Emploi et Développement social Canada

OFFICIAL USE ONLY	
Agreement N°:	

s.19(1)

s.24(1)

Labour Program Federal Contractors Program

Agreement to Implement Employment Equity

☐ New Agreement				
Revised Agreement				
	ORGANIZATION			
Legal Name of Organization	ORGANIZATION	Parent company is	located outside	Canada
Stantec Consulting Ltd.				
] Yes	✓ No
Operating Name (if different from Legal Name of Organization)		Procurement Bu		
Stantec		Tetal		
		Total number of en (Full-Time/Part-Tim	ne/Temporary)	/45/
Organization's North American Industry Classification System (NAIC 54 (Professional, Scientific, and Techni			atcan.gc.ca/sub	Code Number please jects-sujets/standard-n02l-eng.htm
Official use only (if information above is incorrect)				
-	imber of employees in Cana	ıda	Organization's	NAICS Code No
HEAD OFFICE Address (building number, street, suite, etc.) 10160 - 112 Street Edmonton Telephone Number (780) 917-7000 EMPLOYMENT EQUITY CONTACT Name (print) Valerie Papp Telephone Number Sr. HR Consultant Telephone Number 403-716-8008 Tale Address Valerie papp@stantec.com CERTIFICATION The above-named organization: • having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees have 12 weeks or more in Canada, AND • intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes). Hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement en please refer to: http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the procurement instrument(s) with the Government of Canada may be terminated. SIGNATORY NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal at contract on behalf of the organization.				
	City		Province	Postal Code
10160 - 112 Street	Edmonton		Alberta	T5K 2L6
	Telephone Numb	er	Fax Number	
	(780) 917-	7000	(780) 9	17-7330
EMPLOY	MENT EQUITY CON	TACT		
		sultant		
·				
403-716-8008	valerie.pap	p@stantec.com	1	
	CERTIFICATION			
 having a combined workforce of 100 or more permanent 	full-time, permanent par	t-time and temporar	y employees I	naving worked
		contract, standing	offer or contra	ct issued under a
instrument, in keeping with the Federal Contractors Program	n requirements. For more			
		vers misrepresentati	on on the par	t of the organization,
	SIGNATORY			
HEAD OFFICE Address (building number, street, suite, etc.) 10160 - 112 Street City	authority to sign a			
Maurice B. Leger		President, C	anada Eas	t
Telephone Number		, -		
613-724-4388		ger@stantec.co	m	
Signat	Date			
	01/16/15			
	01/16/15			

IMPORTANT

• 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: ee-eme@hrsdc-rhdcc.gc.ca

ETURN INSTRUCTIONS



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 selfidentification questionnaire:
- b. A workforce analysis (WFA) that compares representation with requisite labour market availability by occupational groups; and
- Short-term and long-term numeric goals on closing gaps that have been identified where underrepresentation 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 underrepresentation 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 emloyed 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 layoff 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.

Stantec Consulting Ltd. (certificate # V090036)

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)

	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	2766	118	0	2884
Québec	2118	116	0	2234
Nova Scotia	538	19	0	557
New Brunswick	444	20	0	464
Manitoba	431	22	0	453
British Columbia	1336	80	0	1416
Prince Edward Island	32	0	0	32
Saskatchewan	377	46	0	423
Alberta	4212	261	0	4473
Newfoundland and Labrador	258	16	0	274
Yukon	40	4	0	44
Northwest Territories	66	0	0	66
Nunavut	11	0	0	11
Total Employees in C				1333

	Cens	sus Metropolitan	Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Calgary	1899	159	0	2058
Edmonton	1983	86	0	2069
Halifax	495	19	0	514
Montréal	1593	85	0	1678
Regina	202	20	0	222
Toronto	1152	47	0	1199
Vancouver	1014	37	0	1051
Winnipeg	431	22	0	453
St. John's	235	7	0	242
Moncton	68	0	0	68
Saint John	66	6	0	72
Québec	305	15	0	320
Trois-Rivières	91	11	0	102
Ottawa - Gatineau	508	21	0	529
Hamilton	179	9	0	188
Kitchener - Cambridge - Waterloo	510	29	0	539

009059

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2018-05-28 to 2018-05-28

Census Metropolitan Areas

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

Stantec Consulting Ltd. (certificate # V090036)

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2018-05-28 to 2018-05-28

Census Metropolitan Areas

1	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Que. less CMA	s 111	5	0	116
Y.T.	40	4	0	44
Total Employee	es in Canada)		13331



Stantec Consulting Ltd. (certificate # V090036) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

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

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

Page 1 of 49 Canada

Stantec Consulting Ltd. (certificate # V090036) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

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

Occupational Group			All Employees			original Peop			ns with Disa	bilities		s of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	808	113	695	18	3	15	30	8	22	75	19	56
	Total	808	113	695	18	3	15	30	8	22	75	19	56
Skilled Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	38	17	21				2	2		6	4	2
	Total	38	17	21				2	2		6	4	2
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	297	65	232	4	2	2	2		2	60	20	40
	Total	297	65	232	4	2	2	2		2	60	20	40
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	4	4		2	2							
	Total	4	4		2	2							

Page 2 of 49 Canada

Stantec Consulting Ltd. (certificate # V090036)

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

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

Occupational Group		Δ	II Employees	s	Abo	original Peop	les	Persoi	ns with Disal	oilities	Member	s of Visible M	linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Total Number of Employees		12629	8430	4199	131	82	49	193	105	88	2107	1441	666

Stantec Consulting Ltd. (certificate # V090036) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National

