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	1		1										
	<b>Total</b>	1		1										
<b>Professionals</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	153	47	106	2		7	1	6	18	6	12		
	<b>Total</b>	153	47	106	2		7	1	6	18	6	12		
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	75	29	46			2	2		12	2	10		
	<b>Total</b>	75	29	46			2	2		12	2	10		



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / Alberta**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	23	5	18				3	1	2	2	2	
	<b>Total</b>	23	5	18				3	1	2	2	2	
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5		5							1		1
	<b>Total</b>	5		5							1		1
<b>Semi-Skilled Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2									
	<b>Total</b>	2		2									
<b>Total Number of Employees</b>		<b>261</b>	<b>83</b>	<b>178</b>	<b>2</b>		<b>2</b>	<b>12</b>	<b>4</b>	<b>8</b>	<b>33</b>	<b>10</b>	<b>23</b>

Stantec Consulting Ltd. (certificate # V090036)  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Newfoundland and Labrador  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13			
<b>Senior Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1		2	2												
	<b>Total</b>		2	2												
<b>Middle and Other Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1		2	2												
	<b>Total</b>		2	2												
<b>Professionals</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1		103	71	32	2	2						2	1	1	
	<b>Total</b>		103	71	32	2	2						2	1	1	
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1		130	97	33	7	7						2	2	2	
	<b>Total</b>		130	97	33	7	7						2	2	2	





**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Newfoundland and Labrador  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	17	4	13				2	2				
	<b>Total</b>	17	4	13				2	2				
<b>Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4		4									
	<b>Total</b>	4		4									
<b>Total Number of Employees</b>		258	176	82	9	9	2	2		4	3	1	



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / Newfoundland and Labrador**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	8	2	6									
	<b>Total</b>	8	2	6									
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	1	4	3	1	2	2		2			
	<b>Total</b>	5	1	4	3	1	2	2		2			
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3		3							1		1
	<b>Total</b>	3		3							1		1
<b>Total Number of Employees</b>		<b>16</b>	<b>3</b>	<b>13</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>2</b>		<b>2</b>	<b>1</b>		<b>1</b>

**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Yukon  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities			
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13	
<b>Senior Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	1	1											
	<b>Total</b>	<b>1</b>	<b>1</b>											
<b>Middle and Other Managers</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	1	1											
	<b>Total</b>	<b>1</b>	<b>1</b>											
<b>Professionals</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	29	19	10	2		2							
	<b>Total</b>	<b>29</b>	<b>19</b>	<b>10</b>	<b>2</b>		<b>2</b>							
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	7	6	1										
	<b>Total</b>	<b>7</b>	<b>6</b>	<b>1</b>										



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
 Full-Time / Yukon  
 Reporting Period 2018-05-28 to 2018-05-28

Occupational Group Salary Range Col. 1	QTR	All Employees				Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities				
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13			
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1															
	<b>Total</b>	2	2	2	2											
	<b>Total Number of Employees</b>	40	27	13	2											



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / Yukon**  
**Reporting Period 2018-05-28 to 2018-05-28**

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



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Northwest Territories**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	1	1									
	<b>Total</b>	2	1	1									
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	38	24	14	4	4							
	<b>Total</b>	38	24	14	4	4							
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	17	14	3				2		2	6	6	
	<b>Total</b>	17	14	3				2		2	6	6	



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Northwest Territories**  
**Reporting Period 2018-05-28 to 2018-05-28**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6		6				2		2			
	<b>Total</b>	6		6				2		2			
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2									
	<b>Total</b>	2		2									
<b>Total Number of Employees</b>		66	40	26	4	4		4		4	6	6	



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
Full-Time / Nunavut

Reporting Period 2018-05-28 to 2018-05-28

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



Stantec Consulting Ltd. (certificate # V090036)

Form 4 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Full-Time / National

Reporting Period 2017-12-05 to 2018-05-28

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	2	2										
Middle and Other Managers	6	5	1							1	1	
Professionals	274	162	112	3	2	1	1		1	77	46	31
Semi-Professionals and Technicians	143	108	35	2	2		2	2		29	24	5
Administrative and Senior Clerical Personnel	28	1	27				1		1	4		4
Skilled Sales and Service Personnel	2		2									
Clerical Personnel	11	1	10							6	1	5
<b>Total Number of Employees Hired</b>	<b>466</b>	<b>279</b>	<b>187</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>117</b>	<b>72</b>	<b>45</b>

**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
 Part-Time / National  
 Reporting Period 2017-12-05 to 2018-05-28

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

Stantec Consulting Ltd. (certificate # V090036)

Form 4 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Full-Time / Ontario

Reporting Period 2017-12-05 to 2018-05-28

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Professionals	58	38	20	1	1					16	10	6
Semi-Professionals and Technicians	28	24	4				1	1		5	4	1
Administrative and Senior Clerical Personnel	5	1	4							2		2
Clerical Personnel	2		2							1		1
<b>Total Number of Employees Hired</b>	<b>94</b>	<b>64</b>	<b>30</b>	<b>1</b>	<b>1</b>		<b>1</b>	<b>1</b>		<b>24</b>	<b>14</b>	<b>10</b>



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
 Part-Time / Ontario  
 Reporting Period 2017-12-05 to 2018-05-28

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



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / Québec**  
**Reporting Period 2017-12-05 to 2018-05-28**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Middle and Other Managers	3	2	1									
Professionals	52	33	19							8	4	4
Semi-Professionals and Technicians	30	24	6							7	7	
Administrative and Senior Clerical Personnel	5		5							1		1
Clerical Personnel	3		3									
<b>Total Number of Employees Hired</b>	<b>94</b>	<b>60</b>	<b>34</b>							<b>16</b>	<b>11</b>	<b>5</b>



Stantec Consulting Ltd. (certificate # V090036)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / Québec

Reporting Period 2017-12-05 to 2018-05-28

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



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Full-Time / Nova Scotia  
 Reporting Period 2017-12-05 to 2018-05-28

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



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / New Brunswick**  
**Reporting Period 2017-12-05 to 2018-05-28**

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



Stantec Consulting Ltd. (certificate # V090036)

Form 4 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Full-Time / Manitoba

Reporting Period 2017-12-05 to 2018-05-28

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



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / British Columbia**  
**Reporting Period 2017-12-05 to 2018-05-28**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	40	21	19	1		1	1		1	11	5	6
Semi-Professionals and Technicians	12	8	4	1	1					5	3	2
Administrative and Senior Clerical Personnel	1		1									
Clerical Personnel	2		2							2		2
<b>Total Number of Employees Hired</b>	<b>55</b>	<b>29</b>	<b>26</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>18</b>	<b>8</b>	<b>10</b>



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
 Part-Time / British Columbia  
 Reporting Period 2017-12-05 to 2018-05-28

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



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Form 4 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Saskatchewan

Reporting Period 2017-12-05 to 2018-05-28

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

**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
 Full-Time / Alberta  
 Reporting Period 2017-12-05 to 2018-05-28

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	2	2										
Professionals	98	54	44							38	24	14
Semi-Professionals and Technicians	55	37	18	1	1		1	1		11	9	2
Administrative and Senior Clerical Personnel	16		16				1		1	1		1
Skilled Sales and Service Personnel	2											
Clerical Personnel	4	1	3							3	1	2
<b>Total Number of Employees Hired</b>	<b>177</b>	<b>94</b>	<b>83</b>	<b>1</b>	<b>1</b>		<b>2</b>	<b>1</b>	<b>1</b>	<b>53</b>	<b>34</b>	<b>19</b>



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
 Part-Time / Alberta  
 Reporting Period 2017-12-05 to 2018-05-28

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



Stantec Consulting Ltd. (certificate # V090036)

Form 4 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / Newfoundland and Labrador**  
**Reporting Period 2017-12-05 to 2018-05-28**

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

**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
 Full-Time / Yukon

Reporting Period 2017-12-05 to 2018-05-28

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



**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / National**  
**Reporting Period 2017-12-05 to 2018-05-28**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	5	5										
Middle and Other Managers	13	11	2									
Professionals	213	149	64	2	2		2	1	1	51	36	15
Semi-Professionals and Technicians	122	92	30	1		1	1	1		20	14	6
Administrative and Senior Clerical Personnel	22	4	18	1	1					4	1	3
Skilled Sales and Service Personnel	1		1									
Clerical Personnel	10	3	7							1	1	
<b>Total Number of Employees Terminated</b>	<b>386</b>	<b>264</b>	<b>122</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>76</b>	<b>52</b>	<b>24</b>

**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Part-Time / National**  
**Reporting Period 2017-12-05 to 2018-05-28**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Professionals	14	10	4							3	3	
Semi-Professionals and Technicians	5	3	2									
Administrative and Senior Clerical Personnel	5	1	4									
Clerical Personnel	1		1									
<b>Total Number of Employees Terminated</b>	<b>26</b>	<b>15</b>	<b>11</b>							<b>3</b>	<b>3</b>	



**Stantec Consulting Ltd. (certificate # V090036)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

Full-Time / Ontario  
Reporting Period 2017-12-05 to 2018-05-28

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	2	2										
Middle and Other Managers	3	2	1									
Professionals	51	36	15	1	1		1	1	1	9	7	2
Semi-Professionals and Technicians	25	19	6							5	5	
Administrative and Senior Clerical Personnel	4	2	2							2	1	1
<b>Total Number of Employees Terminated</b>	<b>85</b>	<b>61</b>	<b>24</b>	<b>1</b>	<b>1</b>		<b>1</b>		<b>1</b>	<b>16</b>	<b>13</b>	<b>3</b>



Stantec Consulting Ltd. (certificate # V090036)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / Ontario

Reporting Period 2017-12-05 to 2018-05-28

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

**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / Québec**  
**Reporting Period 2017-12-05 to 2018-05-28**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	2	2										
Professionals	31	24	7							9	7	2
Semi-Professionals and Technicians	24	17	7							4	3	1
Administrative and Senior Clerical Personnel	1		1									
Clerical Personnel	4	1	3									
<b>Total Number of Employees Terminated</b>	<b>62</b>	<b>44</b>	<b>18</b>							<b>13</b>	<b>10</b>	<b>3</b>



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
 Part-Time / Québec  
 Reporting Period 2017-12-05 to 2018-05-28

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



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / Nova Scotia**  
**Reporting Period 2017-12-05 to 2018-05-28**

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

Stantec Consulting Ltd. (certificate # V090036)

Form 6 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

**Full-Time / New Brunswick**

**Reporting Period 2017-12-05 to 2018-05-28**

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



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Part-Time / New Brunswick**  
**Reporting Period 2017-12-05 to 2018-05-28**

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



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
 Full-Time / Manitoba  
 Reporting Period 2017-12-05 to 2018-05-28

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



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
 Part-Time / Manitoba  
 Reporting Period 2017-12-05 to 2018-05-28

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

Stantec Consulting Ltd. (certificate # V090036)

Form 6 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

**Full-Time / British Columbia**

**Reporting Period 2017-12-05 to 2018-05-28**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Professionals	30	17	13							8	4	4
Semi-Professionals and Technicians	7	3	4				1	1		4	2	2
Administrative and Senior Clerical Personnel	2		2									
Clerical Personnel	1		1									
<b>Total Number of Employees Terminated</b>	<b>41</b>	<b>21</b>	<b>20</b>				<b>1</b>	<b>1</b>		<b>12</b>	<b>6</b>	<b>6</b>



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
 Part-Time / British Columbia  
 Reporting Period 2017-12-05 to 2018-05-28

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

**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / Prince Edward Island**  
**Reporting Period 2017-12-05 to 2018-05-28**

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

Stantec Consulting Ltd. (certificate # V090036)

Form 6 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

**Full-Time / Saskatchewan**

**Reporting Period 2017-12-05 to 2018-05-28**

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

**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
 Full-Time / Alberta  
 Reporting Period 2017-12-05 to 2018-05-28

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	2	2										
Middle and Other Managers	4	4										
Professionals	69	46	23	1	1		1	1		18	12	6
Semi-Professionals and Technicians	41	35	6							3	2	1
Administrative and Senior Clerical Personnel	14	2	12	1	1					1		1
Skilled Sales and Service Personnel	1		1									
Clerical Personnel	5	2	3							1	1	
<b>Total Number of Employees Terminated</b>	<b>136</b>	<b>91</b>	<b>45</b>	<b>2</b>	<b>2</b>		<b>1</b>	<b>1</b>		<b>23</b>	<b>15</b>	<b>8</b>





**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

Stantec Consulting Ltd. (certificate # V090036)  
 Part-Time / Alberta  
 Reporting Period 2017-12-05 to 2018-05-28

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



Stantec Consulting Ltd. (certificate # V090036)

Form 6 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / Newfoundland and Labrador**  
**Reporting Period 2017-12-05 to 2018-05-28**

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



**Stantec Consulting Ltd. (certificate # V090036)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

Full-Time / Yukon  
 Reporting Period 2017-12-05 to 2018-05-28

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



Workplace Equity Information Management System - Stantec Consulting Ltd.

Workforce Analysis - Detailed Report

Date: 2018-05-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>		170	32	18.8 %	14.1 %	24	8	
0013 : Senior managers - financial, communications and other business services	National	13	8	61.5 %	24.4 %	3	5	National
0016 : Senior managers - construction, transportation, production and utilities	National	157	24	15.3 %	13.2 %	21	3	National
<b>02 : Middle and Other Managers</b>		188	39	20.7 %	26.0 %	49	-10	
0111 : Financial managers	National	2	2	100.0 %	55.3 %	1	1	National
0112 : Human resources managers	National	7	6	85.7 %	64.4 %	5	1	National
0114 : Other administrative services managers	National	20	6	30.0 %	52.8 %	11	-5	National
0124 : Advertising, marketing and public relations managers	National	7	5	71.4 %	52.2 %	4	1	National
0125 : Other business services managers	National	14	3	21.4 %	47.6 %	7	-4	National
0211 : Engineering managers	National	83	11	13.3 %	12.6 %	10	1	National
0212 : Architecture and science managers	National	17	3	17.6 %	40.0 %	7	-4	National
0213 : Computer and information systems managers	National	10	2	20.0 %	23.4 %	2	0	National
0711 : Construction managers	National	28	1	3.6 %	9.9 %	3	-2	National
<b>03 : Professionals</b>		3576	1194	33.4 %	25.7 %	919	275	
1111 : Financial auditors and accountants	National	71	54	76.1 %	55.1 %	39	15	National
1112 : Financial and investment analysts	National	1	1	100.0 %	50.1 %	1	0	National
1114 : Other financial officers	National	1	1	100.0 %	44.1 %	0	1	National
1121 : Human resources professionals	National	55	43	78.2 %	71.1 %	39	4	National
1122 : Professional occupations in business management consulting	National	209	80	38.3 %	42.0 %	88	-8	National
1123 : Professional occupations in advertising, marketing and public relations	National	103	80	77.7 %	66.4 %	68	12	National
2113 : Geoscientists and oceanographers	National	18	9	50.0 %	22.4 %	4	5	National
2115 : Other professional occupations in physical sciences	National	30	5	16.7 %	16.8 %	5	0	National
2121 : Biologists and related scientists	National	94	50	53.2 %	50.9 %	48	2	National
2131 : Civil engineers	National	787	199	25.3 %	15.3 %	120	79	National

Workforce Analysis - Detailed Report

Date: 2018-05-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Availability #	Gap #	Recruitment Area
			#	%	%	%			
2132 : Mechanical engineers	National	305	58	19.0 %	9.0 %	27	31	National	
2133 : Electrical and electronics engineers	National	286	45	15.7 %	11.3 %	32	13	National	
2134 : Chemical engineers	National	32	10	31.3 %	24.5 %	8	2	National	
2141 : Industrial and manufacturing engineers	National	8	0	0.0 %	17.0 %	1	-1	National	
2143 : Mining engineers	National	11	2	18.2 %	12.1 %	1	1	National	
2144 : Geological engineers	National	8	3	37.5 %	15.9 %	1	2	National	
2145 : Petroleum engineers	National	81	21	25.9 %	14.9 %	12	9	National	
2147 : Computer engineers (except software engineers and designers)	National	4	0	0.0 %	12.6 %	1	-1	National	
2148 : Other professional engineers, n.e.c.	National	467	118	25.3 %	15.8 %	74	44	National	
2151 : Architects	National	234	82	35.0 %	28.9 %	68	14	National	
2152 : Landscape architects	National	55	22	40.0 %	39.4 %	22	0	National	
2153 : Urban and land use planners	National	81	41	50.6 %	42.2 %	34	7	National	
2154 : Land surveyors	National	66	19	28.8 %	6.5 %	4	15	National	
2171 : Information systems analysts and consultants	National	131	38	29.0 %	28.3 %	37	1	National	
2172 : Database analysts and data administrators	National	25	10	40.0 %	35.2 %	9	1	National	
2174 : Computer programmers and interactive media developers	National	38	15	39.5 %	17.9 %	7	8	National	
4112 : Lawyers and Quebec notaries	National	12	10	83.3 %	42.5 %	5	5	National	
4161 : Natural and applied science policy researchers, consultants and program officers	National	289	144	49.8 %	41.0 %	118	26	National	
4169 : Other professional occupations in social science, n.e.c.	National	74	34	45.9 %	58.1 %	43	-9	National	
<b>04 : Semi-Professionals and Technicians</b>		2274	623	27.4 %	21.9 %	498	125		
2211 : Chemical technologists and technicians	Alberta	2	1	50.0 %	45.9 %	1	0	Alberta	
2211 : Chemical technologists and technicians	Ontario	2	0	0.0 %	46.4 %	1	-1	Ontario	
2212 : Geological and mineral technologists and technicians	Alberta	1	0	0.0 %	32.8 %	0	0	Alberta	
2212 : Geological and mineral technologists and technicians	British Columbia	1	0	0.0 %	28.1 %	0	0	British Columbia	

Workforce Analysis - Detailed Report

Date: 2018-05-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Availability #	Gap #	Recruitment Area
			#	%	%	%			
2212 : Geological and mineral technologists and technicians	New Brunswick	1	0	0.0 %	22.0 %	0	0	New Brunswick	
2212 : Geological and mineral technologists and technicians	Ontario	6	1	16.7 %	20.2 %	1	0	Ontario	
2212 : Geological and mineral technologists and technicians	Québec	1	0	0.0 %	18.1 %	0	0	Québec	
2221 : Biological technologists and technicians	Alberta	7	2	28.6 %	52.8 %	4	-2	Alberta	
2221 : Biological technologists and technicians	British Columbia	6	2	33.3 %	49.4 %	3	-1	British Columbia	
2221 : Biological technologists and technicians	Manitoba	2	0	0.0 %	46.8 %	1	-1	Manitoba	
2221 : Biological technologists and technicians	New Brunswick	7	1	14.3 %	49.1 %	3	-2	New Brunswick	
2221 : Biological technologists and technicians	Newfoundland and Labrador	2	0	0.0 %	37.5 %	1	-1	Newfoundland and Labrador	
2221 : Biological technologists and technicians	Nova Scotia	2	1	50.0 %	51.9 %	1	0	Nova Scotia	
2221 : Biological technologists and technicians	Ontario	22	3	13.6 %	51.3 %	11	-8	Ontario	
2221 : Biological technologists and technicians	Prince Edward Island	1	0	0.0 %	60.7 %	1	-1	Prince Edward Island	
2221 : Biological technologists and technicians	Québec	4	1	25.0 %	57.2 %	2	-1	Québec	
2221 : Biological technologists and technicians	Saskatchewan	1	0	0.0 %	54.6 %	1	-1	Saskatchewan	
2225 : Landscape and horticulture technicians and specialists	Alberta	13	6	46.2 %	41.7 %	5	1	Alberta	
2225 : Landscape and horticulture technicians and specialists	Ontario	1	1	100.0 %	30.9 %	0	1	Ontario	
2225 : Landscape and horticulture technicians and specialists	Québec	1	1	100.0 %	49.1 %	0	1	Québec	
2225 : Landscape and horticulture technicians and specialists	Saskatchewan	1	1	100.0 %	37.1 %	0	1	Saskatchewan	
2231 : Civil engineering technologists and technicians	Alberta	196	61	31.1 %	21.2 %	42	19	Alberta	
2231 : Civil engineering technologists and technicians	British Columbia	48	22	45.8 %	13.3 %	6	16	British Columbia	
2231 : Civil engineering technologists and technicians	Manitoba	30	5	16.7 %	12.3 %	4	1	Manitoba	
2231 : Civil engineering technologists and technicians	New Brunswick	38	11	28.9 %	9.6 %	4	7	New Brunswick	
2231 : Civil engineering technologists and technicians	Newfoundland and Labrador	45	9	20.0 %	19.2 %	9	0	Newfoundland and Labrador	
2231 : Civil engineering technologists and technicians	Northwest Territories	3	0	0.0 %	0.0 %	0	0	Northwest Territories	
2231 : Civil engineering technologists and technicians	Nova Scotia	70	10	14.3 %	5.2 %	4	6	Nova Scotia	



Workplace Equity Information Management System - Stantec Consulting Ltd.

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2231 : Civil engineering technologists and technicians	Ontario	166	28	16.9 %	15.7 %	26	2	Ontario
2231 : Civil engineering technologists and technicians	Prince Edward Island	2	0	0.0 %	0.0 %	0	0	Prince Edward Island
2231 : Civil engineering technologists and technicians	Québec	168	49	29.2 %	16.3 %	27	22	Québec
2231 : Civil engineering technologists and technicians	Saskatchewan	27	7	25.9 %	18.9 %	5	2	Saskatchewan
2231 : Civil engineering technologists and technicians	Yukon	2	1	50.0 %	0.0 %	0	1	Yukon
2232 : Mechanical engineering technologists and technicians	Alberta	62	13	21.0 %	11.6 %	7	6	Alberta
2232 : Mechanical engineering technologists and technicians	British Columbia	17	2	11.8 %	9.3 %	2	0	British Columbia
2232 : Mechanical engineering technologists and technicians	Manitoba	4	2	50.0 %	8.7 %	0	2	Manitoba
2232 : Mechanical engineering technologists and technicians	New Brunswick	14	2	14.3 %	0.0 %	0	2	New Brunswick
2232 : Mechanical engineering technologists and technicians	Newfoundland and Labrador	7	0	0.0 %	7.0 %	0	0	Newfoundland and Labrador
2232 : Mechanical engineering technologists and technicians	Nova Scotia	10	3	30.0 %	0.0 %	0	3	Nova Scotia
2232 : Mechanical engineering technologists and technicians	Ontario	17	1	5.9 %	6.3 %	1	0	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	47	11	23.4 %	9.4 %	4	7	Québec
2232 : Mechanical engineering technologists and technicians	Saskatchewan	13	3	23.1 %	9.6 %	1	2	Saskatchewan
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	4	1	25.0 %	26.7 %	1	0	Québec
2234 : Construction estimators	Alberta	9	1	11.1 %	17.5 %	2	-1	Alberta
2234 : Construction estimators	British Columbia	1	0	0.0 %	10.5 %	0	0	British Columbia
2234 : Construction estimators	Manitoba	1	0	0.0 %	8.2 %	0	0	Manitoba
2234 : Construction estimators	Ontario	14	2	14.3 %	10.5 %	1	1	Ontario
2234 : Construction estimators	Prince Edward Island	1	1	100.0 %	0.0 %	0	1	Prince Edward Island
2234 : Construction estimators	Québec	3	1	33.3 %	15.8 %	0	1	Québec
2234 : Construction estimators	Saskatchewan	2	0	0.0 %	0.0 %	0	0	Saskatchewan
2241 : Electrical and electronics engineering technologists and technicians	Alberta	70	11	15.7 %	9.9 %	7	4	Alberta
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	14	2	14.3 %	11.6 %	2	0	British Columbia

Workforce Analysis - Detailed Report

Date: 2018-05-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Availability		Gap #	Recruitment Area
			#	%	#	%		
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	5	1	20.0 %	10.7 %	1	0	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	17	3	17.6 %	6.2 %	1	2	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	Newfoundland and Labrador	3	2	66.7 %	11.0 %	0	2	Newfoundland and Labrador
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	7	0	0.0 %	4.2 %	0	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	43	4	9.3 %	12.1 %	5	-1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	73	12	16.4 %	9.1 %	7	5	Québec
2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	1	0	0.0 %	8.7 %	0	0	Saskatchewan
2241 : Electrical and electronics engineering technologists and technicians	Yukon	1	0	0.0 %	0.0 %	0	0	Yukon
2251 : Architectural technologists and technicians	Alberta	88	37	42.0 %	33.9 %	30	7	Alberta
2251 : Architectural technologists and technicians	British Columbia	37	9	24.3 %	21.3 %	8	1	British Columbia
2251 : Architectural technologists and technicians	Manitoba	6	1	16.7 %	36.7 %	2	-1	Manitoba
2251 : Architectural technologists and technicians	New Brunswick	5	2	40.0 %	42.9 %	2	0	New Brunswick
2251 : Architectural technologists and technicians	Newfoundland and Labrador	10	5	50.0 %	0.0 %	0	5	Newfoundland and Labrador
2251 : Architectural technologists and technicians	Northwest Territories	5	1	20.0 %	0.0 %	0	1	Northwest Territories
2251 : Architectural technologists and technicians	Nova Scotia	7	2	28.6 %	31.0 %	2	0	Nova Scotia
2251 : Architectural technologists and technicians	Ontario	40	12	30.0 %	29.6 %	12	0	Ontario
2251 : Architectural technologists and technicians	Québec	3	2	66.7 %	39.9 %	1	1	Québec
2251 : Architectural technologists and technicians	Saskatchewan	14	5	35.7 %	52.5 %	7	-2	Saskatchewan
2251 : Architectural technologists and technicians	Yukon	2	0	0.0 %	0.0 %	0	0	Yukon
2253 : Drafting technologists and technicians	Alberta	119	37	31.1 %	32.8 %	39	-2	Alberta
2253 : Drafting technologists and technicians	British Columbia	22	8	36.4 %	21.8 %	5	3	British Columbia
2253 : Drafting technologists and technicians	Manitoba	11	4	36.4 %	22.3 %	2	2	Manitoba
2253 : Drafting technologists and technicians	New Brunswick	5	0	0.0 %	15.0 %	1	-1	New Brunswick
2253 : Drafting technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	17.9 %	0	0	Newfoundland and Labrador



Workforce Analysis - Detailed Report

Date: 2018-05-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Gap #	Recruitment Area
			#	%	Availability #	%		
2253 : Drafting technologists and technicians	Nova Scotia	6	3	50.0 %	1	19.3 %	2	Nova Scotia
2253 : Drafting technologists and technicians	Nunavut	1	1	100.0 %	1	100.0 %	0	Nunavut
2253 : Drafting technologists and technicians	Ontario	70	13	18.6 %	18	26.4 %	-5	Ontario
2253 : Drafting technologists and technicians	Québec	85	38	44.7 %	26	30.9 %	12	Québec
2253 : Drafting technologists and technicians	Saskatchewan	13	5	38.5 %	3	22.6 %	2	Saskatchewan
2254 : Land survey technologists and technicians	Alberta	66	4	6.1 %	7	11.3 %	-3	Alberta
2254 : Land survey technologists and technicians	British Columbia	4	1	25.0 %	0	12.1 %	1	British Columbia
2254 : Land survey technologists and technicians	Manitoba	11	0	0.0 %	0	0.0 %	0	Manitoba
2254 : Land survey technologists and technicians	Nova Scotia	2	0	0.0 %	0	0.0 %	0	Nova Scotia
2254 : Land survey technologists and technicians	Ontario	24	1	4.2 %	3	13.1 %	-2	Ontario
2254 : Land survey technologists and technicians	Québec	3	0	0.0 %	1	19.9 %	-1	Québec
2255 : Technical occupations in geomatics and meteorology	Alberta	5	1	20.0 %	2	35.1 %	-1	Alberta
2255 : Technical occupations in geomatics and meteorology	British Columbia	1	0	0.0 %	0	38.9 %	0	British Columbia
2255 : Technical occupations in geomatics and meteorology	Ontario	5	1	20.0 %	1	28.8 %	0	Ontario
2255 : Technical occupations in geomatics and meteorology	Québec	2	1	50.0 %	1	31.5 %	0	Québec
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	8	4	50.0 %	3	31.9 %	1	Alberta
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	2	1	50.0 %	1	37.8 %	0	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	Manitoba	1	0	0.0 %	0	35.5 %	0	Manitoba
2263 : Inspectors in public and environmental health and occupational health and safety	New Brunswick	2	1	50.0 %	0	21.7 %	1	New Brunswick
2263 : Inspectors in public and environmental health and occupational health and safety	Nova Scotia	3	2	66.7 %	1	28.1 %	1	Nova Scotia
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	5	2	40.0 %	2	35.1 %	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	3	2	66.7 %	1	40.2 %	1	Québec
2264 : Construction inspectors	Alberta	8	0	0.0 %	1	17.3 %	-1	Alberta
2264 : Construction inspectors	British Columbia	1	0	0.0 %	0	9.1 %	0	British Columbia



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Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2264 : Construction inspectors	Ontario	17	4	23.5 %	8.6 %	1	3	Ontario
2264 : Construction inspectors	Québec	29	3	10.3 %	24.4 %	7	-4	Québec
2282 : User support technicians	Alberta	43	19	44.2 %	26.7 %	11	8	Alberta
2282 : User support technicians	British Columbia	5	2	40.0 %	25.1 %	1	1	British Columbia
2282 : User support technicians	Manitoba	2	0	0.0 %	27.1 %	1	-1	Manitoba
2282 : User support technicians	New Brunswick	1	1	100.0 %	33.0 %	0	1	New Brunswick
2282 : User support technicians	Newfoundland and Labrador	1	1	100.0 %	31.0 %	0	1	Newfoundland and Labrador
2282 : User support technicians	Nova Scotia	3	2	66.7 %	32.1 %	1	1	Nova Scotia
2282 : User support technicians	Ontario	20	8	40.0 %	24.2 %	5	3	Ontario
2282 : User support technicians	Québec	12	3	25.0 %	19.6 %	2	1	Québec
2282 : User support technicians	Saskatchewan	1	0	0.0 %	27.1 %	0	0	Saskatchewan
4211 : Paralegal and related occupations	Alberta	12	10	83.3 %	89.2 %	11	-1	Alberta
4211 : Paralegal and related occupations	New Brunswick	2	2	100.0 %	87.3 %	2	0	New Brunswick
4211 : Paralegal and related occupations	Ontario	1	1	100.0 %	82.0 %	1	0	Ontario
4211 : Paralegal and related occupations	Québec	2	2	100.0 %	85.5 %	2	0	Québec
5212 : Technical occupations related to museums and art galleries	Ontario	2	1	50.0 %	58.1 %	1	0	Ontario
5223 : Graphic arts technicians	Alberta	2	1	50.0 %	33.7 %	1	0	Alberta
5223 : Graphic arts technicians	Ontario	1	0	0.0 %	32.2 %	0	0	Ontario
5241 : Graphic designers and illustrators	Alberta	12	7	58.3 %	51.7 %	6	1	Alberta
5241 : Graphic designers and illustrators	British Columbia	2	1	50.0 %	43.7 %	1	0	British Columbia
5241 : Graphic designers and illustrators	Manitoba	1	0	0.0 %	44.7 %	0	0	Manitoba
5241 : Graphic designers and illustrators	Ontario	3	0	0.0 %	44.9 %	1	-1	Ontario
5242 : Interior designers and interior decorators	Alberta	22	18	81.8 %	86.4 %	19	-1	Alberta
5242 : Interior designers and interior decorators	British Columbia	11	9	81.8 %	75.5 %	8	1	British Columbia

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Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Availability		Gap #	Recruitment Area
			#	%	#	%		
5242 : Interior designers and interior decorators	Manitoba	6	4	66.7 %	5	85.1 %	-1	Manitoba
5242 : Interior designers and interior decorators	Newfoundland and Labrador	1	1	100.0 %	1	68.8 %	0	Newfoundland and Labrador
5242 : Interior designers and interior decorators	Ontario	12	12	100.0 %	9	78.6 %	3	Ontario
5242 : Interior designers and interior decorators	Saskatchewan	3	3	100.0 %	3	90.9 %	0	Saskatchewan
<b>07 : Administrative and Senior Clerical Personnel</b>		<b>465</b>	<b>401</b>	<b>86.2 %</b>	<b>381</b>	<b>82.0 %</b>	<b>20</b>	
Employment Equity Occupational Group	Alta. less CMAs	17	15	88.2 %	15	89.0 %	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	4	4	100.0 %	4	87.5 %	0	B.C. less CMAs
Employment Equity Occupational Group	Barrie	1	1	100.0 %	1	84.8 %	0	Barrie
Employment Equity Occupational Group	Calgary	53	42	79.2 %	43	80.5 %	-1	Calgary
Employment Equity Occupational Group	Edmonton	69	61	88.4 %	58	84.6 %	3	Edmonton
Employment Equity Occupational Group	Greater Sudbury	5	3	60.0 %	4	83.9 %	-1	Greater Sudbury
Employment Equity Occupational Group	Guelp	4	4	100.0 %	3	81.4 %	1	Guelp
Employment Equity Occupational Group	Halifax	18	16	88.9 %	15	81.4 %	1	Halifax
Employment Equity Occupational Group	Hamilton	6	6	100.0 %	5	83.5 %	1	Hamilton
Employment Equity Occupational Group	Kelowna	4	4	100.0 %	3	85.7 %	1	Kelowna
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	23	19	82.6 %	19	83.0 %	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	4	4	100.0 %	3	82.5 %	1	London
Employment Equity Occupational Group	Moncton	4	4	100.0 %	3	80.9 %	1	Moncton
Employment Equity Occupational Group	Montréal	51	45	88.2 %	41	80.8 %	4	Montréal
Employment Equity Occupational Group	N.B. less CMA	10	9	90.0 %	9	86.1 %	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	2	1	50.0 %	2	87.0 %	-1	N.S. less CMA
Employment Equity Occupational Group	N.W.T.	3	3	100.0 %	2	82.8 %	1	N.W.T.
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	1	100.0 %	1	83.7 %	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	2	2	100.0 %	2	87.1 %	0	Ont. less CMAs

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Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Gap #	Recruitment Area
			#	%	Availability #	%		
Employment Equity Occupational Group	Ottawa - Gatineau	23	20	87.0 %	18	77.2 %	2	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	1	1	100.0 %	1	82.4 %	0	P.E.I.
Employment Equity Occupational Group	Que. less CMAs	4	4	100.0 %	4	87.5 %	0	Que. less CMAs
Employment Equity Occupational Group	Québec	10	10	100.0 %	8	80.9 %	2	Québec
Employment Equity Occupational Group	Regina	8	6	75.0 %	6	80.7 %	0	Regina
Employment Equity Occupational Group	Saint John	4	3	75.0 %	3	83.6 %	0	Saint John
Employment Equity Occupational Group	Saskatoon	7	5	71.4 %	6	84.0 %	-1	Saskatoon
Employment Equity Occupational Group	St. John's	9	7	77.8 %	7	82.5 %	0	St. John's
Employment Equity Occupational Group	Toronto	49	38	77.6 %	39	80.1 %	-1	Toronto
Employment Equity Occupational Group	Trois-Rivières	3	3	100.0 %	3	83.5 %	0	Trois-Rivières
Employment Equity Occupational Group	Vancouver	38	33	86.8 %	30	79.0 %	3	Vancouver
Employment Equity Occupational Group	Victoria	9	9	100.0 %	7	81.2 %	2	Victoria
Employment Equity Occupational Group	Windsor	2	2	100.0 %	2	82.8 %	0	Windsor
Employment Equity Occupational Group	Winnipeg	16	15	93.8 %	13	81.1 %	2	Winnipeg
Employment Equity Occupational Group	Y.T.	1	1	100.0 %	1	84.0 %	0	Y.T.
<b>08 : Skilled Sales and Service Personnel</b>		20	11	55.0 %	12	59.6 %	-1	
6222 : Retail and wholesale buyers	Alberta	15	8	53.3 %	10	64.3 %	-2	Alberta
6232 : Real estate agents and salespersons	Alberta	3	1	33.3 %	1	47.1 %	0	Alberta
6232 : Real estate agents and salespersons	British Columbia	1	1	100.0 %	0	42.1 %	1	British Columbia
6232 : Real estate agents and salespersons	Québec	1	1	100.0 %	0	43.8 %	1	Québec
<b>10 : Clerical Personnel</b>		158	125	79.1 %	108	68.3 %	17	
Employment Equity Occupational Group	Alta. less CMAs	1	1	100.0 %	1	76.3 %	0	Alta. less CMAs
Employment Equity Occupational Group	Calgary	26	18	69.2 %	18	70.2 %	0	Calgary
Employment Equity Occupational Group	Edmonton	47	34	72.3 %	33	70.3 %	1	Edmonton