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

Occupational Group			All Employee:			original Peop			ns with Disal			s of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	6	6										
	Total	6	6										
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	5	4	1									
	Total	5	4	1									
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	364	122	242	2		2	8	2	6	36	16	20
	Total	364	122	242	2		2	8	2	6	36	16	20
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	194	70	124	3	1	2	10	5	5	19	7	12
	Total	194	70	124	3	1	2	10	5	5	19	7	12

Page 4 of 49 Canada

Form 2 B

Stantec Consulting Ltd. (certificate # V090036)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National

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

Occupational Group		F	All Employee:	s	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men Col. 3	Women Col. 4	Total	Men Col. 6	Women	Total	Men	Women	Total	Men Col. 12	Women Col. 13
Col. 1		Col. 2	C01. 3	C01. 4	Col. 5	C01. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	C01. 12	C01. 13
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	108	15	93	1		1	5	3	2	7	4	3
	Total	108	15	93	1		1	5	3	2	7	4	3
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	20	2	18							2		2
	Total	20	2	18							2		2
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	5	1	4							2		2
	Total	5	1	4							2		2
Total Number of Employees	-	702	220	482	6	1	5	23	10	13	66	27	39

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 Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000 Middle and Other Managers	QTR QTR 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	Total Col. 2 55	All Employees Men Col. 3 47	Women Col. 4	Total Col. 5	Aboriginal Peoples Men Col. 6	Oles Women Col. 7	Perso Total Col. 8	Persons with Disabilities tal Men Wo Col. 9 Col. 9 Col. 2 1	vilities Women Col. 10 1	Member Total Col. 11	Members of Visible Minorities Total Men Wome ol. 11 Col. 12 Col. 1 4 3	finorities Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4 ω α												
	Total	78	69	9 0	2	2			1		ω •	ω (
Professionals Top Range: Under \$5,000	3 4												
Bottom Range: Under \$5,000	1 2	1487	1007	480	&	7	_	18	8	10	288	200	
	Total	1487	1007	480	8	7	1	18	8	10	288	200	
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	ω												
Bottom Range: Under \$5,000	2												
	1	895	726	169	9	9		20	15	5	134	96	
	Total	895	726	169	9	9		20	15	5	134	96	

Canada

Form 2 A

Stantec Consulting Ltd. (certificate # V090036) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

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

Occupational Group		A	All Employee:	S	Ab	original Peop	oles	Perso	ons with Disal	bilities	Member	s of Visible M	linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	207	37	170							28	9	19
	Total	207	37	170							28	9	19
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	44	10	34							7	2	5
	Total	44	10	34							7	2	5
Total Number of Employees		2766	1896	870	19	18	1	41	25	16	464	313	151

Occupational Group		P	All Employees	37	Abı	Aboriginal Peoples	les	Perso	Persons with Disabilities	oilities	Member	Members of Visible Minorities	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	2										
	Total	2	2										
Professionals	4												
Top Range: Under \$5,000	ယ												
Bottom Range: Under \$5,000	2												
	1	59	19	40							8	5	ယ
	Total	59	19	40							8	5	ω
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	31	9	22				1		1	3	2	_
	Total	31	9	22				_		1	3	2	
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	ω												
Bottom Range: Under \$5,000	2												
	1	20	2	18							2	2	
	Total	20	2	18							2	2	

Form 2 B

Form 2 B

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

Total Number of Employees			Bottom Range: Under \$5,000	Top Range: Under \$5,000	Clerical Personnel	Salary Range Col. 1	Occupational Group
	Total	1	2	3	4	QTR	
118	6	6				Total Col. 2	
34	2	2				Men Women Col. 3 Col. 4	All Employees
84	4	4				Women Col. 4	0
						Total Col. 5	Ab
						Men Col. 6	Aboriginal Peoples
						Women Col. 7	oles
_						Total Col. 8	Perso
						Men Col. 9	Persons with Disabilities
_						Women Total Col. 10 Col. 11	bilities
13							ו מו
9						Men Women Col. 12 Col. 13	Members of Visible Minorities
4						Women Col. 13	dinorities

Stantec Consulting Ltd. (certificate # V090036) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Québec

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

Occupational Group			All Employees			original Peop			ns with Disa			s of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	10	8	2									
	Total	10	8	2									
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	82	65	17							3	1	2
	Total	82	65	17							3	1	2
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1031	770	261	4	4		5	4	1	138	103	35
	Total	1031	770	261	4	4		5	4	1	138	103	35
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	828	592	236	4	4		6	4	2	104	74	30
	Total	828	592	236	4	4		6	4	2	104	74	30

Page 10 of 49 Canada

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

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

Stantec Consulting Ltd. (certificate # V090036) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / Québec

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

Occupational Group			All Employee:			original Peo			ns with Disa			rs of Visible I	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	2										
	Total	2	2										
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	49	22	27							4	2	2 2
	Total	49	22	27							4	2	. 2
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	34	15	19									
	Total	34	15	19									
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	24	1	23							2		2
	Total	24	1	23							2		2

Page 12 of 49 Canada

Form 2 B

009073

Total Number of Employees	Total	1	Bottom Range: Under \$5,000	Top Range: Under \$5,000	Clerical Personnel 4	Salary Range Col. 1		
	_					Col. 2		
116	7	7					All Em	
40						Men Col. 3	All Employees	
76	7	7				Women Col. 4		
						Total Col. 5	Ab	
						Men Col. 6	Aboriginal Peoples	
						Women Col. 7	les	
						Total Col. 8	Perso	
						Men Women Col. 9 Col. 10	Persons with Disabilities	
						Women Col. 10		
7	1	1				Total Men Women Col. 11 Col. 12 Col. 13	Member	
2						Men Col. 12	Members of Visible Minorities	
5	1	1				Women Col. 13	1inorities	