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Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Gap #	Recruitment Area
			#	%	Availability #	%		
Employment Equity Occupational Group	Guelpn	3	2	66.7 %	2	74.0 %	0	Guelpn
Employment Equity Occupational Group	Halifax	9	9	100.0 %	6	67.7 %	3	Halifax
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	7	6	85.7 %	5	67.9 %	1	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	22	18	81.8 %	14	62.5 %	4	Montréal
Employment Equity Occupational Group	N.B. less CMA	2	2	100.0 %	1	72.6 %	1	N.B. less CMA
Employment Equity Occupational Group	N.W.T.	1	1	100.0 %	1	75.7 %	0	N.W.T.
Employment Equity Occupational Group	Ottawa - Gatineau	7	5	71.4 %	5	65.8 %	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	1	1	100.0 %	1	66.8 %	0	Que. less CMAs
Employment Equity Occupational Group	Québec	4	4	100.0 %	2	61.6 %	2	Québec
Employment Equity Occupational Group	Regina	1	1	100.0 %	1	70.2 %	0	Regina
Employment Equity Occupational Group	Saint John	1	0	0.0 %	1	70.5 %	-1	Saint John
Employment Equity Occupational Group	Saskatoon	1	1	100.0 %	1	70.2 %	0	Saskatoon
Employment Equity Occupational Group	St. John's	2	2	100.0 %	1	72.6 %	1	St. John's
Employment Equity Occupational Group	Toronto	9	7	77.8 %	6	65.2 %	1	Toronto
Employment Equity Occupational Group	Trois-Rivières	2	2	100.0 %	1	64.9 %	1	Trois-Rivières
Employment Equity Occupational Group	Vancouver	10	9	90.0 %	7	70.0 %	2	Vancouver
Employment Equity Occupational Group	Winnipeg	2	2	100.0 %	1	67.9 %	1	Winnipeg
12 : Semi-Skilled Manual Workers								
Employment Equity Occupational Group	B.C. less CMAs	1	0	0.0 %	0	14.0 %	0	B.C. less CMAs
Employment Equity Occupational Group	Edmonton	2	1	50.0 %	0	16.0 %	1	Edmonton
Employment Equity Occupational Group	Vancouver	2	1	50.0 %	0	17.1 %	1	Vancouver



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Employment Equity Occupational Group	Internal Location	Women					Recruitment Area
		All Employees #	Representation # %		Availability % #	Gap #	
Total		6856	2427	35.4 %	29.1 %	1992	435

Total may not equal sum of components due to rounding.

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

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area	
			Representation #	%	Availability #	%			
<b>01 : Senior Managers</b>		170	2	1.2 %	2	1.2 %	2	0	National
0013 : Senior managers - financial, communications and other business services	National	13	0	0.0 %	0	0.9 %	0	0	National
0016 : Senior managers - construction, transportation, production and utilities	National	157	2	1.3 %	2	1.3 %	2	0	National
<b>02 : Middle and Other Managers</b>		188	2	1.1 %	3	1.6 %	3	-1	National
0111 : Financial managers	National	2	0	0.0 %	0	2.1 %	0	0	National
0112 : Human resources managers	National	7	0	0.0 %	0	2.6 %	0	0	National
0114 : Other administrative services managers	National	20	0	0.0 %	1	3.0 %	1	-1	National
0124 : Advertising, marketing and public relations managers	National	7	0	0.0 %	0	1.1 %	0	0	National
0125 : Other business services managers	National	14	0	0.0 %	0	2.6 %	0	0	National
0211 : Engineering managers	National	83	1	1.2 %	1	0.9 %	1	0	National
0212 : Architecture and science managers	National	17	0	0.0 %	0	1.4 %	0	0	National
0213 : Computer and information systems managers	National	10	0	0.0 %	0	1.0 %	0	0	National
0711 : Construction managers	National	28	1	3.6 %	1	2.6 %	1	0	National
<b>03 : Professionals</b>		3576	27	0.8 %	46	1.3 %	46	-19	National
1111 : Financial auditors and accountants	National	71	2	2.8 %	1	1.3 %	1	1	National
1112 : Financial and investment analysts	National	1	0	0.0 %	0	0.9 %	0	0	National
1114 : Other financial officers	National	1	0	0.0 %	0	1.3 %	0	0	National
1121 : Human resources professionals	National	55	0	0.0 %	1	2.7 %	1	-1	National
1122 : Professional occupations in business management consulting	National	209	0	0.0 %	3	1.6 %	3	-3	National
1123 : Professional occupations in advertising, marketing and public relations	National	103	0	0.0 %	2	2.1 %	2	-2	National
2113 : Geoscientists and oceanographers	National	18	1	5.6 %	0	1.4 %	0	1	National
2115 : Other professional occupations in physical sciences	National	30	0	0.0 %	0	0.7 %	0	0	National
2121 : Biologists and related scientists	National	94	0	0.0 %	2	1.7 %	2	-2	National
2131 : Civil engineers	National	787	7	0.9 %	8	1.0 %	8	-1	National

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
2132 : Mechanical engineers	National	305	1	0.3 %	0.7 %	2	-1	National
2133 : Electrical and electronics engineers	National	286	0	0.0 %	0.7 %	2	-2	National
2134 : Chemical engineers	National	32	0	0.0 %	0.6 %	0	0	National
2141 : Industrial and manufacturing engineers	National	8	0	0.0 %	0.8 %	0	0	National
2143 : Mining engineers	National	11	0	0.0 %	1.6 %	0	0	National
2144 : Geological engineers	National	8	1	12.5 %	0.8 %	0	1	National
2145 : Petroleum engineers	National	81	0	0.0 %	1.0 %	1	-1	National
2147 : Computer engineers (except software engineers and designers)	National	4	0	0.0 %	0.9 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	467	4	0.9 %	1.0 %	5	-1	National
2151 : Architects	National	234	1	0.4 %	0.6 %	1	0	National
2152 : Landscape architects	National	55	2	3.6 %	0.0 %	0	2	National
2153 : Urban and land use planners	National	81	1	1.2 %	2.7 %	2	-1	National
2154 : Land surveyors	National	66	0	0.0 %	4.1 %	3	-3	National
2171 : Information systems analysts and consultants	National	131	1	0.8 %	1.1 %	1	0	National
2172 : Database analysts and data administrators	National	25	1	4.0 %	1.3 %	0	1	National
2174 : Computer programmers and interactive media developers	National	38	0	0.0 %	1.0 %	0	0	National
4112 : Lawyers and Quebec notaries	National	12	0	0.0 %	1.6 %	0	0	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	289	4	1.4 %	2.7 %	8	-4	National
4169 : Other professional occupations in social science, n.e.c.	National	74	1	1.4 %	4.7 %	3	-2	National
<b>04 : Semi-Professionals and Technicians</b>		<b>2274</b>	<b>28</b>	<b>1.2 %</b>	<b>2.4 %</b>	<b>55</b>	<b>-27</b>	
2211 : Chemical technologists and technicians	Alberta	2	0	0.0 %	2.8 %	0	0	Alberta
2211 : Chemical technologists and technicians	Ontario	2	0	0.0 %	1.9 %	0	0	Ontario
2212 : Geological and mineral technologists and technicians	Alberta	1	0	0.0 %	2.5 %	0	0	Alberta
2212 : Geological and mineral technologists and technicians	British Columbia	1	0	0.0 %	8.3 %	0	0	British Columbia



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Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
2212 : Geological and mineral technologists and technicians	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
2212 : Geological and mineral technologists and technicians	Ontario	6	0	0.0 %	5.4 %	0	0	Ontario
2212 : Geological and mineral technologists and technicians	Québec	1	0	0.0 %	3.8 %	0	0	Québec
2221 : Biological technologists and technicians	Alberta	7	0	0.0 %	1.3 %	0	0	Alberta
2221 : Biological technologists and technicians	British Columbia	6	0	0.0 %	8.8 %	1	-1	British Columbia
2221 : Biological technologists and technicians	Manitoba	2	0	0.0 %	10.5 %	0	0	Manitoba
2221 : Biological technologists and technicians	New Brunswick	7	0	0.0 %	6.5 %	0	0	New Brunswick
2221 : Biological technologists and technicians	Newfoundland and Labrador	2	1	50.0 %	15.0 %	0	1	Newfoundland and Labrador
2221 : Biological technologists and technicians	Nova Scotia	2	0	0.0 %	2.5 %	0	0	Nova Scotia
2221 : Biological technologists and technicians	Ontario	22	0	0.0 %	1.0 %	0	0	Ontario
2221 : Biological technologists and technicians	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
2221 : Biological technologists and technicians	Québec	4	0	0.0 %	2.7 %	0	0	Québec
2221 : Biological technologists and technicians	Saskatchewan	1	0	0.0 %	0.0 %	0	0	Saskatchewan
2225 : Landscape and horticulture technicians and specialists	Alberta	13	0	0.0 %	7.3 %	1	-1	Alberta
2225 : Landscape and horticulture technicians and specialists	Ontario	1	0	0.0 %	3.2 %	0	0	Ontario
2225 : Landscape and horticulture technicians and specialists	Québec	1	0	0.0 %	3.0 %	0	0	Québec
2225 : Landscape and horticulture technicians and specialists	Saskatchewan	1	0	0.0 %	9.7 %	0	0	Saskatchewan
2231 : Civil engineering technologists and technicians	Alberta	196	3	1.5 %	4.1 %	8	-5	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	48	1	2.1 %	3.5 %	2	-1	British Columbia
2231 : Civil engineering technologists and technicians	Manitoba	30	0	0.0 %	9.0 %	3	-3	Manitoba
2231 : Civil engineering technologists and technicians	New Brunswick	38	0	0.0 %	0.0 %	0	0	New Brunswick
2231 : Civil engineering technologists and technicians	Newfoundland and Labrador	45	3	6.7 %	0.0 %	0	3	Newfoundland and Labrador
2231 : Civil engineering technologists and technicians	Northwest Territories	3	0	0.0 %	33.3 %	1	-1	Northwest Territories
2231 : Civil engineering technologists and technicians	Nova Scotia	70	2	2.9 %	0.0 %	0	2	Nova Scotia



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			Representation #	%	Availability %		
2231 : Civil engineering technologists and technicians	Ontario	166	1	0.6 %	2.2 %	4	-3
2231 : Civil engineering technologists and technicians	Prince Edward Island	2	0	0.0 %	0.0 %	0	0
2231 : Civil engineering technologists and technicians	Québec	168	1	0.6 %	1.3 %	2	-1
2231 : Civil engineering technologists and technicians	Saskatchewan	27	0	0.0 %	3.8 %	1	-1
2231 : Civil engineering technologists and technicians	Yukon	2	0	0.0 %	0.0 %	0	0
2232 : Mechanical engineering technologists and technicians	Alberta	62	0	0.0 %	3.5 %	2	-2
2232 : Mechanical engineering technologists and technicians	British Columbia	17	0	0.0 %	4.7 %	1	-1
2232 : Mechanical engineering technologists and technicians	Manitoba	4	0	0.0 %	6.0 %	0	0
2232 : Mechanical engineering technologists and technicians	New Brunswick	14	0	0.0 %	0.0 %	0	0
2232 : Mechanical engineering technologists and technicians	Newfoundland and Labrador	7	0	0.0 %	0.0 %	0	0
2232 : Mechanical engineering technologists and technicians	Nova Scotia	10	0	0.0 %	0.0 %	0	0
2232 : Mechanical engineering technologists and technicians	Ontario	17	0	0.0 %	1.4 %	0	0
2232 : Mechanical engineering technologists and technicians	Québec	47	0	0.0 %	0.4 %	0	0
2232 : Mechanical engineering technologists and technicians	Saskatchewan	13	1	7.7 %	0.0 %	0	1
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	4	0	0.0 %	1.4 %	0	0
2234 : Construction estimators	Alberta	9	0	0.0 %	4.5 %	0	0
2234 : Construction estimators	British Columbia	1	0	0.0 %	2.5 %	0	0
2234 : Construction estimators	Manitoba	1	0	0.0 %	5.5 %	0	0
2234 : Construction estimators	Ontario	14	0	0.0 %	0.9 %	0	0
2234 : Construction estimators	Prince Edward Island	1	0	0.0 %	0.0 %	0	0
2234 : Construction estimators	Québec	3	0	0.0 %	0.6 %	0	0
2234 : Construction estimators	Saskatchewan	2	0	0.0 %	0.0 %	0	0
2241 : Electrical and electronics engineering technologists and technicians	Alberta	70	0	0.0 %	2.1 %	1	-1
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	14	0	0.0 %	2.1 %	0	0

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Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	5	0	0.0 %	8.5 %	0	0	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	17	0	0.0 %	1.2 %	0	0	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	Newfoundland and Labrador	3	0	0.0 %	9.5 %	0	0	Newfoundland and Labrador
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	7	0	0.0 %	1.6 %	0	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	43	2	4.7 %	1.8 %	1	1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	73	0	0.0 %	0.8 %	1	-1	Québec
2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	1	0	0.0 %	1.3 %	0	0	Saskatchewan
2241 : Electrical and electronics engineering technologists and technicians	Yukon	1	0	0.0 %	0.0 %	0	0	Yukon
2251 : Architectural technologists and technicians	Alberta	88	0	0.0 %	2.1 %	2	-2	Alberta
2251 : Architectural technologists and technicians	British Columbia	37	1	2.7 %	3.2 %	1	0	British Columbia
2251 : Architectural technologists and technicians	Manitoba	6	0	0.0 %	0.0 %	0	0	Manitoba
2251 : Architectural technologists and technicians	New Brunswick	5	0	0.0 %	0.0 %	0	0	New Brunswick
2251 : Architectural technologists and technicians	Newfoundland and Labrador	10	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2251 : Architectural technologists and technicians	Northwest Territories	5	0	0.0 %	0.0 %	0	0	Northwest Territories
2251 : Architectural technologists and technicians	Nova Scotia	7	0	0.0 %	0.0 %	0	0	Nova Scotia
2251 : Architectural technologists and technicians	Ontario	40	0	0.0 %	0.9 %	0	0	Ontario
2251 : Architectural technologists and technicians	Québec	3	0	0.0 %	0.6 %	0	0	Québec
2251 : Architectural technologists and technicians	Saskatchewan	14	0	0.0 %	0.0 %	0	0	Saskatchewan
2251 : Architectural technologists and technicians	Yukon	2	0	0.0 %	0.0 %	0	0	Yukon
2253 : Drafting technologists and technicians	Alberta	119	2	1.7 %	2.7 %	3	-1	Alberta
2253 : Drafting technologists and technicians	British Columbia	22	0	0.0 %	2.3 %	1	-1	British Columbia
2253 : Drafting technologists and technicians	Manitoba	11	0	0.0 %	5.5 %	1	-1	Manitoba
2253 : Drafting technologists and technicians	New Brunswick	5	0	0.0 %	0.0 %	0	0	New Brunswick
2253 : Drafting technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador

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			Representation #	Representation %	Availability %	Availability #		
2253 : Drafting technologists and technicians	Nova Scotia	6	0	0.0 %	0.0 %	0	0	Nova Scotia
2253 : Drafting technologists and technicians	Nunavut	1	0	0.0 %	0.0 %	0	0	Nunavut
2253 : Drafting technologists and technicians	Ontario	70	1	1.4 %	1.3 %	1	0	Ontario
2253 : Drafting technologists and technicians	Québec	85	1	1.2 %	1.1 %	1	0	Québec
2253 : Drafting technologists and technicians	Saskatchewan	13	0	0.0 %	2.4 %	0	0	Saskatchewan
2254 : Land survey technologists and technicians	Alberta	66	1	1.5 %	6.7 %	4	-3	Alberta
2254 : Land survey technologists and technicians	British Columbia	4	1	25.0 %	7.5 %	0	1	British Columbia
2254 : Land survey technologists and technicians	Manitoba	11	1	9.1 %	0.0 %	0	1	Manitoba
2254 : Land survey technologists and technicians	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
2254 : Land survey technologists and technicians	Ontario	24	0	0.0 %	4.4 %	1	-1	Ontario
2254 : Land survey technologists and technicians	Québec	3	0	0.0 %	1.9 %	0	0	Québec
2255 : Technical occupations in geomatics and meteorology	Alberta	5	1	20.0 %	2.1 %	0	1	Alberta
2255 : Technical occupations in geomatics and meteorology	British Columbia	1	0	0.0 %	3.5 %	0	0	British Columbia
2255 : Technical occupations in geomatics and meteorology	Ontario	5	0	0.0 %	4.7 %	0	0	Ontario
2255 : Technical occupations in geomatics and meteorology	Québec	2	0	0.0 %	3.6 %	0	0	Québec
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	8	0	0.0 %	4.2 %	0	0	Alberta
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	2	0	0.0 %	4.4 %	0	0	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	Manitoba	1	0	0.0 %	11.5 %	0	0	Manitoba
2263 : Inspectors in public and environmental health and occupational health and safety	New Brunswick	2	0	0.0 %	8.3 %	0	0	New Brunswick
2263 : Inspectors in public and environmental health and occupational health and safety	Nova Scotia	3	0	0.0 %	3.1 %	0	0	Nova Scotia
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	5	0	0.0 %	2.1 %	0	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	3	0	0.0 %	1.6 %	0	0	Québec
2264 : Construction inspectors	Alberta	8	0	0.0 %	5.5 %	0	0	Alberta
2264 : Construction inspectors	British Columbia	1	0	0.0 %	3.2 %	0	0	British Columbia