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			All Employees			original Peop			ns with Disa			s of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	10	8	2	2		2				1	1	
	Total	10	8	2	2		2				1	1	
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	22	14	8							2	2	
	Total	22	14	8							2	2	
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	234	160	74	2		2	2		2	24	18	6
	Total	234	160	74	2		2	2		2	24	18	6
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	219	176	43	5	2	3	4	4		6	3	3
	Total	219	176	43	5	2	3	4	4		6	3	3

Page 14 of 49 Canada

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

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

Stantec Consulting Ltd. (certificate # V090036)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / Nova Scotia

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

Occupational Group		F	All Employee	s	At	original Peor	ples	Perso	ons with Disa	bilities	Membe	s of Visible N	 ∕linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	10	4	6									
	Total	10	4	6									
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3		3									
	Total	3		3									
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	6		6	1		1						
	Total	6		6	1		1						
Total Number of Employees		19	4	15	1		1						

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

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

Page 17 of 49

Form 2 A

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		,	All Employees	3	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible M	linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
C01. 1		C01. 2	C01. 3	C01. 4		C01. 0	C01. 7	C01. 0	Coi. 9	COI. 10	C01. 11	C01. 12	COI. 13
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	32	4	28	1		1	4		4			
	Total	32	4	28	1		1	4		4			
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	6	2	4	2	2							
	Total	6	2	4	2	2							
Total Number of Employees		444	305	139	5	4	1	7	3	4	27	20	7

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

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

Page 19 of 49



009079

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		,	All Employee:	S	Ab	original Peor	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	4	1	3									
	Total	4	1	3									
Total Number of Employees		20	11	9				2	2				

Canada

Form 2 B

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

Form 2 A

Stantec Consulting Ltd. (certificate # V090036)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Manitoba

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

Occupational Group		F	All Employee:	3	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible M	linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	30	2	28	4		4	4		4			
	Total	30	2	28	4		4	4		4			
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	4		4									
	Total	4		4									
Total Number of Employees		431	327	104	8	2	6	6	2	4	79	67	12

009083

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

Middle and Other Managers Top Range: Under \$5,000	4 &	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Col. 7	Total Col. 8	tal Men Wo	Women Col. 10	Total Col. 11	Total Men Wome ol. 11 Col. 12 Col. 1
Bottom Range: Under \$5,000	2											
	1	1	_									
	Total	-1	1									
Professionals	4											
Top Range: Under \$5,000	з											
Bottom Range: Under \$5,000	2											
	1	13	4	9								2
	Total	13	4	6								2
Semi-Professionals and Technicians	4											
Top Range: Under \$5,000	ω											
Bottom Range: Under \$5,000	2											
	1	6	2	4								2
	Total	6	2	4								2
Administrative and Senior Clerical Personnel	4											L
Top Range: Under \$5,000	ω											L
Bottom Range: Under \$5,000	2											L
	1	2		2								
	Total	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		P	All Employee:	s	Ab	original Peop	les	Perso	ns with Disa	bilities	Member	s of Visible M	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	COI. 10	Col. 11	Col. 12	Col. 13
Total Number of Employees		22	7	15							4	4	

009085

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	Total Col. 2	All Employees Men Col. 3	Women	Ab Total Col. 5	Aboriginal Peoples Men V Col. 6	les Women Col. 7	Perso Total Col. 8	Persons with Disabilities [al Men Wo Col. 9 Col.	Women Col. 10	Member Total Col. 11	Members of Visible Minorities Total Men Wome ol. 11 Col. 12 Col. 1	linorities Women Col. 13
-	İ	1	9	-	00:0	0					-	i	
Senior Managers	4												
Top Range: Under \$5,000	ယ												
Bottom Range: Under \$5,000	2												Ī
	_	41	31	10				2	2		4	2	
	Total	41	31	10				2	2		4	2	
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	26	23	3									
	Total	26	23	3									
Professionals	4												
Top Range: Under \$5,000	ယ												
Bottom Range: Under \$5,000	2												
	1	843	583	260	7	2	5	9	4	5	157	119	
	Total	843	583	260	7	2	5	9	4	5	157	119	
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	ယ												
Bottom Range: Under \$5,000	2												
	1	309	209	100	9	6	3	11	8	3	83	52	
	Total	309	209	100	9	6	3	11	8	3	83	52	

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			All Employee:			original Peo			ns with Disa			s of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	91	9	82	4		4	4		4	15	3	12
	Total	91	9	82	4		4	4		4	15	3	12
Skilled Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2		2									
	Total	2		2									
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	22	2	20							4		4
	Total	22	2	20							4		4
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	2										
	Total	2	2										

Page 26 of 49 Canada

Form 2 A

Total Number of Employees	Salary Range Col. 1	Occupational Group
	QTR	
1336	Total Col. 2	,
859	Men Col. 3	All Employee:
477	Women Col. 4	o,
20	Total Col. 5	Ab
8	Men Col. 6	original Peoples
12	Women Col. 7	les
26	Total Col. 8	Perso
14	Total Men Women Col. 8 Col. 9 Col. 10	Persons with Disabilities
12	Women Col. 10	oilities
263	Total Col. 11	Member
176	Total Men Col. 11 Col. 12	Members of Visible Minorities
87	Women Col. 13	linorities

Page 27 of 49

009088

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

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		/	All Employees	3	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3	1	2							2		2
	Total	3	1	2							2		2
Total Number of Employees		80	18	62				4	2	2	8	2	6

Form 2 A

009090

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Prince Edward Island
Reporting Period 2018-05-28 to 2018-05-28

Bottom Range: Under \$5,000	N (
Bottom Range: Under \$5,000								
	_							
		_	_					
	Total	1	1					
Professionals	4							
Top Range: Under \$5,000	3							
Bottom Range: Under \$5,000	2							
	1	20	12	8				2
	Total	20	12	8				2
Semi-Professionals and Technicians	4							
Top Range: Under \$5,000	ω							
Bottom Range: Under \$5,000	2							
	1	9	7	2				
	Total	9	7	2				
Administrative and Senior Clerical Personnel	4							
Top Range: Under \$5,000	3							
Bottom Range: Under \$5,000	2							
	1	2		2				
	Total	2		2				

Form 2 A

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		Ą	งII Employees	S	Ab	original Peoples	les	Perso	Persons with Disabilities	oilities	Members	Members of Visible Minorities	norities
Salary Range C	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Total Number of Employees		32	20	12							2		2

Employment and Social Emploi et Développement Development Canada social Canada

Stantec Consulting Ltd. (certificate # V090036)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Saskatchewan

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

Occupational Group		P	All Employee	s		original Peor	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	5	4	1							1		1
	Total	5	4	1							1		1
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	21	21								2	2	
	Total	21	21								2	2	
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	194	156	38	1	1		6	2	4	25	20	5
	Total	194	156	38	1	1		6	2	4	25	20	Ę
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	136	97	39	1	1		2	2		24	16	8
	Total	136	97	39	1	1		2	2		24	16	8

Page 32 of 49 Canada

Form 2 A

Total Number of Employees	Total		Bottom Range: Under \$5,000	Top Range: Under \$5,000	Clerical Personnel 4	Total		Bottom Range: Under \$5,000	Top Range: Under \$5,000	Administrative and Senior Clerical Personnel 4		Occupational Group Salary Range O
	tal	_			_	tal	_			_		9
377	2	2				19	19				Col. 2	Total
280						2	2				Col. 3	All Employees
97	2	2				17	17				Col. 4	Women
4						2	2				Col. 5	Abo Total
4						2	2				Col. 6	Aboriginal Peoples
											Col. 7	Women
10						2	2				Col. 8	Perso Total
6						2	2				Col. 9	Persons with Disabilities
4											Col. 10	oilities Women
52												Members Total
38											Col. 12	Members of Visible Minorities Total Men Wome
14											Col. 13	Minorities Women

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

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

Employment and Social Emploi et Développement Development Canada social Canada

Stantec Consulting Ltd. (certificate # V090036)

Form 2 B

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / Saskatchewan

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

Occupational Group		P	All Employees	S	Ab	original Peop	les	Perso	ns with Disa	bilities	Member	s of Visible M	1inorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	COI. 10	Col. 11	Col. 12	Col. 13
Total Number of Employees		46	18	28				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		Þ	All Employees	0,	Ab	Aboriginal Peoples	les	Perso	Persons with Disabilities	ilities	Member	Members of Visible Minorities	inorities
Salary Range	QTR		Men	_	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Senior Managers	4												
Top Range: Under \$5,000	သ												
Bottom Range: Under \$5,000	2												
	1	118	97	21	1	1					12	12	
	Total	118	97	21	1	1					12	12	
Middle and Other Managers	4												
Top Range: Under \$5,000	ယ												
Bottom Range: Under \$5,000	2												
	1	157	112	45	2		2	4		4	20	16	4
	Total	157	112	45	2		2	4		4	20	16	4
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2123	1390	733	17	11	6	28	18	10	521	355	166
	Total	2123	1390	733	17	11	6	28	18	10	521	355	166
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	ω												
Bottom Range: Under \$5,000	2												
	1	1381	975	406	12	8	4	32	17	15	292	204	88
	Total	1381	975	406	12	8	4	32	17	15	292	204	88

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

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Alberta

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

Occupational Group		,	All Employee	s	Ab	original Peop	oles	Perso	ns with Disal	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Total Number of Employees		4212	2672	1540	43	23	20	76	41	35	916	609	307

Occupational Group		Þ	All Employees	o,	Abı	Aboriginal Peoples	les	Perso	Persons with Disabilities	oilities	Member	Members of Visible Minorities	1inorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Senior Managers	4												
Top Range: Under \$5,000	ယ												
Bottom Range: Under \$5,000	2												
	1	2	2										
	Total	2	2										
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Professionals	4												
Top Range: Under \$5,000	ယ												
Bottom Range: Under \$5,000	2												
	1	153	47	106	2		2	7	1	6	18	6	12
	Total	153	47	106	2		2	7	1	6	18	6	12
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	ယ												
Bottom Range: Under \$5,000	2												
	1	75	29	46				2	2		12	2	10
	Total	75	29	46				2	2		12	2	10

Page 39 of 49



009099

Stantec Consulting Ltd. (certificate # V090036) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / Alberta

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

Occupational Group		A	All Employees	3	Ab	original Peop	oles	Perso	ns with Disal	oilities	Member	s of Visible M	linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	23	5	18				3	1	2	2	2	
	Total	23	5	18				3	1	2	2	2	
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	5		5							1		1
	Total	5		5							1		1
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2		2									
	Total	2		2									
Total Number of Employees		261	83	178	2		2	12	4	8	33	10	23

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

Form 2 A

Stantec Consulting Ltd. (certificate # V090036)