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			Representation #	Representation %	Availability %	Availability #		
2264 : Construction inspectors	Ontario	17	0	0.0 %	2.7 %	0	0	Ontario
2264 : Construction inspectors	Québec	29	0	0.0 %	1.5 %	0	0	Québec
2282 : User support technicians	Alberta	43	0	0.0 %	3.8 %	2	-2	Alberta
2282 : User support technicians	British Columbia	5	1	20.0 %	1.8 %	0	1	British Columbia
2282 : User support technicians	Manitoba	2	0	0.0 %	4.9 %	0	0	Manitoba
2282 : User support technicians	New Brunswick	1	0	0.0 %	4.2 %	0	0	New Brunswick
2282 : User support technicians	Newfoundland and Labrador	1	0	0.0 %	11.6 %	0	0	Newfoundland and Labrador
2282 : User support technicians	Nova Scotia	3	0	0.0 %	3.2 %	0	0	Nova Scotia
2282 : User support technicians	Ontario	20	0	0.0 %	1.6 %	0	0	Ontario
2282 : User support technicians	Québec	12	0	0.0 %	1.3 %	0	0	Québec
2282 : User support technicians	Saskatchewan	1	0	0.0 %	7.9 %	0	0	Saskatchewan
4211 : Paralegal and related occupations	Alberta	12	0	0.0 %	2.7 %	0	0	Alberta
4211 : Paralegal and related occupations	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
4211 : Paralegal and related occupations	Ontario	1	0	0.0 %	1.5 %	0	0	Ontario
4211 : Paralegal and related occupations	Québec	2	0	0.0 %	0.9 %	0	0	Québec
5212 : Technical occupations related to museums and art galleries	Ontario	2	0	0.0 %	2.8 %	0	0	Ontario
5223 : Graphic arts technicians	Alberta	2	0	0.0 %	0.0 %	0	0	Alberta
5223 : Graphic arts technicians	Ontario	1	0	0.0 %	2.4 %	0	0	Ontario
5223 : Graphic arts technicians	Alberta	12	0	0.0 %	2.5 %	0	0	Alberta
5241 : Graphic designers and illustrators	British Columbia	2	0	0.0 %	2.7 %	0	0	British Columbia
5241 : Graphic designers and illustrators	Manitoba	1	0	0.0 %	8.9 %	0	0	Manitoba
5241 : Graphic designers and illustrators	Ontario	3	0	0.0 %	1.6 %	0	0	Ontario
5242 : Interior designers and interior decorators	Alberta	22	0	0.0 %	2.3 %	1	-1	Alberta
5242 : Interior designers and interior decorators	British Columbia	11	1	9.1 %	1.0 %	0	1	British Columbia



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			#	%	%	#		
5242 : Interior designers and interior decorators	Manitoba	6	1	16.7 %	0.0 %	0	1	Manitoba
5242 : Interior designers and interior decorators	Newfoundland and Labrador	1	1	100.0 %	0.0 %	0	1	Newfoundland and Labrador
5242 : Interior designers and interior decorators	Ontario	12	0	0.0 %	1.2 %	0	0	Ontario
5242 : Interior designers and interior decorators	Saskatchewan	3	0	0.0 %	0.0 %	0	0	Saskatchewan
<b>07 : Administrative and Senior Clerical Personnel</b>		<b>465</b>	<b>9</b>	<b>1.9 %</b>	<b>3.1 %</b>	<b>14</b>	<b>-5</b>	
Employment Equity Occupational Group	Alta. less CMAs	17	1	5.9 %	6.0 %	1	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	4	0	0.0 %	7.7 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Barrie	1	0	0.0 %	2.0 %	0	0	Barrie
Employment Equity Occupational Group	Calgary	53	0	0.0 %	2.6 %	1	-1	Calgary
Employment Equity Occupational Group	Edmonton	69	2	2.9 %	3.6 %	2	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	5	0	0.0 %	8.6 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Guelph	4	0	0.0 %	2.0 %	0	0	Guelph
Employment Equity Occupational Group	Halifax	18	0	0.0 %	2.2 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	6	0	0.0 %	1.5 %	0	0	Hamilton
Employment Equity Occupational Group	Kelowna	4	0	0.0 %	3.4 %	0	0	Kelowna
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	23	0	0.0 %	1.6 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	4	0	0.0 %	0.8 %	0	0	London
Employment Equity Occupational Group	Moncton	4	0	0.0 %	1.2 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	51	0	0.0 %	0.7 %	0	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	10	1	10.0 %	2.7 %	0	1	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	2	0	0.0 %	3.3 %	0	0	N.S. less CMA
Employment Equity Occupational Group	N.W.T.	3	0	0.0 %	43.6 %	1	-1	N.W.T.
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	0	0.0 %	9.7 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	2	0	0.0 %	4.1 %	0	0	Ont. less CMAs

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Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Recruitment Area
			Representation #	Representation %	Availability %	Gap #	
Employment Equity Occupational Group	Ottawa - Gatineau	23	0	0.0 %	3.2 %	1	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	1	0	0.0 %	1.4 %	0	P.E.I.
Employment Equity Occupational Group	Que. less CMAs	4	0	0.0 %	2.9 %	0	Que. less CMAs
Employment Equity Occupational Group	Québec	10	0	0.0 %	0.7 %	0	Québec
Employment Equity Occupational Group	Regina	8	1	12.5 %	6.4 %	1	Regina
Employment Equity Occupational Group	Saint John	4	0	0.0 %	1.1 %	0	Saint John
Employment Equity Occupational Group	Saskatoon	7	0	0.0 %	6.4 %	0	Saskatoon
Employment Equity Occupational Group	St. John's	9	0	0.0 %	2.5 %	0	St. John's
Employment Equity Occupational Group	Toronto	49	0	0.0 %	0.8 %	0	Toronto
Employment Equity Occupational Group	Trois-Rivières	3	0	0.0 %	0.4 %	0	Trois-Rivières
Employment Equity Occupational Group	Vancouver	38	1	2.6 %	2.1 %	1	Vancouver
Employment Equity Occupational Group	Victoria	9	1	11.1 %	3.0 %	0	Victoria
Employment Equity Occupational Group	Windsor	2	0	0.0 %	1.6 %	0	Windsor
Employment Equity Occupational Group	Winnipeg	16	2	12.5 %	8.5 %	1	Winnipeg
Employment Equity Occupational Group	Y.T.	1	0	0.0 %	19.9 %	0	Y.T.
<b>08 : Skilled Sales and Service Personnel</b>		<b>20</b>	<b>0</b>	<b>0.0 %</b>	<b>2.6 %</b>	<b>1</b>	
6222 : Retail and wholesale buyers	Alberta	15	0	0.0 %	2.9 %	0	Alberta
6232 : Real estate agents and salespersons	Alberta	3	0	0.0 %	2.1 %	0	Alberta
6232 : Real estate agents and salespersons	British Columbia	1	0	0.0 %	2.4 %	0	British Columbia
6232 : Real estate agents and salespersons	Québec	1	0	0.0 %	1.1 %	0	Québec
<b>10 : Clerical Personnel</b>		<b>158</b>	<b>2</b>	<b>1.3 %</b>	<b>3.3 %</b>	<b>5</b>	
Employment Equity Occupational Group	Alta. less CMAs	1	0	0.0 %	8.1 %	0	Alta. less CMAs
Employment Equity Occupational Group	Calgary	26	0	0.0 %	3.0 %	1	Calgary
Employment Equity Occupational Group	Edmonton	47	1	2.1 %	5.1 %	2	Edmonton

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Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples		Gap #	Recruitment Area
			Representation #	Availability %		
Employment Equity Occupational Group	Guelpn	3	0	0.0 %	0	Guelpn
Employment Equity Occupational Group	Halifax	9	0	0.0 %	0	Halifax
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	7	0	0.0 %	0	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	22	0	0.0 %	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	2	0	0.0 %	0	N.B. less CMA
Employment Equity Occupational Group	N.W.T.	1	0	0.0 %	0	N.W.T.
Employment Equity Occupational Group	Ottawa - Gatineau	7	0	0.0 %	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	1	0	0.0 %	0	Que. less CMAs
Employment Equity Occupational Group	Québec	4	0	0.0 %	0	Québec
Employment Equity Occupational Group	Regina	1	0	0.0 %	0	Regina
Employment Equity Occupational Group	Saint John	1	1	100.0 %	0	Saint John
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	0	Saskatoon
Employment Equity Occupational Group	St. John's	2	0	0.0 %	0	St. John's
Employment Equity Occupational Group	Toronto	9	0	0.0 %	0	Toronto
Employment Equity Occupational Group	Trois-Rivières	2	0	0.0 %	0	Trois-Rivières
Employment Equity Occupational Group	Vancouver	10	0	0.0 %	0	Vancouver
Employment Equity Occupational Group	Winnipeg	2	0	0.0 %	0	Winnipeg
<b>12 : Semi-Skilled Manual Workers</b>						
Employment Equity Occupational Group	B.C. less CMAs	1	0	0.0 %	0	B.C. less CMAs
Employment Equity Occupational Group	Edmonton	2	1	50.0 %	0	Edmonton
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	0	Vancouver





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**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Recruitment Area
			Representation #	Availability %	Gap #	
Total		6856	71	1.0 %	126	-55

Total may not equal sum of components due to rounding.

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

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability		Gap #	Recruitment Area
			Representation #	%	%	#		
<b>01 : Senior Managers</b>		170	16	9.4 %	8.2 %	14	2	
0013 : Senior managers - financial, communications and other business services	National	13	1	7.7 %	12.2 %	2	-1	National
0016 : Senior managers - construction, transportation, production and utilities	National	157	15	9.6 %	7.9 %	12	3	National
<b>02 : Middle and Other Managers</b>		188	16	8.5 %	16.8 %	32	-16	
0111 : Financial managers	National	2	0	0.0 %	20.5 %	0	0	National
0112 : Human resources managers	National	7	0	0.0 %	12.0 %	1	-1	National
0114 : Other administrative services managers	National	20	6	30.0 %	12.6 %	3	3	National
0124 : Advertising, marketing and public relations managers	National	7	0	0.0 %	17.5 %	1	-1	National
0125 : Other business services managers	National	14	1	7.1 %	17.9 %	3	-2	National
0211 : Engineering managers	National	83	4	4.8 %	19.6 %	16	-12	National
0212 : Architecture and science managers	National	17	2	11.8 %	18.1 %	3	-1	National
0213 : Computer and information systems managers	National	10	2	20.0 %	21.2 %	2	0	National
0711 : Construction managers	National	28	1	3.6 %	9.3 %	3	-2	National
<b>03 : Professionals</b>		3576	657	18.4 %	24.1 %	862	-205	
1111 : Financial auditors and accountants	National	71	22	31.0 %	27.5 %	20	2	National
1112 : Financial and investment analysts	National	1	0	0.0 %	35.4 %	0	0	National
1114 : Other financial officers	National	1	0	0.0 %	21.7 %	0	0	National
1121 : Human resources professionals	National	55	9	16.4 %	14.1 %	8	1	National
1122 : Professional occupations in business management consulting	National	209	29	13.9 %	21.6 %	45	-16	National
1123 : Professional occupations in advertising, marketing and public relations	National	103	13	12.6 %	16.9 %	17	-4	National
2113 : Geoscientists and oceanographers	National	18	2	11.1 %	13.2 %	2	0	National
2115 : Other professional occupations in physical sciences	National	30	1	3.3 %	19.3 %	6	-5	National
2121 : Biologists and related scientists	National	94	7	7.4 %	17.2 %	16	-9	National
2131 : Civil engineers	National	787	156	19.8 %	26.0 %	205	-49	National

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Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability		Gap #	Recruitment Area
			Representation #	%	#	%		
2132 : Mechanical engineers	National	305	63	20.7 %	87	28.6 %	-24	National
2133 : Electrical and electronics engineers	National	286	63	22.0 %	100	34.9 %	-37	National
2134 : Chemical engineers	National	32	6	18.8 %	10	30.8 %	-4	National
2141 : Industrial and manufacturing engineers	National	8	3	37.5 %	3	31.5 %	0	National
2143 : Mining engineers	National	11	0	0.0 %	2	16.1 %	-2	National
2144 : Geological engineers	National	8	1	12.5 %	2	22.6 %	-1	National
2145 : Petroleum engineers	National	81	19	23.5 %	23	27.8 %	-4	National
2147 : Computer engineers (except software engineers and designers)	National	4	0	0.0 %	2	38.2 %	-2	National
2148 : Other professional engineers, n.e.c.	National	467	106	22.7 %	127	27.3 %	-21	National
2151 : Architects	National	234	53	22.6 %	55	23.6 %	-2	National
2152 : Landscape architects	National	55	3	5.5 %	7	13.6 %	-4	National
2153 : Urban and land use planners	National	81	3	3.7 %	10	12.8 %	-7	National
2154 : Land surveyors	National	66	5	7.6 %	6	8.6 %	-1	National
2171 : Information systems analysts and consultants	National	131	41	31.3 %	41	31.4 %	0	National
2172 : Database analysts and data administrators	National	25	8	32.0 %	8	32.3 %	0	National
2174 : Computer programmers and interactive media developers	National	38	8	21.1 %	12	31.5 %	-4	National
4112 : Lawyers and Quebec notaries	National	12	2	16.7 %	2	12.5 %	0	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	289	31	10.7 %	39	13.6 %	-8	National
4169 : Other professional occupations in social science, n.e.c.	National	74	3	4.1 %	7	9.9 %	-4	National
<b>04 : Semi-Professionals and Technicians</b>		2274	372	16.4 %	382	16.8 %	-10	
2211 : Chemical technologists and technicians	Alberta	2	0	0.0 %	1	27.2 %	-1	Alberta
2211 : Chemical technologists and technicians	Ontario	2	0	0.0 %	1	30.7 %	-1	Ontario
2212 : Geological and mineral technologists and technicians	Alberta	1	0	0.0 %	0	18.9 %	0	Alberta
2212 : Geological and mineral technologists and technicians	British Columbia	1	0	0.0 %	0	16.3 %	0	British Columbia

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Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
2212 : Geological and mineral technologists and technicians	New Brunswick	1	0	0.0 %	0	0	New Brunswick
2212 : Geological and mineral technologists and technicians	Ontario	6	0	0.0 %	1	-1	Ontario
2212 : Geological and mineral technologists and technicians	Québec	1	1	100.0 %	0	1	Québec
2221 : Biological technologists and technicians	Alberta	7	1	14.3 %	1	0	Alberta
2221 : Biological technologists and technicians	British Columbia	6	1	16.7 %	1	0	British Columbia
2221 : Biological technologists and technicians	Manitoba	2	0	0.0 %	0	0	Manitoba
2221 : Biological technologists and technicians	New Brunswick	7	0	0.0 %	0	0	New Brunswick
2221 : Biological technologists and technicians	Newfoundland and Labrador	2	0	0.0 %	0	0	Newfoundland and Labrador
2221 : Biological technologists and technicians	Nova Scotia	2	0	0.0 %	0	0	Nova Scotia
2221 : Biological technologists and technicians	Ontario	22	0	0.0 %	5	-5	Ontario
2221 : Biological technologists and technicians	Prince Edward Island	1	0	0.0 %	0	0	Prince Edward Island
2221 : Biological technologists and technicians	Québec	4	1	25.0 %	0	1	Québec
2221 : Biological technologists and technicians	Saskatchewan	1	0	0.0 %	0	0	Saskatchewan
2225 : Landscape and horticulture technicians and specialists	Alberta	13	3	23.1 %	1	2	Alberta
2225 : Landscape and horticulture technicians and specialists	Ontario	1	0	0.0 %	0	0	Ontario
2225 : Landscape and horticulture technicians and specialists	Québec	1	0	0.0 %	0	0	Québec
2225 : Landscape and horticulture technicians and specialists	Saskatchewan	1	0	0.0 %	0	0	Saskatchewan
2231 : Civil engineering technologists and technicians	Alberta	196	37	18.9 %	45	-8	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	48	12	25.0 %	13	-1	British Columbia
2231 : Civil engineering technologists and technicians	Manitoba	30	7	23.3 %	4	3	Manitoba
2231 : Civil engineering technologists and technicians	New Brunswick	38	2	5.3 %	1	1	New Brunswick
2231 : Civil engineering technologists and technicians	Newfoundland and Labrador	45	1	2.2 %	0	1	Newfoundland and Labrador
2231 : Civil engineering technologists and technicians	Northwest Territories	3	1	33.3 %	0	1	Northwest Territories
2231 : Civil engineering technologists and technicians	Nova Scotia	70	3	4.3 %	9	-6	Nova Scotia



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			#	%	%	#		
2231 : Civil engineering technologists and technicians	Ontario	166	29	17.5 %	22.7 %	38	-9	Ontario
2231 : Civil engineering technologists and technicians	Prince Edward Island	2	0	0.0 %	0.0 %	0	0	Prince Edward Island
2231 : Civil engineering technologists and technicians	Québec	168	19	11.3 %	6.9 %	12	7	Québec
2231 : Civil engineering technologists and technicians	Saskatchewan	27	5	18.5 %	12.1 %	3	2	Saskatchewan
2231 : Civil engineering technologists and technicians	Yukon	2	0	0.0 %	0.0 %	0	0	Yukon
2232 : Mechanical engineering technologists and technicians	Alberta	62	15	24.2 %	21.3 %	13	2	Alberta
2232 : Mechanical engineering technologists and technicians	British Columbia	17	4	23.5 %	20.1 %	3	1	British Columbia
2232 : Mechanical engineering technologists and technicians	Manitoba	4	0	0.0 %	13.3 %	1	-1	Manitoba
2232 : Mechanical engineering technologists and technicians	New Brunswick	14	1	7.1 %	0.0 %	0	1	New Brunswick
2232 : Mechanical engineering technologists and technicians	Newfoundland and Labrador	7	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2232 : Mechanical engineering technologists and technicians	Nova Scotia	10	0	0.0 %	0.0 %	0	0	Nova Scotia
2232 : Mechanical engineering technologists and technicians	Ontario	17	1	5.9 %	20.5 %	3	-2	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	47	4	8.5 %	7.3 %	3	1	Québec
2232 : Mechanical engineering technologists and technicians	Saskatchewan	13	2	15.4 %	6.8 %	1	1	Saskatchewan
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	4	0	0.0 %	12.3 %	0	0	Québec
2234 : Construction estimators	Alberta	9	4	44.4 %	17.7 %	2	2	Alberta
2234 : Construction estimators	British Columbia	1	1	100.0 %	16.6 %	0	1	British Columbia
2234 : Construction estimators	Manitoba	1	0	0.0 %	3.6 %	0	0	Manitoba
2234 : Construction estimators	Ontario	14	0	0.0 %	17.4 %	2	-2	Ontario
2234 : Construction estimators	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
2234 : Construction estimators	Québec	3	1	33.3 %	6.8 %	0	1	Québec
2234 : Construction estimators	Saskatchewan	2	0	0.0 %	0.0 %	0	0	Saskatchewan
2241 : Electrical and electronics engineering technologists and technicians	Alberta	70	18	25.7 %	22.2 %	16	2	Alberta
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	14	2	14.3 %	29.5 %	4	-2	British Columbia