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

	Þ	.ll ⊨mployees	0,	Ab	original Peop	iles	Perso	ons with Disa	bilities	Member	s of Visible N	linorities
QTR	Total	Men	- 1	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11		Col. 13
4												
3												
2												
1	17	4	13				2	2				
Total	17	4	13				2	2				
4												
ယ												
2												
_	4		4									
Total	4		4									
	258	176	82	6	6		2			4	3	1
	QTR QTR 1 1 2 3 4 4 Total 1 1 2 3 3 4 4 Total 1 1 2 3 3 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	Total Col. 2 17 17 17 4 4 258	Total Col. 2 17 17 17 4 4 258	All Employees Total Men Wome Col. 2 Col. 3 Col. 4 17 4 17 4 258 176	All Employees Total Men Women Total Col. 2 Col. 3 Col. 4 Col. 5 17 4 13 17 4 13 4 13 258 176 82	All Employees Total Men Women Total Col. 2 Col. 3 Col. 4 Col. 5 17 4 13 17 4 13 4 13 258 176 82	All Employees Total Men Women Total Col. 2 Col. 3 Col. 4 Col. 5 17 4 13 17 4 13 4 13 258 176 82	All Employees Aboriginal Peoples Total Men Women Total Men Women To Col. 2 Col. 3 Col. 4 Col. 5 Col. 6 Col. 7 Co 17 4 13 Col. 4 13 17 4 13 28 176 82 9 9	All Employees Abonginal Peoples Total Men Women Total Men Women To Col. 2 Col. 3 Col. 4 Col. 5 Col. 6 Col. 7 Co 17 4 13	Total Men Women Total Men Total To	All Employees Total Men Women Total T	All Employees

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / Newfoundland and Labrador

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

Occupational Group		,	All Employee	S	At	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	8	2	6									
	Total	8	2	6									
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	5	1	4	3	1	2	2		2			
	Total	5	1	4	3	1	2	2		2			
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3		3							1		1
	Total	3		3							1		1
Total Number of Employees		16	3	13	3	1	2	2		2	1		1

Canadä

Form 2 A

009104

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

Occupational Group		Þ	All Employees	03	Ab	Aboriginal Peoples	les	Perso	Persons with Disabilities	oilities	Member	Members of Visible Minorities	1inorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	29	19	10	2		2						
	Total	29	19	10	2		2						
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	ω												
Bottom Range: Under \$5,000	2												
	_	7	6	_									
	Total	7	6	J									

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

Total Number of Employees			Bottom Range: Under \$5,000	Top Range: Under \$5,000	Administrative and Senior Clerical Personnel	Salary Range Col. 1	Occupational Group
	Total	1	2	ω	4	QTR	
40	2	2				Total Col. 2	£
27						Men Col. 3	All Employees
13	2	2				Women Col. 4	s
2						Total Col. 5	A!A
						Men Col. 6	Aboriginal Peoples
2						Women Col. 7	ples
						Total Col. 8	Pers
						Men Col. 9	Persons with Disabilities
						Women Col. 10	bilities
						Total Col. 11	Membe
						WomenTotalMenWomenTotalMenWomenCol. 7Col. 8Col. 9Col. 10Col. 11Col. 12Col. 13	Members of Visible Minorities
						Women Col. 13	Vinorities

Employment and Social Emploi et Développement Development Canada social Canada

Form 2 B

Stantec Consulting Ltd. (certificate # V090036)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / Yukon

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

Occupational Group		,	All Employee:	s	Ab	original Peop	oles	Perso	ons with Disa	bilities	Membe	rs of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	4	2	2									
	Total	4	2	2									
Total Number of Employees		4	2	2									

Employment and Social Emploi et Développement Development Canada social Canada

Stantec Consulting Ltd. (certificate # V090036)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Northwest Territories

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

Occupational Group		,	All Employee:	S	Ab	original Peor	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	1	1									
	Total	2	1	1									
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	38	24	14	4	4							
	Total	38	24	14	4	4							
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	17	14	3				2		2	6	6	
	Total	17	14	3				2		2	6	6	

Page 47 of 49 Canada

Employment and Social Emploi et Développement Development Canada social Canada

Stantec Consulting Ltd. (certificate # V090036)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Northwest Territories

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

Occupational Group		,	All Employee:	S	Ab	original Peop	oles	Perso	ns with Disa	bilities	Membei	s of Visible M	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
		COI. 2	COI. 3	001. 4	001. 3	COI. 0	COI. 7	C01. 0	C01. 9	COI. 10	COI. 11	001. 12	COI. 13
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	6		6				2		2			
	Total	6		6				2		2			
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2		2									
	Total	2		2									
Total Number of Employees		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		,	All Employee:	S	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men Col. 3	Women	Total Col. 5	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	C01. 3	Col. 4	C01. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	8	8										
	Total	8	8										
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3		3									
	Total	3		3									
Total Number of Employees		11	8	3									

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

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

		All Employees		Al	original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
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
Total Number of Employees Hired	466	279	187	5	4	1	4	2	2	117	72	45

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / National Reporting Period 2017-12-05 to 2018-05-28

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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Ontario

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

		All Employees		Al	original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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
Total Number of Employees Hired	94	64	30	1	1		1	1		24	14	10

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / Ontario Reporting Period 2017-12-05 to 2018-05-28

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

Form 4 B

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Québec Reporting Period 2017-12-05 to 2018-05-28

			;									
		All Employees		AŁ	Aboriginal Peoples	es	Pers	Persons with Disabilities	lities	Membe	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
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	رن د		Ο 1									_
Clerical Personnel	3		3									
Total Number of Employees Hired	94	60	34							16	11	5

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / Québec

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

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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Nova Scotia Reporting Period 2017-12-05 to 2018-05-28

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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / New Brunswick Reporting Period 2017-12-05 to 2018-05-28

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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Manitoba

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

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
	C01. 1	C01. 2	C01. 3	C01. 4	C01. 5	C01. 6	C01. 7	C01. 6	Coi. 9	C01. 10	C01. 11	COI. 12
Middle and Other Managers	1	1								1	1	
Professionals	3	1	2							1		1
Semi-Professionals and Technicians	2	2								1	1	
Total Number of Employees Hired	6	4	2							3	2	1

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / British Columbia Reporting Period 2017-12-05 to 2018-05-28