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities				Gap #	Recruitment Area
			Representation #	%	Availability #	%		
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	5	2	40.0 %	1	14.3 %	1	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	17	1	5.9 %	0	0.0 %	1	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	Newfoundland and Labrador	3	0	0.0 %	0	0.0 %	0	Newfoundland and Labrador
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	7	0	0.0 %	0	2.3 %	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	43	9	20.9 %	14	31.4 %	-5	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	73	11	15.1 %	7	9.5 %	4	Québec
2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	1	0	0.0 %	0	9.6 %	0	Saskatchewan
2241 : Electrical and electronics engineering technologists and technicians	Yukon	1	0	0.0 %	0	0.0 %	0	Yukon
2251 : Architectural technologists and technicians	Alberta	88	16	18.2 %	21	24.2 %	-5	Alberta
2251 : Architectural technologists and technicians	British Columbia	37	14	37.8 %	13	36.2 %	1	British Columbia
2251 : Architectural technologists and technicians	Manitoba	6	0	0.0 %	1	13.3 %	-1	Manitoba
2251 : Architectural technologists and technicians	New Brunswick	5	0	0.0 %	0	0.0 %	0	New Brunswick
2251 : Architectural technologists and technicians	Newfoundland and Labrador	10	0	0.0 %	0	0.0 %	0	Newfoundland and Labrador
2251 : Architectural technologists and technicians	Northwest Territories	5	2	40.0 %	0	0.0 %	2	Northwest Territories
2251 : Architectural technologists and technicians	Nova Scotia	7	0	0.0 %	0	0.0 %	0	Nova Scotia
2251 : Architectural technologists and technicians	Ontario	40	9	22.5 %	10	24.7 %	-1	Ontario
2251 : Architectural technologists and technicians	Québec	3	0	0.0 %	0	7.3 %	0	Québec
2251 : Architectural technologists and technicians	Saskatchewan	14	3	21.4 %	1	10.0 %	2	Saskatchewan
2251 : Architectural technologists and technicians	Yukon	2	0	0.0 %	0	0.0 %	0	Yukon
2253 : Drafting technologists and technicians	Alberta	119	36	30.3 %	34	28.6 %	2	Alberta
2253 : Drafting technologists and technicians	British Columbia	22	8	36.4 %	7	33.4 %	1	British Columbia
2253 : Drafting technologists and technicians	Manitoba	11	5	45.5 %	3	23.9 %	2	Manitoba
2253 : Drafting technologists and technicians	New Brunswick	5	0	0.0 %	0	0.0 %	0	New Brunswick
2253 : Drafting technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	0	0.0 %	0	Newfoundland and Labrador

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			Representation #	%	%	#		
2253 : Drafting technologists and technicians	Nova Scotia	6	0	0.0 %	0.0 %	0	0	Nova Scotia
2253 : Drafting technologists and technicians	Nunavut	1	0	0.0 %	0.0 %	0	0	Nunavut
2253 : Drafting technologists and technicians	Ontario	70	15	21.4 %	30.2 %	21	-6	Ontario
2253 : Drafting technologists and technicians	Québec	85	11	12.9 %	7.7 %	7	4	Québec
2253 : Drafting technologists and technicians	Saskatchewan	13	1	7.7 %	6.3 %	1	0	Saskatchewan
2254 : Land survey technologists and technicians	Alberta	66	5	7.6 %	8.0 %	5	0	Alberta
2254 : Land survey technologists and technicians	British Columbia	4	0	0.0 %	11.2 %	0	0	British Columbia
2254 : Land survey technologists and technicians	Manitoba	11	0	0.0 %	0.0 %	0	0	Manitoba
2254 : Land survey technologists and technicians	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
2254 : Land survey technologists and technicians	Ontario	24	1	4.2 %	8.7 %	2	-1	Ontario
2254 : Land survey technologists and technicians	Québec	3	0	0.0 %	4.5 %	0	0	Québec
2255 : Technical occupations in geomatics and meteorology	Alberta	5	0	0.0 %	13.6 %	1	-1	Alberta
2255 : Technical occupations in geomatics and meteorology	British Columbia	1	1	100.0 %	15.2 %	0	1	British Columbia
2255 : Technical occupations in geomatics and meteorology	Ontario	5	0	0.0 %	15.3 %	1	-1	Ontario
2255 : Technical occupations in geomatics and meteorology	Québec	2	1	50.0 %	4.5 %	0	1	Québec
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	8	0	0.0 %	7.1 %	1	-1	Alberta
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	2	0	0.0 %	15.9 %	0	0	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	Manitoba	1	0	0.0 %	8.3 %	0	0	Manitoba
2263 : Inspectors in public and environmental health and occupational health and safety	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
2263 : Inspectors in public and environmental health and occupational health and safety	Nova Scotia	3	0	0.0 %	0.0 %	0	0	Nova Scotia
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	5	1	20.0 %	16.6 %	1	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	3	0	0.0 %	4.8 %	0	0	Québec
2264 : Construction inspectors	Alberta	8	1	12.5 %	7.1 %	1	0	Alberta
2264 : Construction inspectors	British Columbia	1	0	0.0 %	13.9 %	0	0	British Columbia



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Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
2264 : Construction inspectors	Ontario	17	2	11.8 %	13.9 %	2	0	Ontario
2264 : Construction inspectors	Québec	29	4	13.8 %	8.5 %	2	2	Québec
2282 : User support technicians	Alberta	43	19	44.2 %	28.2 %	12	7	Alberta
2282 : User support technicians	British Columbia	5	2	40.0 %	32.5 %	2	0	British Columbia
2282 : User support technicians	Manitoba	2	1	50.0 %	17.3 %	0	1	Manitoba
2282 : User support technicians	New Brunswick	1	0	0.0 %	3.0 %	0	0	New Brunswick
2282 : User support technicians	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2282 : User support technicians	Nova Scotia	3	0	0.0 %	11.3 %	0	0	Nova Scotia
2282 : User support technicians	Ontario	20	2	10.0 %	35.9 %	7	-5	Ontario
2282 : User support technicians	Québec	12	2	16.7 %	18.2 %	2	0	Québec
2282 : User support technicians	Saskatchewan	1	1	100.0 %	7.9 %	0	1	Saskatchewan
4211 : Paralegal and related occupations	Alberta	12	1	8.3 %	12.2 %	1	0	Alberta
4211 : Paralegal and related occupations	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
4211 : Paralegal and related occupations	Ontario	1	0	0.0 %	22.3 %	0	0	Ontario
4211 : Paralegal and related occupations	Québec	2	0	0.0 %	8.3 %	0	0	Québec
5212 : Technical occupations related to museums and art galleries	Ontario	2	0	0.0 %	9.9 %	0	0	Ontario
5223 : Graphic arts technicians	Alberta	2	0	0.0 %	22.9 %	0	0	Alberta
5223 : Graphic arts technicians	Ontario	1	0	0.0 %	24.0 %	0	0	Ontario
5241 : Graphic designers and illustrators	Alberta	12	1	8.3 %	15.4 %	2	-1	Alberta
5241 : Graphic designers and illustrators	British Columbia	2	0	0.0 %	28.0 %	1	-1	British Columbia
5241 : Graphic designers and illustrators	Manitoba	1	0	0.0 %	9.6 %	0	0	Manitoba
5241 : Graphic designers and illustrators	Ontario	3	1	33.3 %	24.0 %	1	0	Ontario
5242 : Interior designers and interior decorators	Alberta	22	2	9.1 %	9.1 %	2	0	Alberta
5242 : Interior designers and interior decorators	British Columbia	11	2	18.2 %	24.6 %	3	-1	British Columbia



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Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
5242 : Interior designers and interior decorators	Manitoba	6	1	16.7 %	0	1	Manitoba
5242 : Interior designers and interior decorators	Newfoundland and Labrador	1	0	0.0 %	0	0	Newfoundland and Labrador
5242 : Interior designers and interior decorators	Ontario	12	2	16.7 %	2	0	Ontario
5242 : Interior designers and interior decorators	Saskatchewan	3	0	0.0 %	0	0	Saskatchewan
<b>07 : Administrative and Senior Clerical Personnel</b>		<b>465</b>	<b>42</b>	<b>9.0 %</b>	<b>68</b>	<b>-26</b>	
Employment Equity Occupational Group	Alta. less CMAs	17	0	0.0 %	1	-1	Alta. less CMAs
Employment Equity Occupational Group	B. C. less CMAs	4	0	0.0 %	0	0	B. C. less CMAs
Employment Equity Occupational Group	Barrie	1	0	0.0 %	0	0	Barrie
Employment Equity Occupational Group	Calgary	53	8	15.1 %	9	-1	Calgary
Employment Equity Occupational Group	Edmonton	69	5	7.2 %	9	-4	Edmonton
Employment Equity Occupational Group	Greater Sudbury	5	0	0.0 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Quepnh	4	0	0.0 %	0	0	Quepnh
Employment Equity Occupational Group	Halifax	18	0	0.0 %	1	-1	Halifax
Employment Equity Occupational Group	Hamilton	6	0	0.0 %	0	0	Hamilton
Employment Equity Occupational Group	Kelowna	4	1	25.0 %	0	1	Kelowna
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	23	1	4.3 %	2	-1	Kitchener - Cambridge
Employment Equity Occupational Group	London	4	0	0.0 %	0	0	London
Employment Equity Occupational Group	Moncton	4	0	0.0 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	51	4	7.8 %	6	-2	Montréal
Employment Equity Occupational Group	N. B. less CMA	10	0	0.0 %	0	0	N. B. less CMA
Employment Equity Occupational Group	N. S. less CMA	2	0	0.0 %	0	0	N. S. less CMA
Employment Equity Occupational Group	N. W. T.	3	0	0.0 %	0	0	N. W. T.
Employment Equity Occupational Group	Nfld. Lab. less CMA	1	0	0.0 %	0	0	Nfld. Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	2	0	0.0 %	0	0	Ont. less CMAs

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Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities				Gap #	Recruitment Area
			Representation #	%	Availability #	%		
Employment Equity Occupational Group	Ottawa - Gatineau	23	1	4.3 %	3	-2	Ottawa - Gatineau	
Employment Equity Occupational Group	P.E.I.	1	0	0.0 %	0	0	P.E.I.	
Employment Equity Occupational Group	Que. less CMAs	4	1	25.0 %	0	1	Que. less CMAs	
Employment Equity Occupational Group	Québec	10	0	0.0 %	0	0	Québec	
Employment Equity Occupational Group	Regina	8	0	0.0 %	0	0	Regina	
Employment Equity Occupational Group	Saint John	4	0	0.0 %	0	0	Saint John	
Employment Equity Occupational Group	Saskatoon	7	0	0.0 %	0	0	Saskatoon	
Employment Equity Occupational Group	St. John's	9	0	0.0 %	0	0	St. John's	
Employment Equity Occupational Group	Toronto	49	14	28.6 %	18	-4	Toronto	
Employment Equity Occupational Group	Trois-Rivières	3	0	0.0 %	0	0	Trois-Rivières	
Employment Equity Occupational Group	Vancouver	38	7	18.4 %	13	-6	Vancouver	
Employment Equity Occupational Group	Victoria	9	0	0.0 %	1	-1	Victoria	
Employment Equity Occupational Group	Windsor	2	0	0.0 %	0	0	Windsor	
Employment Equity Occupational Group	Winnipeg	16	0	0.0 %	2	-2	Winnipeg	
Employment Equity Occupational Group	Y.T.	1	0	0.0 %	0	0	Y.T.	
<b>08 : Skilled Sales and Service Personnel</b>		20	3	15.0 %	3	0		
6222 : Retail and wholesale buyers	Alberta	15	3	20.0 %	2	1	Alberta	
6232 : Real estate agents and salespersons	Alberta	3	0	0.0 %	0	0	Alberta	
6232 : Real estate agents and salespersons	British Columbia	1	0	0.0 %	0	0	British Columbia	
6232 : Real estate agents and salespersons	Québec	1	0	0.0 %	0	0	Québec	
<b>10 : Clerical Personnel</b>		158	33	20.9 %	30	3		
Employment Equity Occupational Group	Alta. less CMAs	1	0	0.0 %	0	0	Alta. less CMAs	
Employment Equity Occupational Group	Calgary	26	10	38.5 %	6	4	Calgary	
Employment Equity Occupational Group	Edmonton	47	12	25.5 %	8	4	Edmonton	



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Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Guelph	3	1	33.3 %	9.9 %	0	1	Guelph
Employment Equity Occupational Group	Halifax	9	0	0.0 %	7.3 %	1	-1	Halifax
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	7	0	0.0 %	11.5 %	1	-1	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	22	4	18.2 %	17.4 %	4	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	2	0	0.0 %	1.9 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.W.T.	1	0	0.0 %	5.3 %	0	0	N.W.T.
Employment Equity Occupational Group	Ottawa - Gatineau	7	1	14.3 %	14.7 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	1	0	0.0 %	0.6 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	4	0	0.0 %	2.0 %	0	0	Québec
Employment Equity Occupational Group	Regina	1	0	0.0 %	6.7 %	0	0	Regina
Employment Equity Occupational Group	Saint John	1	0	0.0 %	1.8 %	0	0	Saint John
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	7.1 %	0	0	Saskatoon
Employment Equity Occupational Group	St. John's	2	0	0.0 %	0.8 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	9	2	22.2 %	48.1 %	4	-2	Toronto
Employment Equity Occupational Group	Trois-Rivières	2	0	0.0 %	2.4 %	0	0	Trois-Rivières
Employment Equity Occupational Group	Vancouver	10	3	30.0 %	42.3 %	4	-1	Vancouver
Employment Equity Occupational Group	Winnipeg	2	0	0.0 %	17.0 %	0	0	Winnipeg
<b>12 : Semi-Skilled Manual Workers</b>		5	1	20.0 %	29.2 %	1	0	
Employment Equity Occupational Group	B.C. less CMAs	1	0	0.0 %	3.5 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Edmonton	2	0	0.0 %	22.3 %	0	0	Edmonton
Employment Equity Occupational Group	Vancouver	2	1	50.0 %	48.9 %	1	0	Vancouver

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#### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Gap #	Recruitment Area
			Representation #	Availability %		
Total		6856	1140	16.7 %	1392	-252

Total may not equal sum of components due to rounding.

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

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#### Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities		Availability #	Gap #	Recruitment Area
			Representation #	%			
01/02 : Managers	National	358	5	1.4 %	15	-10	National
03 : Professionals	National	3576	41	1.1 %	136	-95	National
04 : Semi-Professionals and Technicians	National	2274	46	2.0 %	105	-59	National
07 : Administrative and Senior Clerical Personnel	National	465	19	4.1 %	16	3	National
08 : Skilled Sales and Service Personnel	National	20	1	5.0 %	1	0	National
10 : Clerical Personnel	National	158	1	0.6 %	11	-10	National
12 : Semi-Skilled Manual Workers	National	5	0	0.0 %	0	0	National
<b>Total</b>		<b>6856</b>	<b>113</b>	<b>1.6 %</b>	<b>284</b>	<b>-171</b>	

Total may not equal sum of components due to rounding.

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



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

\*based on gaps for Women in Senior Managers and Middle Managers in STEM  
(changes from EEOG to NOC category)

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

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	NOC (default EEOG)	National
02 : Middle and Other Managers	NOC (default EEOG)	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



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**WFA Defaults - Persons with Disabilities**

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
14 : Other Manual Workers	EEOG	National



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**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	170	32	18.8 %	14.1 %	24	8
02 : Middle and Other Managers	188	39	20.7 %	26.0 %	49	-10
03 : Professionals	3576	1194	33.4 %	25.7 %	919	275
04 : Semi-Professionals and Technicians	2274	623	27.4 %	21.9 %	498	125
07 : Administrative and Senior Clerical Personnel	465	401	86.2 %	82.0 %	381	20
08 : Skilled Sales and Service Personnel	20	11	55.0 %	59.6 %	12	-1
10 : Clerical Personnel	158	125	79.1 %	68.3 %	108	17
12 : Semi-Skilled Manual Workers	5	2	40.0 %	16.1 %	1	1
<b>Total</b>	<b>6856</b>	<b>2427</b>	<b>35.4 %</b>	<b>29.1 %</b>	<b>1992</b>	<b>435</b>

Total may not equal sum of components due to rounding.



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**Aboriginal Peoples**

Employment Equity Occupational Group	All Employees		Aboriginal Peoples			
	#	Representation %	Availability %	Availability #	Gap #	
01 : Senior Managers	170	2	1.2 %	2	0	
02 : Middle and Other Managers	188	2	1.1 %	3	-1	
03 : Professionals	3576	27	0.8 %	46	-19	
04 : Semi-Professionals and Technicians	2274	28	1.2 %	55	-27	
07 : Administrative and Senior Clerical Personnel	465	9	1.9 %	14	-5	
08 : Skilled Sales and Service Personnel	20	0	0.0 %	1	-1	
10 : Clerical Personnel	158	2	1.3 %	5	-3	
12 : Semi-Skilled Manual Workers	5	1	20.0 %	0	1	
<b>Total</b>	<b>6856</b>	<b>71</b>	<b>1.0 %</b>	<b>126</b>	<b>-55</b>	

Total may not equal sum of components due to rounding.