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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / British Columbia Reporting Period 2017-12-05 to 2018-05-28

Total Number of Employees Hired 1	Semi-Professionals and Technicians 1	Occupational Group Total Men Col. 1 Col. 2	All Employees
		Women Col. 3	
		Total Col. 4	Ab
		Men Col. 5	Aboriginal Peoples
		Women Col. 6	Se
		Total Col. 7	Perso
		Men Col. 8	Persons with Disabilities
		Women Col. 9	ilities
	1	Total Col. 10	Membe
-1	1	Men Col. 11	Members of Visible Minorities
		Women Col. 12	norities

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Saskatchewan

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

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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Alberta Reporting Period 2017-12-05 to 2018-05-28

						10.000						
		All Employees		Al	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total		Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	2	2										
Professionals	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		2									
Clerical Personnel	4	1	3							3	1	2
Total Number of Employees Hired	177	94	83	1	l.		2	ļ	Ļ	53	34	19

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / Alberta Reporting Period 2017-12-05 to 2018-05-28

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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Newfoundland and Labrador

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

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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Yukon Reporting Period 2017-12-05 to 2018-05-28

	Administrative and Senior Clerical Personnel	Professionals 1	Occupational Group Total Men W Col. 1 Col. 2	All Employees
2	1	1	Women Col. 3	
			Total Col. 4	Ab
			Men Col. 5	Aboriginal Peoples
			Women Col. 6	es
			Total Col. 7	Pers
			Men Col. 8	Persons with Disabilities
			Women Col. 9	oilities
			Total Col. 10	Membe
			Men Col. 11	Members of Visible Minorities
			Women Col. 12	inorities

Stantec Consulting Ltd. (certificate # V090036)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

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

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
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	
Total Number of Employees Terminated	386	264	122	4	3	1	3	2	1	76	52	24

Canada

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

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

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

		All Employees		AI	Aboriginal Peoples	es	Pers	Persons with Disabilities	lities	Membe	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women Col 6	Total Col 7	Col &	Women	Total Col 10	Men	Women
Senior Managers	2	2										
Middle and Other Managers	သ	2	_									
Professionals	51	36	15	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
Total Number of Employees Terminated	85	61	24	1	l.		1		1	16	13	3

Stantec Consulting Ltd. (certificate # V090036)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / Ontario

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

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

Canada

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

				eborning i eric	JU 2017-12-03	repolating the food zo 17-12-00 to 2010-00-20						
		All Employees		Al	Aboriginal Peoples	es	Pers	Persons with Disabilities	lities	Member	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10		Col. 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									
Total Number of Employees Terminated	62	44	18							13	10	3

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / Québec Reporting Period 2017-12-05 to 2018-05-28

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

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

		All Employees		Al	Aboriginal Peoples	es	Pers	Persons with Disabilities	lities	Member	Members of Visible Minorities	orities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	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
Total Number of Employees Terminated	13	8	5	1		1				2	1	1

Stantec Consulting Ltd. (certificate # V090036)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / New Brunswick

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

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	2	2										
Professionals	8	6	2							2	1	1
Semi-Professionals and Technicians	5	5										
Administrative and Senior Clerical Personnel	1		1							1		1
Total Number of Employees Terminated	16	13	3							3	1	2

Canada

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / New Brunswick Reporting Period 2017-12-05 to 2018-05-28

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

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

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

Stantec Consulting Ltd. (certificate # V090036)

Form 6 B

009136

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / Manitoba Reporting Period 2017-12-05 to 2018-05-28

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

Stantec Consulting Ltd. (certificate # V090036)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / British Columbia

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

		All Employees		Д	boriginal Peop	les	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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									
Total Number of Employees Terminated	41	21	20				1	1		12	6	6

Canada

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / British Columbia Reporting Period 2017-12-05 to 2018-05-28

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

7	֭֓֞֝֜֜֜֜֜֝֜֜֜֜֓֓֓֓֜֜֜֜֓֓֓֓֜֜֜֜֓֓֡֓֜֜֜֓֓֡֓֜֜֡֓֡֓֡֓֜֜֡֓֡֓֡֡֡֡֓)	
7	֧֝֞֝֝֝֝֝֝֝֝֝֟֝֝֝֝֝֟֝֝֝֟֝ ֓֞֓֞֞֞֞֞֞֞֞֞֞֞֞֞֞֞֞֞֞		

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Prince Edward Island Reporting Period 2017-12-05 to 2018-05-28

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

Stantec Consulting Ltd. (certificate # V090036)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Saskatchewan

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

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

Stantec Consulting Ltd. (certificate # V090036)

Form 6 A

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

		All Employees		44	Aboriginal Peoples	PS	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	norities
Occupational Orona		Mon	Momon		Mos	- 1	Total	No.	Momon	Total	Mon	Momon
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
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	_
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	
Total Number of Employees Terminated	136	91	45	2	2					23	15	8
Total Number of Employees Terminated	136	91	45	2	2			4	1 1		1 1 23	

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / Alberta Reporting Period 2017-12-05 to 2018-05-28

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

Stantec Consulting Ltd. (certificate # V090036)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Newfoundland and Labrador Reporting Period 2017-12-05 to 2018-05-28

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

Canada

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

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

Workforce Analysis - Detailed Report

Date: 2018-05-28

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Ava	ilability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers		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
02 : Middle and Other Managers		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
03 : Professionals		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



009146

Workforce Analysis - Detailed Report

Date: 2018-05-28

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Represe	Representation	Availability	ability	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 %	∞	2	National
2141 : Industrial and manufacturing engineers	National	ω	0	0.0 %	17.0 %	_	-1	National
2143 : Mining engineers	National	11	2	18.2 %	12.1 %	_	_	National
2144 : Geological engineers	National	œ	ω	37.5 %	15.9 %	_	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 %	_		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	<u> </u>	National
2172 : Database analysts and data administrators	National	25	10	40.0 %	35.2 %	9	<u> </u>	National
2174 : Computer programmers and interactive media developers	National	38	15	39.5 %	17.9 %	7	∞	National
4112 : Lawyers and Quebec notaries	National	12	10	83.3 %	42.5 %	υī	51	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
04 : Semi-Professionals and Technicians		2274	623	27.4 %	21.9 %	498	125	
2211 : Chemical technologists and technicians	Alberta	2	<u> </u>	50.0 %	45.9 %	<u> </u>	0	Alberta
2211 : Chemical technologists and technicians	Ontario	2	0	0.0 %	46.4 %	1	4	Ontario
2212 : Geological and mineral technologists and technicians	Alberta	_	0	0.0 %	32.8 %	0	0	Alberta
2212 : Geological and mineral technologists and technicians	British Columbia	_	0	0.0 %	28.1 %	0	0	British Columbia

Workforce Analysis - Detailed Report

009147

Date: 2018-05-28

Women

				_	Women			
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	Representation # %	Availability %#	# ility	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	<u> </u>	16.7 %	20.2 %	<u> </u>	0	Ontario
2212 : Geological and mineral technologists and technicians	Québec	_	0	0.0 %	18.1 %	0	0	Québec
2221 : Biological technologists and technicians	Alberta	7	2	28.6 %	52.8 %	4	72	Alberta
2221 : Biological technologists and technicians	British Columbia	თ	2	33.3 %	49.4 %	З	<u>.</u>	British Columbia
2221 : Biological technologists and technicians	Manitoba	2	0	0.0 %	46.8 %		4	Manitoba
2221 : Biological technologists and technicians	New Brunswick	7	_	14.3 %	49.1 %	ω	ż	New Brunswick
2221 : Biological technologists and technicians	Newfoundland and Labrador	2	0	0.0 %	37.5 %	_	-1	Newfoundland and
2221 : Biological technologists and technicians	Nova Scotia	2	<u> </u>	50.0 %	51.9 %	_	0	Nova Scotia
2221 : Biological technologists and technicians	Ontario	22	ω	13.6 %	51.3 %	1	-&	Ontario
2221 : Biological technologists and technicians	Prince Edward Island	_	0	0.0 %	60.7 %	<u> </u>	<u>.</u>	Prince Edward Island
2221 : Biological technologists and technicians	Québec	4	<u> </u>	25.0 %	57.2 %	2	<u>.</u>	Québec
2221 : Biological technologists and technicians	Saskatchewan	_	0	0.0 %	54.6 %	_	<u>.</u>	Saskatchewan
2225 : Landscape and horticulture technicians and specialists	Alberta	13	6	46.2 %	41.7 %	51	_	Alberta
2225 : Landscape and horticulture technicians and specialists	Ontario	<u> </u>	<u> </u>	100.0 %	30.9 %	0	_	Ontario
2225 : Landscape and horticulture technicians and specialists	Québec	<u> </u>	<u> </u>	100.0 %	49.1 %	0	_	Québec
2225 : Landscape and horticulture technicians and specialists	Saskatchewan	<u> </u>	<u> </u>	100.0 %	37.1 %	0	_	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	ъ	16.7 %	12.3 %	4	_	Manitoba
2231 : Civil engineering technologists and technicians	New Brunswick	38	1	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
2231 : Civil engineering technologists and technicians	Northwest Territories	ω	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

Page 3 of 36

Workforce Analysis - Detailed Report

Date: 2018-05-28

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	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
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



Workplace Equity Information Management System - Stantec Consulting Ltd.

Workforce Analysis - Detailed Report

Date: 2018-05-28

Women

				_	Women			
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	Representation # %	Availability %#		Gap #	Recruitment Area
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	51	_	20.0 %	10.7 %	<u> </u>	0	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	17	ω	17.6 %	6.2 %	<u> </u>	2	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	Newfoundland and Labrador	ω	2	66.7 %	11.0 %	0	2	Newfoundland and
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	7	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	_	0	0.0 %	8.7 %	0	0	Saskatchewan
2241 : Electrical and electronics engineering technologists and technicians	Yukon	_	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 %	∞	1	British Columbia
2251 : Architectural technologists and technicians	Manitoba	O	_	16.7 %	36.7 %	2	<u>.</u>	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	ъ	50.0 %	0.0 %	0	5	Newfoundland and
2251 : Architectural technologists and technicians	Northwest Territories	5	_	20.0 %	0.0 %	0	<u> </u>	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	ω	2	66.7 %	39.9 %	_		Québec
2251 : Architectural technologists and technicians	Saskatchewan	14	បា	35.7 %	52.5 %	7	'n	Saskatchewan
2251 : Architectural technologists and technicians	Yukon	Ν	0	0.0 %	0.0 %	0	0	Yukon
2253 : Drafting technologists and technicians	Alberta	119	37	31.1 %	32.8 %	39	ĸ	Alberta
2253 : Drafting technologists and technicians	British Columbia	22	∞	36.4 %	21.8 %	JI	ω	British Columbia
2253 : Drafting technologists and technicians	Manitoba	11	4	36.4 %	22.3 %	2	2	Manitoba
2253 : Drafting technologists and technicians	New Brunswick	ა	0	0.0 %	15.0 %	_	<u>.</u>	New Brunswick
2253 : Drafting technologists and technicians	Newfoundland and	<u> </u>	0	0.0 %	17.9 %	0	0	Newfoundland and