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**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	170	16	9.4 %	8.2 %	14	2
02 : Middle and Other Managers	188	16	8.5 %	16.8 %	32	-16
03 : Professionals	3576	657	18.4 %	24.1 %	862	-205
04 : Semi-Professionals and Technicians	2274	372	16.4 %	16.8 %	382	-10
07 : Administrative and Senior Clerical Personnel	465	42	9.0 %	14.7 %	68	-26
08 : Skilled Sales and Service Personnel	20	3	15.0 %	16.3 %	3	0
10 : Clerical Personnel	158	33	20.9 %	19.3 %	30	3
12 : Semi-Skilled Manual Workers	5	1	20.0 %	29.2 %	1	0
<b>Total</b>	<b>6856</b>	<b>1140</b>	<b>16.7 %</b>	<b>20.3 %</b>	<b>1392</b>	<b>-252</b>

Total may not equal sum of components due to rounding.

**Workforce Analysis - Summary Report**

Date: 2018-05-28

**Persons with Disabilities**

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Availability #	Gap #
		Representation #	%	%	%		
01/02 : Managers	358	5	1.4 %	4.3 %	15	-10	
03 : Professionals	3576	41	1.1 %	3.8 %	136	-95	
04 : Semi-Professionals and Technicians	2274	46	2.0 %	4.6 %	105	-59	
07 : Administrative and Senior Clerical Personnel	465	19	4.1 %	3.4 %	16	3	
08 : Skilled Sales and Service Personnel	20	1	5.0 %	3.5 %	1	0	
10 : Clerical Personnel	158	1	0.6 %	7.0 %	11	-10	
12 : Semi-Skilled Manual Workers	5	0	0.0 %	4.8 %	0	0	
<b>Total</b>	<b>6856</b>	<b>113</b>	<b>1.6 %</b>	<b>4.1 %</b>	<b>284</b>	<b>-171</b>	

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2018-05-28

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

\*based on gaps for Women in Senior Managers and Middle Managers in STEM  
(changes from EEOG to NOC category)

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

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	NOC (default EEOG)	National
02 : Middle and Other Managers	NOC (default EEOG)	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



**Workforce Analysis - Summary Report**

Date: 2018-05-28

**WFA Defaults - Persons with Disabilities**

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
14 : Other Manual Workers	EEOG	National

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Stantec Consulting Ltd.**

**[Date: 2018-05-28]**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	23

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	05	28

**Table 1: Women**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	218	33	27.40
02	Middle & Other Managers	323	79	38.90
03	Professionals	3,428	1,122	27.30
04	Semi-Professionals & Technicians	2,521	704	22.20
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	544	474	83.50
08	Skilled Sales & Service Personnel	8	3	54.90
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	200	166	69.80
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	7	2	15.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>7,249</b>	<b>2,583</b>	<b>31.5</b>

**Table 5: Women**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
		170	32	14.10
		188	39	26.00
		3,576	1,194	25.70
		2,274	623	21.90
		0	0	0.00
		0	0	0.00
		465	401	82.00
		20	11	59.60
		0	0	0.00
		158	125	68.30
		0	0	0.00
		5	2	16.10
		0	0	0.00
		0	0	0.00
<b>Total</b>		<b>6,856</b>	<b>2,427</b>	<b>29.9</b>

**\* Source:**

**\* Source:**



Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Stantec Consulting Ltd.

[Date: 2018-05-28]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	23

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	05	28

Employment Equity Occupational Group (EEOG)

Table 3: Members of Visible Minorities

	First/Previous Workforce Analysis		
	All Employees	Members of Visible Minorities Representation	Availability*
	#	#	%
01 Senior Managers	218	30	10.10
02 Middle & Other Managers	323	51	15.00
03 Professionals	3,428	743	23.40
04 Semi-Professionals & Technicians	2,521	492	17.20
05 Supervisors	0	0	0.00
06 Supervisors: Crafts & Trades	0	0	0.00
07 Administrative & Senior Clerical Personnel	544	107	10.60
08 Skilled Sales & Service Personnel	8	0	13.90
09 Skilled Crafts & Trades Workers	0	0	0.00
10 Clerical Personnel	200	46	12.70
11 Intermediate Sales & Service Personnel	0	0	0.00
12 Semi-Skilled Manual Workers	7	2	15.80
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	0	0	0.00
<b>Total</b>	<b>7,249</b>	<b>1,471</b>	<b>19.2</b>

Table 7: Members of Visible Minorities

	Subsequent/Current Workforce Analysis		
	All Employees	Members of Visible Minorities Representation	Availability*
	#	#	%
01 Senior Managers	170	16	8.2
02 Middle & Other Managers	188	16	16.8
03 Professionals	3,576	657	24.1
04 Semi-Professionals & Technicians	2,274	372	16.8
05 Supervisors	0	0	0.0
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	465	42	14.7
08 Skilled Sales & Service Personnel	20	3	16.3
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	158	33	19.3
11 Intermediate Sales & Service Personnel	0	0	0.0
12 Semi-Skilled Manual Workers	5	1	29.2
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
<b>Total</b>	<b>6,856</b>	<b>1,140</b>	<b>20.2</b>

\* Source:

0

\* Source:

0





Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Stantec Consulting Ltd.

[Date: 2018-05-28]

Start Date of Flow Data			
YYYY	MM	DD	
2016	06	20	

End Date of Flow Data			
YYYY	MM	DD	
2018	05	28	

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 1: Women Hired				Table 5: Women Promoted				Table 9: Women Terminated			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
01 Senior Managers	2	1	0	0	0	0	0	0	5	0	1	0
02 Middle & Other Managers	22	4	0	0	0	0	0	13	2	0	0	0
03 Professionals	578	184	15	10	0	0	0	213	64	14	4	4
04 Semi-Professionals & Technicians	374	116	6	4	0	0	0	122	30	5	2	2
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	74	66	0	0	0	0	0	22	18	5	4	4
08 Skilled Sales & Service Personnel	3	2	0	0	0	0	0	1	1	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	18	13	0	0	0	0	0	10	7	1	1	1
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,071</b>	<b>386</b>	<b>21</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>386</b>	<b>122</b>	<b>26</b>	<b>11</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

Stantec Consulting Ltd.

[Date: 2018-05-28]

009192

Start Date of Flow Data			
YYYY	MM	DD	
2016	06	20	

End Date of Flow Data			
YYYY	MM	DD	
2018	05	28	

**Data from Form 4 - Employees Hired**

**Table 2: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired #	Aboriginal Peoples Hired #	All Employees Hired #	Aboriginal Peoples Hired #
01 Senior Managers	2	0	0	0
02 Middle & Other Managers	22	0	0	0
03 Professionals	578	0	15	0
04 Semi-Professionals & Technicians	374	0	6	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	74	0	0	0
08 Skilled Sales & Service Personnel	3	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	18	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>1,071</b>	<b>0</b>	<b>21</b>	<b>0</b>

**Data from Form 5 - Employees Promoted**

**Table 6: Aboriginal Peoples**

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

**Data from Form 6 - Employees Terminated**

**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated #	Aboriginal Peoples Terminated #	All Employees Terminated #	Aboriginal Peoples Terminated #
01 Senior Managers	5	0	1	0
02 Middle & Other Managers	13	0	0	0
03 Professionals	213	2	14	0
04 Semi-Professionals & Technicians	122	1	5	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	22	1	5	0
08 Skilled Sales & Service Personnel	1	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	10	0	1	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>386</b>	<b>4</b>	<b>26</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Stantec Consulting Ltd.**

**[Date: 2018-05-28]**

Start Date of Flow Data		
YYYY	MM	DD
2016	06	20

End Date of Flow Data		
YYYY	MM	DD
2018	05	28

**Data from Form 4 - Employees Hired**

↓ ↓ ↓ ↓

**Table 3: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#

**Data from Form 5 - Employees Promoted**

↓ ↓ ↓ ↓

**Table 7: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
	#	#	#	#

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓

**Table 11: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#

01 Senior Managers	2	0	0	0
02 Middle & Other Managers	22	0	0	0
03 Professionals	578	0	15	0
04 Semi-Professionals & Technicians	374	0	6	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	74	0	0	0
08 Skilled Sales & Service Personnel	3	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	18	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>1,071</b>	<b>0</b>	<b>21</b>	<b>0</b>

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

01 Senior Managers	5	0	1	0
02 Middle & Other Managers	13	0	0	0
03 Professionals	213	2	14	0
04 Semi-Professionals & Technicians	122	1	5	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	22	0	5	0
08 Skilled Sales & Service Personnel	1	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	10	0	1	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>386</b>	<b>3</b>	<b>26</b>	<b>0</b>

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Stantec Consulting Ltd.

[Date: 2018-05-28]

Start Date of Flow Data			
YYYY	MM	DD	
2016	06	20	

End Date of Flow Data			
YYYY	MM	DD	
2018	05	28	

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
01 Senior Managers	2	0	0	0	0	0	0	0	5	0	1	0
02 Middle & Other Managers	22	0	0	0	0	0	0	0	13	0	0	0
03 Professionals	578	0	15	0	0	0	0	0	213	51	14	3
04 Semi-Professionals & Technicians	374	0	6	0	0	0	0	0	122	20	5	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	74	0	0	0	0	0	0	0	22	4	5	0
08 Skilled Sales & Service Personnel	3	0	0	0	0	0	0	0	1	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	18	0	0	0	0	0	0	0	10	1	1	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,071</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>386</b>	<b>76</b>	<b>26</b>	<b>3</b>



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Stantec Consulting Ltd.**

**[Date: 2018-05-28]**

14	Other Manual Workers	0	0.0	0	0.0
Total		22		14	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**  
**Stanlec Consulting Ltd.**

[Date: 2018-05-28]

009197

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**

**First/Previous Short-term Goals**

Occupational Group (EEOC)	All Employees										Aboriginal Peoples									
	Growth (New Positions)					Turnover (Replacement of Terminated Employees)					Turnover (Replacement of Terminated Employees)					3 Year Goals				
	Number	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	Hires Required Over 3 Years	From - To	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
01 Senior Managers	218	-8.0%	2.6%	17	3.1%	3.0%	20	37	3	3.0%	0	4	0	0	2.9%	-3	-4	1.4%	1.3%	
02 Middle & Other Managers	323	-16.5%	2.6%	25	5.1%	10.0%	97	122	7	10.0%	2	3	0	0	2.2%	0	-3	2.2%	1.4%	
03 Professionals	3,428	1.4%	2.6%	267	6.5%	10.0%	1,028	1,295	35	10.0%	11	28	0	0	1.4%	-13	-28	1.0%	0.6%	
04 Semi-Professionals & Tech	2,521	-3.4%	2.6%	197	5.3%	10.0%	756	953	40	10.0%	12	43	0	0	2.6%	-26	-43	1.6%	1.0%	
05 Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	544	-5.1%	2.6%	42	5.4%	10.0%	163	205	12	10.0%	4	14	0	0	3.7%	-8	-14	2.2%	1.4%	
08 Skilled Sales & Service	8	35.7%	2.6%	1	7.1%	10.0%	2	3	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%	
10 Clerical Personnel	200	-7.6%	2.6%	16	6.1%	10.0%	60	76	6	10.0%	2	5	0	0	4.3%	-3	-5	3.0%	1.9%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%	
12 Semi-Skilled Manual	7	-10.6%	2.6%	1	10.0%	10.0%	2	3	0	10.0%	0	1	0	0	7.6%	-1	-1	0.0%	0.0%	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%	
Total	7,249	-1.8%	2.6%	566	5.8%	5.8%	1,833	2,249	103	0.0%	0	56	0	0	2.2%	-56	-56	1.4%	1.4%	

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

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals		Comments
	#	%	#	%	
01 Senior Managers	1	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	9	0.0	3	0.0	
04 Semi-Professionals & Tech	27	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	6	0.0	1	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	1	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	



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Part 3: Goals

Stanec Consulting Ltd.

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I4	Other Manual Workers	0	0.0	0	0.0
Total		44		4	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Stantec Consulting Ltd.**

[Date: 2018-05-28]

**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)		All Employees										Persons with Disabilities										
		First/Previous Short-term Goals										3 Year Goals										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	From - To		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		YYYY - YYYY	2016					
		#	%	%	#	%	%	#	#	#	%	%	#	%	%	#	%					
01/02	Managers	541	-12.2%	2.6%	42	4.1%	3.0%	49	91	24	3.0%	2	3	0		3.8%	1	0	4.4%	3.8%		
03	Professionals	3,428	1.4%	2.6%	267	6.5%	10.0%	1,028	1,295	138	10.0%	41	46	0		4.6%	8	-73	4.0%	2.6%		
04	Semi-Professionals & Tech	2,521	-3.4%	2.6%	197	5.3%	10.0%	756	953	150	10.0%	45	11	0		0.0%	34	105	6.0%	3.9%		
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		3.4%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	544	-5.1%	2.6%	42	5.4%	10.0%	163	205	35	10.0%	11	-4	0		3.5%	17	3	6.4%	4.1%		
08	Skilled Sales & Service	8	35.7%	2.6%	1	7.1%	10.0%	2	3	1	10.0%	0	-1	0		0.0%	1	1	12.5%	11.1%		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		7.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	200	-7.6%	2.6%	16	6.1%	10.0%	60	76	18	10.0%	5	1	0		0.0%	4	13	9.0%	6.0%		
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		4.8%	0	0	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	7	-10.6%	2.6%	1	0.0%	10.0%	2	3	1	10.0%	0	-1	0		0.0%	1	1	14.3%	12.5%		
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		4.2%	0	0	#DIV/0!	#DIV/0!		
<b>Total</b>		<b>7,249</b>	<b>-1.8%</b>		<b>0</b>	<b>5.8%</b>		<b>0</b>	<b>0</b>	<b>367</b>	<b>0.0%</b>	<b>0</b>	<b>#REF!</b>	<b>0</b>		<b>#REF!</b>	<b>63</b>	<b>#REF!</b>	<b>5.1%</b>	<b>5.1%</b>		

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

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

**Table 6: Persons with Disabilities**

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

Federal Contractors Program Achievement Report  
Part 3: Goals

Stanec Consulting Ltd.

|Date: 2018-05-28|

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Stanlec Consulting Ltd.**  
**[Date: 2018-05-28]**

009201

**Data for First/Previous Goals**

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

**Table 7: Members of Visible Minorities**

Occupational Group (EOG)	All Employees										Members of Visible Minorities														
	Growth (New Positions)					Turnover (Replacement of Employees)					Anticipated Hires Over 3 Years					3 Year Goals					Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	Number	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	Number	Actual	Projected	Over 3 Years	Hires Required Over 3 Years	From - To	From - To	Present Availability	Present Gap	Projected Gap					
01 Senior Managers	218	-8.0%	2.6%	17	3.1%	3.0%	20	37	30	3.0%	3	-3	0	0	10.1%	8	3	10.1%	8	3	13.8%	11.5%			
02 Middle & Other Managers	323	-16.5%	2.6%	25	5.1%	10.0%	97	122	51	10.0%	15	16	0	0	15.0%	3	-16	15.0%	3	-16	15.8%	10.3%			
03 Professionals	3,428	1.4%	2.6%	267	6.5%	10.0%	1,028	1,295	743	10.0%	223	345	0	0	23.4%	-59	-345	23.4%	-59	-345	21.7%	14.1%			
04 Semi-Professionals & Tech	2,521	-3.4%	2.6%	197	5.3%	10.0%	756	953	492	10.0%	148	123	0	0	17.2%	58	-123	17.2%	58	-123	19.5%	12.7%			
05 Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0	0	0.0%	0.0%			
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0	0	0.0%	0.0%			
07 Administrative & Sr Clerical	544	-5.1%	2.6%	42	5.4%	10.0%	163	205	107	10.0%	32	-13	0	0	10.6%	49	13	10.6%	49	13	19.7%	12.8%			
08 Skilled Sales & Service	8	35.7%	2.6%	1	7.1%	10.0%	2	3	0	10.0%	0	1	0	0	13.9%	-1	-1	13.9%	-1	-1	0.0%	0.0%			
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0	0	0.0%	0.0%			
10 Clerical Personnel	200	-7.6%	2.6%	16	6.1%	10.0%	60	76	46	10.0%	14	-5	0	0	12.7%	21	5	12.7%	21	5	23.0%	14.8%			
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0	0	0.0%	0.0%			
12 Semi-Skilled Manual	7	-10.6%	2.6%	1	0.0%	10.0%	2	3	2	10.0%	1	0	0	0	15.8%	1	0	15.8%	1	0	28.6%	12.5%			
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0	0	0.0%	0.0%			
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0	0	0.0%	0.0%			
Total	7,249	-1.8%		0	5.8%		0	0	1,471	0.0%	0	-79	0	0	19.2%	79	79	19.2%	79	79	20.3%	20.3%			

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
	#	%	

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**Stanlec Consulting Ltd.**  
**[Date: 2018-05-28]**

**Data for Subsequent/Current Goals**

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

**Table 9: Women**

Employment Equity Occupational Group (EEOG)	All Employees										Subsequent/Current Short-term Goals										Women			
	Number		Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years		3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years			
	2018-05-28	Actual	Annual %	Projected	Over 3 Years	Actual	Annual %	Projected	Over 3 Years	2018-05-28	Annual %	Projected	Over 3 Years	From - To	2018	2021								
01 Senior Managers	170	-8.0%	15.0%	77	3.1%	3.0%	15	92	32	3.0%	3	6	28	30.0%	14.1%	8	22	18.8%	23.1%					
02 Middle & Other Managers	188	-16.5%	15.0%	85	5.1%	9.0%	51	136	39	9.0%	11	43	51	26.0%	26.0%	-10	8	20.7%	28.9%					
03 Professionals	3,576	1.4%	15.0%	1,609	6.5%	9.0%	966	2,575	1,194	9.0%	322	461	662	25.7%	25.7%	275	201	33.4%	29.6%					
04 Semi-Professionals & Tech	2,274	-3.4%	15.0%	1,023	5.3%	9.0%	614	1,637	623	9.0%	168	267	359	21.9%	21.9%	125	92	27.4%	24.7%					
05 Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%					
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%					
07 Administrative & Sr Clerical	465	-5.1%	15.0%	0	5.4%	9.0%	0	0	401	0.0%	0	-20	0	82.0%	82.0%	20	0	86.2%	86.2%					
08 Skilled Sales & Service	20	35.7%	15.0%	9	7.1%	9.0%	5	14	11	9.0%	3	9	8	59.6%	59.6%	-1	-1	55.2%	55.2%					
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%					
10 Clerical Personnel	158	-7.6%	15.0%	71	6.1%	9.0%	43	114	125	9.0%	34	65	78	68.3%	68.3%	17	13	79.1%	73.8%					
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%					
12 Semi-Skilled Manual	5	-10.6%	15.0%	2	0.0%	9.0%	1	3	2	9.0%	1	0	0	16.1%	16.1%	1	0	40.0%	14.3%					
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%					
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%					
Total	6,856	-1.8%	15.0%	0	5.8%	9.0%	0	0	2,427	0.0%	0	-377	0	29.9%	29.9%	377	377	35.4%	35.4%					

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

**Table 10: Women**

Employment Equity Occupational Group (EEOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	26.0%	0.0	Stanlec will address the gap of women representation at the Middle & Other Managers EEOG level by applying efforts to target and identify women within the leadership pipeline and for technical P
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Stantec Consulting Ltd.**

**[Date: 2018-05-28]**

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

**Part 3: Goals**

Stantec Consulting Ltd.

[Date: 2018-05-28]

**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	All Employees										Aboriginal Peoples														
	Growth (New Positions)					Turnover (Replacement of Terminated Employees)					Anticipated Hires Over 3 Years					3 Year Goals					Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	Number	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	Number	Terminated	Over 3 Years	Hires Required Over 3 Years	From - To	2018	2021	%	#	#	%	#	%					
01 Senior Managers	170	-8.0%	15.0%	77	3.1%	3.0%	15	92	2	3.0%	0	1	0	0	1.2%	0	0	1.2%	0	0.8%					
02 Middle & Other Managers	188	-16.5%	15.0%	85	5.1%	9.0%	51	136	2	9.0%	1	3	2	1.6%	-1	-1	1.1%	-1	1.1%						
03 Professionals	3,576	1.4%	15.0%	1,609	6.5%	9.0%	966	2,575	27	9.0%	7	47	33	1.3%	-19	-14	0.8%	-14	1.0%						
04 Semi-Professionals & Tech	2,274	-3.4%	15.0%	1,023	5.3%	9.0%	614	1,637	28	9.0%	8	59	39	2.4%	-27	-20	1.2%	-20	1.8%						
05 Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0	0.0%						
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0	0.0%						
07 Administrative & Sr Clerical	465	-5.1%	15.0%	209	5.4%	9.0%	126	335	9	9.0%	2	14	0	0.0%	-5	-14	1.9%	-14	0.0%						
08 Skilled Sales & Service	20	35.7%	15.0%	9	7.1%	9.0%	5	14	0	9.0%	0	1	0	2.6%	-1	-1	0.0%	-1	0.0%						
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0	0.0%						
10 Clerical Personnel	158	-7.6%	15.0%	71	6.1%	9.0%	43	114	2	9.0%	1	7	4	3.3%	-3	-3	1.3%	-3	2.2%						
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0	0.0%						
12 Semi-Skilled Manual	5	-10.6%	15.0%	2	0.0%	9.0%	1	3	1	9.0%	0	-1	0	5.3%	1	1	20.0%	1	14.3%						
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0	0.0%						
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0	0.0%						
Total	6,856	-1.8%	15.0%	0	5.8%	9.0%	0	71	0	0.0%	0	59	0	1.9%	-59	-59	1.0%	-59	1.0%						

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Previous 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**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
01 Senior Managers			
02 Middle & Other Managers	1.3%	2.0%	Stantec will address the gap of Aboriginal Peoples representation at the Professionals EEOG level by applying targeted outreach strategy for Aboriginal communities and networks.
03 Professionals	2.4%	2.4%	Stantec will address the gap of Aboriginal Peoples representation at the Semi-Professionals s EEOG level by applying targeted outreach strategy for Aboriginal communities and networks.
04 Semi-Professionals & Tech			
05 Supervisors			
06 Supervisors: Crafts & Trades			
07 Administrative & Sr Clerical			
08 Skilled Sales & Service			
09 Skilled Crafts & Trades			
10 Clerical Personnel			
11 Intermediate Sales & Service	3.3%	3.3%	Stantec will address the gap of Aboriginal Peoples representation at the Clerical EEOG level by applying targeted outreach strategy for Aboriginal communities and networks.
12 Semi-Skilled Manual			
13 Other Sales & Service			
14 Other Manual Workers			

Federal Contractors Program Achievement Report  
Part 3: Goals

Stanlec Consulting Ltd.

|Date: 2018-05-28|

Total



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Stantec Consulting Ltd.**

[Date: 2018-05-28]

**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees	Persons with Disabilities																						
		Growth (New Positions)							Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years			3 Year Goals					Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Number		Actual		Projected			Actual		Projected	Anticipated Hires Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		From - To							
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Projected	Years	Years	Years	Years	Years	Years	Years	Years	Years	Years	Years	Years					
		2018-05-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	#	#	%	%	%	2018	2021	%	#	#	%			
#	%	%	#	%	%	#	#	#	#	%	%	%	#	%	%	%	#	#	%	%				
01/02	Managers	358	-12.2%	15.0%	161	4.1%	3.0%	32	193	5	3.0%	0	17	8	4.3%	4.3%	-10	-9	1.4%	2.5%				
03	Professionals	3,576	1.4%	15.0%	1,609	6.5%	9.0%	966	2,575	41	9.0%	11	167	98	3.8%	3.8%	-95	-69	1.1%	2.5%				
04	Semi-Professionals & Tech	2,274	-3.4%	15.0%	1,023	5.3%	9.0%	614	1,637	46	9.0%	12	118	75	4.6%	4.6%	-59	-43	2.0%	3.3%				
05	Supervisors	0	0.0%		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%	0	0	#DIV/0!	#DIV/0!				
07	Administrative & Sr Clerical	465	-5.1%	15.0%	209	5.4%	9.0%	126	335	19	9.0%	5	9	0	3.4%	3	-9	4.1%	2.1%					
08	Skilled Sales & Service	20	35.7%	15.0%	9	7.1%	9.0%	5	14	1	9.0%	0	0	0	3.5%	0	0	5.0%	3.4%					
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!				
10	Clerical Personnel	158	-7.6%	15.0%	71	6.1%	9.0%	43	114	1	9.0%	0	15	8	7.0%	7.0%	-10	-7	0.6%	3.9%				
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!				
12	Semi-Skilled Manual	5	-10.6%	15.0%	2	0.0%	9.0%	1	3	0	9.0%	0	0	0	4.8%	0	0	0.0%	0.0%					
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!				
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!				
<b>Total</b>		<b>6,856</b>	<b>-1.8%</b>		<b>0</b>	<b>5.8%</b>		<b>0</b>	<b>0</b>	<b>113</b>	<b>0.0%</b>	<b>0</b>	<b>168</b>	<b>0</b>		<b>4.1%</b>	<b>-168</b>	<b>-168</b>	<b>1.6%</b>	<b>1.6%</b>				

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

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02	Managers		4.3%	4.3%	Stantec will address the gap of Persons with Disabilities representation at the Managers & Middle-Managers EEOG level by applying efforts to target and identify Persons with Disabilities within the
03	Professionals		3.8%	3.8%	Stantec will address the gap of Persons with Disabilities representation at the Professionals EEOG level by applying targeted outreach strategy to the Abilities communities and networks.
04	Semi-Professionals & Tech		4.6%	4.6%	Stantec will address the gap of Persons with Disabilities representation at the Semi-Professionals EEOG level by applying targeted outreach strategy to the Abilities communities and networks.
05	Supervisors				
06	Supervisors: Crafts & Trades				
07	Administrative & Sr Clerical				
08	Skilled Sales & Service				
09	Skilled Crafts & Trades				
10	Clerical Personnel		7.0%	7.0%	Stantec will address the gap of Persons with Disabilities representation at the Clerical EEOG level by applying targeted outreach strategy to the Abilities communities and networks.
11	Intermediate Sales & Service				
12	Semi-Skilled Manual				
13	Other Sales & Service				
14	Other Manual Workers				
<b>Total</b>			<b>0.0</b>	<b>0.0</b>	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**  
**Stanlec Consulting Ltd.**  
 [Date: 2018-05-28]

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

Occupational Group (EEOC)	All Employees										Members of Visible Minorities														
	Growth (New Positions)					Turnover (Replacement of Terminated Employees)					Anticipated Hires Over 3 Years					3 Year Goals					Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	Number	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	Number	Turnover (Terminated Employees)	Over 3 Years	Hires Required Over 3 Years	From - To	2018	2021	%	#	#	%							
01 Senior Managers	170	-8.0%	15.0%	77	3.1%	3.0%	15	92	16	3.0%	1	-1	16	17.0%	16.8%	2	31	9.4%	12.6%						
02 Middle & Other Managers	188	-16.5%	15.0%	85	5.1%	9.0%	51	136	16	9.0%	4	34	23	16.8%	16.8%	-16	-11	8.5%	12.8%						
03 Professionals	3,576	1.4%	15.0%	1,609	6.5%	9.0%	966	2,575	657	9.0%	177	770	621	24.1%	24.1%	-205	-149	18.4%	21.2%						
04 Semi-Professionals & Tech	2,274	-3.4%	15.0%	1,023	5.3%	9.0%	614	1,637	372	9.0%	100	282	275	16.8%	16.8%	-10	-7	16.4%	16.6%						
05 Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%						
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%						
07 Administrative & Sr Clerical	465	-5.1%	15.0%	209	5.4%	9.0%	126	335	42	9.0%	11	68	49	14.7%	14.7%	-26	-19	9.0%	11.9%						
08 Skilled Sales & Service	20	35.7%	15.0%	9	7.1%	9.0%	5	14	3	9.0%	1	3	2	16.3%	16.3%	0	0	15.0%	13.8%						
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%						
10 Clerical Personnel	158	-7.6%	15.0%	71	6.1%	9.0%	43	114	33	9.0%	9	20	22	19.3%	19.3%	3	2	20.9%	20.1%						
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%						
12 Semi-Skilled Manual	5	-10.6%	15.0%	2	0.0%	9.0%	1	3	1	9.0%	0	1	1	29.2%	29.2%	0	0	20.0%	28.6%						
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%						
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%						
Total	6,856	-1.8%	15.0%	0	5.8%	9.0%	0	1,140	0.0%	0	245	0	0	20.2%	20.2%	-245	-245	16.6%	16.6%						

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

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EEOC)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
01 Senior Managers	16.8%	16.8%	Stanlec will address the gap of Members of Visible Minorities representation at the Middle-Managers EEOG level by applying efforts to target and identify Visible Minorities within the leadership p
02 Middle & Other Managers	24.1%	24.1%	Stanlec will address the gap of Members of Visible Minorities representation at the Professionals EEOG level by applying targeted outreach strategy to the visible members communities and netwo
03 Professionals	16.8%	16.8%	Stanlec will address the gap of Members of Visible Minorities representation at the Semi-Professionals EEOG level by applying targeted outreach strategy to the visible members communities and n
04 Semi-Professionals & Tech			
05 Supervisors			
06 Supervisors: Crafts & Trades	14.7%	14.7%	Stanlec will address the gap of Members of Visible Minorities representation at the Semi-Professionals EEOG level by applying target outreach strategy to the visible members communities and net
07 Administrative & Sr Clerical			
08 Skilled Sales & Service			
09 Skilled Crafts & Trades			
10 Clerical Personnel			
11 Intermediate Sales & Service			
12 Semi-Skilled Manual			
13 Other Sales & Service			
14 Other Manual Workers			

Federal Contractors Program Achievement Report

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Part 3: Goals

Stanec Consulting Ltd.

|Date: 2018-05-28|

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

**Part 4: Results - Women**

**Stantec Consulting Ltd.**

**[Date: 2018-05-28]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	%	#	#	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2016	218	33	15.1	27.4	60	-27	55.2																	
	2018	170	32	18.8	14.1	24	8	133.5	2	1	50.0	0	1	0	0	0.0	0	0	0	6	0	0.0	1	-1	
02 Middle & Other Managers	2016	323	79	24.5	38.9	126	-47	62.9																	
	2018	188	39	20.7	26.0	49	-10	79.8	22	4	18.2	6	-2	0	0	0.0	0	0	0	13	2	15.4	3	-1	
03 Professionals	2016	3,428	1,122	32.7	27.3	936	186	119.9																	
	2018	3,576	1,194	33.4	25.7	919	275	129.9	593	194	32.7	152	42	0	0	0.0	0	0	0	227	68	30.0	74	-6	
04 Semi-Professionals & Technicians	2016	2,521	704	27.9	22.2	560	144	125.8																	
	2018	2,274	623	27.4	21.9	498	125	125.1	380	120	31.6	83	37	0	0	0.0	0	0	0	127	32	25.2	35	-3	
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	-4	1	-25.0	3	33.3	0.0	0.0	3	33.3	0.0	0.0		
	2021	-4	1	-25.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2018	9	2	22.2	18	11.1	0.0	0.0	11	18.2	0.0	0.0		
	2021	9	2	22.2			0.3	0.0			0.3	14814.8		
03 Professionals	2018	366	126	34.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	366	126	34.4			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2018	253	88	34.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	253	88	34.8			0.0	0.0			0.0	0.0		
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		



**Federal Contractors Program Achievement Report**  
**Part 4: Results - Women**  
**Stantec Consulting Ltd.**

009211

[Date: 2018-05-28]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y			
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 100	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X			
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓			
<b>Employment Equity Occupational Group (EEOG)</b>																											
		<b>Year</b>	<b>Workforce Analysis</b>										<b>Hires</b>					<b>Flow Data Analysis</b>					<b>Terminations</b>				
			All Employees	Workforce					Hires					Flow Data Analysis					Terminations								
			#	Representation %	Availability %	Gap #	EE Result %	All Employees #	Actual %	Expected #	Difference #	All Employees #	Actual %	Expected #	Difference #	All Employees #	Actual %	Expected #	Difference #	All Employees #	Actual %	Expected #	Difference #				
13	Other Sales & Service Personnel	2018	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0				
		2021	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0				
14	Other Manual Workers	2018	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0				
		2021	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0				
Total		2018	7,249	2,583	35.6	31.5	2,283	300	113.1	1,092	400	36.6	327	73	0	0	0.0	0	0	412	133	32.3	147	-14			
		2021	6,856	2,427	35.4	29.9	2,050	377	118.4	1,092	400	36.6	327	73	0	0	0.0	0	0	412	133	32.3	147	-14			

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments	
		All Employees		Women		All Employees		Women		All Employees		Women			
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %		
13	Other Sales & Service Personnel	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		2021	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
14	Other Manual Workers	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		2021	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total		2018	680	39.3	22	1213.6	0	0.0	14	1907.1	0	0.0	0	0.0	
		2021	680	39.3	22	1213.6	0	0.0	14	1907.1	0	0.0	0	0.0	



**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Stantec Consulting Ltd.**

**[Date: 2018-05-28]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	544	12	2.2	3.7	20	-8	59.6																
	2018	465	9	1.9	3.1	14	-5	<b>62.4</b>	74	0	0.0	2	-2	0	0	0.0	0	0	0	27	1	3.7	1	0
08 Skilled Sales & Service Personnel	2016	8	0	0.0	2.2	0	0	0.0																
	2018	20	0	0.0	2.6	1	-1	0.0	3	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	200	6	3.0	4.3	9	-3	69.8																
	2018	158	2	1.3	3.3	5	-3	<b>38.4</b>	18	0	0.0	1	-1	0	0	0.0	0	0	0	11	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	7	0	0.0	7.6	1	-1	0.0																
	2018	5	1	20.0	5.3	0	1	377.4	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	47	-1	-2.1	6	-16.7	0.0	0.0	1	-100.0	0.0	0.0		
	2021	47	-1	-2.1			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2018	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	2	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2018	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	7	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2018	0	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		



**Federal Contractors Program Achievement Report**  
**Part 5: Results - Aboriginal Peoples**  
**Stantec Consulting Ltd.**

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[Date: 2018-05-28]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																				
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 100	E + H Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100
<b>Employment Equity Occupational Group (EEOG)</b>																							<b>Workforce Analysis</b>						<b>Hires</b>						<b>Flow Data Analysis</b>						<b>Terminations</b>			
		<b>Year</b>		<b>All Employees</b>		<b>Aboriginal Peoples</b>		<b>All Employees</b>		<b>Aboriginal Peoples</b>		<b>All Employees</b>		<b>Aboriginal Peoples</b>		<b>All Employees</b>		<b>Aboriginal Peoples</b>		<b>All Employees</b>		<b>Aboriginal Peoples</b>		<b>All Employees</b>		<b>Aboriginal Peoples</b>																		
				#		#		#		#		#		#		#		#		#		#		#		#		#																
				0		0.0		0		0		0		0		0		0		0		0		0		0		0		0														
13		Other Sales & Service Personnel		0		0.0		0		0		0		0		0		0		0		0		0		0		0		0														
14		Other Manual Workers		0		0.0		0		0		0		0		0		0		0		0		0		0		0		0														
Total		2018		680		-4		-0.6		44		-9.1		0.0		0.0		4		-100.0		0.0		0.0		0.0		0.0		0.0														
Total		2021		680		-4		-0.6		44		-9.1		0.0		0.0		4		-100.0		0.0		0.0		0.0		0.0		0.0														

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Short-term Goals				Long-term Goals				Comments
		All Employees	Aboriginal Peoples	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
13	2018	0	0	0	0.0	0	0.0	0	0.0	0	0.0	
13	2021	0	0	0	0.0	0	0.0	0	0.0	0	0.0	
14	2018	0	0	0	0.0	0	0.0	0	0.0	0	0.0	
14	2021	0	0	0	0.0	0	0.0	0	0.0	0	0.0	
Total	2018	680	-4	44	-9.1	0	0.0	4	-100.0	0	0.0	
Total	2021	680	-4	44	-0.6	44	0.0	4	-100.0	0	0.0	



**Federal Contractors Program Achievement Report**

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

**Stantec Consulting Ltd.**

**[Date: 2018-05-28]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	544	35	6.4	3.4	18	17	189.2																
	2018	465	19	4.1	3.4	16	3	120.2	74	0	0.0	3	-3	0	0	0.0	0	0	0	27	0	0.0	2	-2
08 Skilled Sales & Service Personnel	2016	8	1	12.5	3.5	0	1	357.1																
	2018	20	1	5.0	3.5	1	0	142.9	3	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	200	18	9.0	7.0	14	4	128.6																
	2018	158	1	0.6	7.0	11	-10	9.0	18	0	0.0	1	-1	0	0	0.0	0	0	0	11	0	0.0	1	-1
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	7	1	14.3	4.8	0	1	297.6																
	2018	5	0	0.0	4.8	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities		Persons with Disabilities				Persons with Disabilities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	47	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	47	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2018	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	2	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2018	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	7	0	0.0			0.1	0.0			0.1	0.0		
11 Intermediate Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		



**Federal Contractors Program Achievement Report  
Part 7: Results - Members of Visible Minorities**

Stantec Consulting Ltd.

[Date: 2018-05-28]

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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																					
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100
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**Federal Contractors Program Achievement Report**

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

**Stantec Consulting Ltd.**

**[Date: 2018-05-28]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires			Promotions			Terminations							
		All Employees	Visible Minorities						All Employees	Visible Minorities		All Employees	Visible Minorities		All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	544	107	19.7	10.6	58	49	185.6																
	2018	465	42	9.0	14.7	68	-26	61.4	74	0	0.0	11	-11	0	0	0.0	0	0	0	27	4	14.8	5	-1
08 Skilled Sales & Service Personnel	2016	8	0	0.0	13.9	1	-1	0.0																
	2018	20	3	15.0	16.3	3	0	92.0	3	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	200	46	23.0	12.7	25	21	181.1																
	2018	158	33	20.9	19.3	30	3	108.2	18	0	0.0	3	-3	0	0	0.0	0	0	11	1	9.1	3	-2	
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	7	2	28.6	15.8	1	1	180.8																
	2018	5	1	20.0	29.2	1	0	68.5	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	47	-4	-8.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	47	-4	-8.5					0.1	-5789.5		-5789.5		
08 Skilled Sales & Service Personnel	2018	2	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	2	0	0.0										
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
10 Clerical Personnel	2018	7	-1	-14.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	7	-1	-14.3										
11 Intermediate Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										

**Federal Contractors Program Achievement Report**

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

**Stantec Consulting Ltd.**

**[Date: 2018-05-28]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#			
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0		0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	
	2018	0	0	0.0	0.0	0	0	0.0		0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0		0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	
	2018	0	0	0.0	0.0	0	0	0.0		0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	
Total	2016	7,249	1,471	20.3	19.2	1,392	79	105.7																	
	2018	6,856	1,140	16.6	20.2	1,385	-245	82.3	1,092	0	0.0	221	-221	0	0	0.0	0	0	0	412	79	19.2	84	-5	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0	0.0	0.0	
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0	0.0	0.0	
Total	2018	680	-79	-11.6	41	-192.7	0.0	0.0	0.0	13	-607.7	0.0	0.0	
	2021	680	-79	-11.6			0.0	0.0			0	0.0	0.0	

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Stantec Consulting Ltd.</b>
<b>[Date: 2018-05-28]</b>

## Efforts

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

### Required measures:

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

### Other measures:

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



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

Stantec measures Inclusion on our corporate leadership scorecard; executive leadership are accountable for reducing inclusion gaps between identified groups (as measured in our employee engagement survey). Diversity and inclusion is directly referenced in Stantec's Strategic Plan, with an objective of continuing to build a culture of inclusion within the workplace. Performance against the Strategic Plan is reported and evaluated by Stantec's Board of Directors to ensure efforts are made reasonably. Stantec is committed to building

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

The Canadian economy continues to face headwinds as the Canadian market remains uncertain with low oil and other commodity prices impacting Energy & Resources and Environmental Services opportunities. This has further contributed to downward pressure on private investments and related spending within the overall Canadian landscape. Given the economic challenges, Stantec still remains focused on strengthening our operations within in Canada but has had to reduce costs to maintain our Canadian performance and experienced project losses- specifically, with regards to our Oil & Gas

- Any reorganization or other corporate structural changes.

In 2017, our previous CEO Bob Gomes announced his retirement and as of January 1st this year, Stantec appointed new CEO Gord Johnston.

- Acquisitions, mergers or transfers of employees.

Stantec has accelerated its drive to become a top-tier global design firm by executing it on its aggressive growth strategy to broaden its reach in the market. Among many of the companies acquired over the two years, Stantec acquired firms with Canadian operations have been MWH, Arch TB, Norwest and most recently, Cegertec. These acquisition significantly compliment Stantec's geographic presence, reinforcing our position as a leader in Canada's engineering industry. Stantec

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

Since 2016, Stantec has experienced slower pace projects and continued slumps within our industry and still continues to see delays in major project awards within our Mining, Power and Oil & Gas

services. As a result, Stantec has had to implement staff reductions in all of our business lines, including corporate staff, to maintain a sustainable balanced budget within our Canadian operations. Although the organization is prioritizing growth, there is still a level of uncertainty and decline in the

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

- Other.

### **Additional Details**

Please provide any additional information (optional):

Absent Promotion Data: Over the last two years, Stantec has experienced substantial acquisition growth within North America and other Global operating regions. Data integration complexities have incurred as part of completing an acquisition, where there are a number of separate Human Resources Information Systems that are operating separately and as a result capture dissimilar data than Stantec (i.e. promotions values or compensation values within HRIS). The management of all the integration

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** Stantec Consulting Ltd.

**Primary Location:** Edmonton, Alberta

**Number of Employees:** 6856

• Alberta	2308
• Ontario	1493
• Québec	1150
• British Columbia	734
• Nova Scotia	285
• New Brunswick	235
• Manitoba	224
• Saskatchewan	206
• Newfoundland and Labrador	142
• Northwest Territories	33
• Yukon	25
• Prince Edward Island	16
• Nunavut	5

**Organization Overview:** NAICS 5413 - Architectural, engineering and related services. Stantec Consulting Ltd. provides professional consulting services in planning, engineering, architecture, interior design, landscape architecture, surveying, environmental sciences, project management, and project economics for infrastructure and facilities projects. Stantec operates out of more than 400 locations in North America and 7 locations internationally, employing 22,000 people.

### Key Dates – First Year Assessment

Initiated: 2016-06-01  
 Received: 2016-06-29  
 Closed: 2016-07-19  
 Workforce Analysis: 2016-06-23

### Key Dates – Subsequent Assessment

Initiated: 2018-06-28  
 Received: 2018-06-26  
 Workforce Analysis: 2018-05-28

**DATA VERIFICATION**

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

Yes  No

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

Yes  No

**Comments:**

- There is no promotion data (Form 5) due to Stantec experiencing substantial growth within North America and other global operating regions.
- Data integration complexities have surfaced due to a number of Human Resources Information Systems operating in parallel and capturing data differently.

**ASSESSMENT OF REASONABLE PROGRESS**

- All goals were set in numerical format, so the percentage of goal met, in some cases may be very high.
- There are no employees in the following EEOGs 05, 06, 09, 11, 13 and 14.

**Women**

01	Senior Managers	Goal not met (33.3% achieved)
02	Middle & Other Managers	Goal not met (22.2% achieved)
08	Skilled Sales & Service Personnel	Goal met 200%

**Assessment/Observations**

- In EEOG 01 there were two new entrants of which one was a woman. At an availability rate of 27.4%, this is higher than expected.
- In EEOG 02 there were 22 new entrants of which four were women. At an availability rate of 38.9%, this is lower than expected.

**Aboriginal Peoples**

01	Senior Managers	Goal not met (0% achieved).
03	Professionals	Goal not met (0% achieved).
04	Semi-Professionals & Technicians	Goal not met (0% achieved).
07	Administrative & Senior Clerical Personnel	Goal not met (0% achieved).
10	Clerical Personnel	Goal not set.
12	Semi-Skilled Manual Workers	Goal not met (0% achieved).

**Assessment/Observations**

- In EEOG 01 there were two new entrants of which none were Aboriginal. At an availability rate of 2.9%, this is to be expected.
- In EEOG 03 there were 593 new entrants of which none were Aboriginal. At an availability rate of 1.4%, eight new Aboriginal hires would be expected.
- In EEOG 04 there were 380 new entrants of which none were Aboriginal. At an availability rate of 2.6%, nine new Aboriginal hires would be expected.
- In EEOG 07 there were 74 new entrants of which none were Aboriginal. At an availability rate of 3.7%, two new Aboriginal hires would be expected.
- In EEOG 12 there were no new entrants.

**Persons with Disabilities****Assessment/Observations**

- In 2016, Stantec did not set goals for this designated group, stating they were experiencing project losses due to expected low growth and economic restraints within the Canadian economy, specifically related to the oil and gas industry.

**Members of Visible Minorities**

03	Professionals	Goal not met (0% achieved).
08	Skilled Sales & Service Personnel	Goal not met (0% achieved).

**Assessment/Observations**

- In EEOG 03 there were 593 new entrants of which none were visible minorities. At an availability rate of 23.4%, 138 visible minorities would have been expected to be hired.
- In EEOG 08 there were three new entrants of which none were visible minorities. At an availability rate of 13.9%, one new visible minority would have been expected to be hired.

**ASSESSMENT OF REASONABLE EFFORTS**

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- Since 2016, Stantec has experienced slower pace projects and continues to see delays in major project awards within the Mining, Power and Oil & Gas services. As a result, Stantec has had to implement staff reductions in all of their business lines, including corporate staff, to maintain a sustainable balanced budget within their Canadian operations. Although the organization is prioritizing growth, there is still a level of uncertainty and decline in the release of major projects within the Canadian labour market.
  - Stantec's executive leadership has integrated diversity and inclusion into Stantec's Strategic Plan. Performance against the Strategic Plan is reported and evaluated by Stantec's Board of Directors to ensure reasonable efforts are continuously made.

- Stantec has acquired many companies over the past two years: firms with Canadian operations have been MWH, Arch TB, Norwest and most recently, Cegertec. These acquisitions significantly complement Stantec's geographic presence. Stantec will continue to acquire companies to drive growth and expand on business operations.

## ASSESSMENT OF GOALS

### Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
01	Senior Managers	-15	30	30	18.8	27.4
02	Middle & Other Managers	-34	38.9	38.9	20.7	38.9
08	Skilled Sales & Service Personnel	-1	-	-	55.0	59.6

#### Observations:

- EEOG 01 & 02: Stantec will address these gaps by applying efforts to target and identify women within the leadership pipeline and for technical project roles.
- There is no goal required for EEOG 08 as the representation of women is already over 50%.

### Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-2	2.2	2.2	1.1	2.2
03	Professionals	-19	1.3	9.0	0.8	1.3
04	Semi-Professionals & Technicians	-27	2.4	9.0	1.2	2.4
07	Admin & Senior Clerical Personnel	-5	3.1	3.1	1.9	3.1
08	Skilled Sales & Service Personnel	-1	2.6	2.6	0.0	2.6
10	Clerical Personnel	-3	3.3	3.3	1.3	3.3

## Observations:

- There are large gaps in EEOG 03 and 04. This is due to Stantec implementing staff reductions in all of their business lines in order to balance their budget. There is still a level of uncertainty and decline in the release of major projects within the Canadian labour market.

**Persons with Disabilities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
01/02	Managers	-10	4.3	15.0	1.4	4.3
03	Professionals	-95	3.8	3.8	1.1	3.8
04	Semi-Professionals & Technicians	-59	4.6	4.6	2.0	4.6
10	Clerical Personnel	-10	7.0	7.0	0.6	7.0

## Observations:

- There are large gaps in EEOGs 03 and 04 for this group as well due to Stantec implementing staff reductions in all of their business lines in order to balance their budget.

**Members of Visible Minorities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
02	Middle & Other Managers	-12	16.8	16.8	8.5	15.0
03	Professionals	-205	24.1	24.1	18.4	24.1
04	Semi-Professionals & Technicians	-10	16.8	16.8	16.4	16.8
07	Admin & Senior Clerical Personnel	-26	14.7	14.7	9.0	14.7

**Observations:**

- This group has the largest gap for EEOG 03. Stantec has been reaching out to professional associations in order to identify qualified potential employees that are members of the designated groups, but there are still many possible links that can be made.

**RECOMMENDATION**

I recommend that the employer be found:

in compliance    in non-compliance

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

- 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:** October 23, 2018



**Subject: Government of Canada Agreement Number: V0090036 – Notification of Compliance with the Federal Contractors Program**

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

Dear Maurice Léger:

I am writing to inform you that the subsequent compliance assessment initiated on June 26, 2018 has been completed. As a result of the assessment, Stantec Consulting Ltd. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of Stantec Consulting 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 June 26, 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, Stantec Consulting 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 under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Stantec Consulting 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@hrsdcc-rhdcc.gc.ca](mailto:ee-eme@hrsdcc-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!

## Nyirasafari, Ange AN [NC]

---

**From:** Talavera, Mia <Mia.Talavera@stantec.com>  
**Sent:** August 13, 2018 4:43 PM  
**To:** Dobney, Alicia A  
**Subject:** RE: Stantec Consulting V090036 – FCP: Subsequent Compliance Assessment  
**Attachments:** Form 6- Terms 2018-05-28.pdf; Form 1- Report Summary 2018-05-28.pdf; Form 2- Occupational Groups 2018-05-28.pdf; Form 4- Employees Hired 2018-05-28.pdf; Updated Stantec Achievement Report. 2018-05-28.xlsx

**Categories:** 2nd Assessments

Hi Alicia,

Thank you for scheduling time this morning to meet with me on Stantec's subsequent compliance assessment; I really appreciated you taking the time to discuss inquires with me and reviewing my goals calculated data on the Achievement Report. I will look forward to receiving the ESDC email invite for the Employment Equity Award Ceremony and will make a point of discussing attendance for Stantec with my executive leader Russ Wlad! I agree that this would be a unique and beneficial opportunity to learn shared employment equity best practices.

Please see attachment for the following documents:

- **Forms 1-6 (missing 5: promotions as discussed)**
- **Updated Stantec Achievement Table**

I would really like to connect with you again in mid-September for further conversation for effective measurements for Employment Equity Plan-alternatively, please feel free to reach out to me to propose for more suitable time after September that best accommodates your busy schedule.

Please do not hesitate to contact me directly if you are to have further questions or concerns regarding Stantec's subsequent compliance assessment.

Thank you again.

Mia

---

**From:** alicia.dobney@labour-travail.gc.ca <alicia.dobney@labour-travail.gc.ca>  
**Sent:** Monday, July 30, 2018 6:17 AM  
**To:** Talavera, Mia <Mia.Talavera@stantec.com>  
**Subject:** RE: Stantec Consulting V090036 – FCP: Subsequent Compliance Assessment

Hello Mia,

It appears as though we are missing Forms 1-6. You will need to provide these forms in order for me to continue with the assessment of your submission. (For reference, these forms are what you would have used to complete Tab 2: FlowDataAnalysis of your Achievement Report.)

I also have some concerns about the goals set on your Achievement Report, and have attached it here for your ease of reference. It appears as though goals have not been set in every instance where there is a gap. You will need to revisit your Achievement Report (in Tab 3 – “Goals”) and set a short-term goal at a minimum of the Labour Market Availability percentage in every EEOG where there is a gap present.

Note that all goals must be set at a minimum of Labour Market Availability with the exception of goals for the designated group of Women. For Women, you should not set a goal in excess of 50%, regardless of what Labour Market Availability is.

If you would like to set up some time to speak over the phone in order to discuss the changes that will need to be made to the attached report, please let me know.

We will expect the revised report back from you by no later than Monday, August 6<sup>th</sup>, 2018.

Thank you,

Alicia Dobney

Program Officer | Agente de programme

Workplace Equity Division | Labour Program  
Employment and Social Development Canada | Government of Canada  
Phone: (819) 654-5735 | Office: 11D367

Direction de l'équité en milieu de travail | Programme du travail  
Emploi et développement social Canada | Gouvernement du Canada  
Téléphone : (819) 654-5735 | Bureau: 11D367



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

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**From:** Dobney, Alicia A **On Behalf Of** EE-EME  
**Sent:** June-27-18 1:53 PM  
**To:** 'Talavera, Mia'; EE-EME  
**Subject:** RE: Stantec Consulting V090036 – FCP: Subsequent Compliance Assessment

Hello Mia!

My name is Alicia and I am the new Program Officer assigned to your organizations file under the Federal Contractors Program. It's nice to virtually meet you!

I will be conducting the assessment of your subsequent compliance assessment submission, and will get back to you if I have any questions or concerns.

Thank you!

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

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



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

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**From:** Talavera, Mia [<mailto:Mia.Talavera@stantec.com>]  
**Sent:** June-26-18 6:17 PM

**To:** EE-EME

**Subject:** Stantec Consulting V090036 – FCP: Subsequent Compliance Assessment

Good Afternoon Maurice,

I am writing to you on behalf of Stantec Consulting Ltd and our executive leader Russ Wlad, in regards to our company's obligations to the Federal Contractors Program and for submission response to the subsequent compliance assessment of the Labour Program, Employment and Social Development Canada.

**As per requirements for our subsequent compliance assessment, please see the attachments for the following:**

- **Subsequent Compliance Assessment Submission Letter** (includes the forms 1 to 6 for hiring & terminations but exempt salary & promotions)
- **Updated Workforce Analysis including the Summary Report and Detailed Report**
- **Achievement Report excel**

Thank you very much for previously assisting me with my inquires for the achievement table- I really appreciated it!

Should you have any questions or concerns regarding attached Stantec submission documents, please do not hesitate to contact me directly.

Merci!

Mia

Mia Talavera  
Consultant, Global Talent Engagement  
(780) 917-6951



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At Stantec, we create opportunity by inviting, embracing and celebrating differences. I am proud to say I am a **diversity and inclusion champion**, helping to build an inclusive workplace at Stantec.