Labrador

Page 5 of 36

Workforce Analysis - Detailed Report

009150

Date: 2018-05-28

Women

Employment Equity Occupational Group	Internal Location	All Employees	Repres	Representation	Women Avail	Availability	Gap	Recruitment Area
2253 : Drafting technologists and technicians	Nova Scotia	o #	ω *	50.0 %	19.3 %	4	2 4	Nova Scotia
2253 : Drafting technologists and technicians	Nunavut	_	_	100.0 %	100.0 %	_	0	Nunavut
2253 : Drafting technologists and technicians	Ontario	70	13	18.6 %	26.4 %	18	ģ	Ontario
2253 : Drafting technologists and technicians	Québec	85	38	44.7 %	30.9 %	26	12	Québec
2253 : Drafting technologists and technicians	Saskatchewan	13	51	38.5 %	22.6 %	ω	2	Saskatchewan
2254 : Land survey technologists and technicians	Alberta	66	4	6.1 %	11.3 %	7	ٺ	Alberta
2254 : Land survey technologists and technicians	British Columbia	4	_	25.0 %	12.1 %	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	Ν	0	0.0 %	0.0 %	0	0	Nova Scotia
2254 : Land survey technologists and technicians	Ontario	24	_	4.2 %	13.1 %	ω	ĸ	Ontario
2254 : Land survey technologists and technicians	Québec	ယ	0	0.0 %	19.9 %	_	<u>.</u>	Québec
2255 : Technical occupations in geomatics and meteorology	Alberta	თ	_	20.0 %	35.1 %	2	<u>.</u>	Alberta
2255 : Technical occupations in geomatics and meteorology	British Columbia	_	0	0.0 %	38.9 %	0	0	British Columbia
2255 : Technical occupations in geomatics and meteorology	Ontario	5	_	20.0 %	28.8 %	_	0	Ontario
2255 : Technical occupations in geomatics and meteorology	Québec	N	_	50.0 %	31.5 %	_	0	Québec
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	œ	4	50.0 %	31.9 %	ω	_	Alberta
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	N	_	50.0 %	37.8 %	_	0	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	Manitoba	_	0	0.0 %	35.5 %	0	0	Manitoba
2263 : Inspectors in public and environmental health and occupational health and safety	New Brunswick	Ν	_	50.0 %	21.7 %	0	_	New Brunswick
2263 : Inspectors in public and environmental health and occupational health and safety	Nova Scotia	ω	2	66.7 %	28.1 %	_	_	Nova Scotia
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	5	2	40.0 %	35.1 %	2	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	ω	2	66.7 %	40.2 %	_	_	Québec
2264 : Construction inspectors	Alberta	8	0	0.0 %	17.3 %	1	<u>.</u>	Alberta
2264 : Construction inspectors	British Columbia	<u> </u>	0	0.0 %	9.1 %	0	0	British Columbia

Page 6 of 36

Workforce Analysis - Detailed Report

Date: 2018-05-28

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	ability	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
282 : User support technicians	New Brunswick	1	1	100.0 %	33.0 %	0	1	New Brunswick
282 : User support technicians	Newfoundland and Labrador	1	1	100.0 %	31.0 %	0	1	Newfoundland and
282 : User support technicians	Nova Scotia	3	2	66.7 %	32.1 %	1	1	Nova Scotia
282 : User support technicians	Ontario	20	8	40.0 %	24.2 %	5	3	Ontario
282 : User support technicians	Québec	12	3	25.0 %	19.6 %	2	1	Québec
282 : User support technicians	Saskatchewan	1	0	0.0 %	27.1 %	0	0	Saskatchewan
211 : Paralegal and related occupations	Alberta	12	10	83.3 %	89.2 %	11	-1	Alberta
211 : Paralegal and related occupations	New Brunswick	2	2	100.0 %	87.3 %	2	0	New Brunswick
211 : Paralegal and related occupations	Ontario	1	1	100.0 %	82.0 %	1	0	Ontario
211 : Paralegal and related occupations	Québec	2	2	100.0 %	85.5 %	2	0	Québec
212 : Technical occupations related to museums and art galleries	Ontario	2	1	50.0 %	58.1 %	1	0	Ontario
223 : Graphic arts technicians	Alberta	2	1	50.0 %	33.7 %	1	0	Alberta
223 : Graphic arts technicians	Ontario	1	0	0.0 %	32.2 %	0	0	Ontario
241 : Graphic designers and illustrators	Alberta	12	7	58.3 %	51.7 %	6	1	Alberta
241 : Graphic designers and illustrators	British Columbia	2	1	50.0 %	43.7 %	1	0	British Columbia
241 : Graphic designers and illustrators	Manitoba	1	0	0.0 %	44.7 %	0	0	Manitoba
241 : Graphic designers and illustrators	Ontario	3	0	0.0 %	44.9 %	1	-1	Ontario
242 : Interior designers and interior decorators	Alberta	22	18	81.8 %	86.4 %	19	-1	Alberta
242 : Interior designers and interior decorators	British Columbia	11	9	81.8 %	75.5 %	8	1	British Columbia



Workplace Equity Information Management System - Stantec Consulting Ltd.

009152

Workforce Analysis - Detailed Report

Date: 2018-05-28

Women

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

Page 8 of 36 Canada



Workplace Equity Information Management System - Stantec Consulting Ltd.

Workforce Analysis - Detailed Report

009153

Date: 2018-05-28

Women

Workplace Equity Information Management System - Stantec Consulting Ltd.

009154

Workforce Analysis - Detailed Report

Date: 2018-05-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Repres	Representation # %	women Availability #	ability #	Gap #	Recruitment Area
Employment Equity Occupational Group	Guelph	3	2	66.7 %	74.0 %	2	0	Guelph
Employment Equity Occupational Group	Halifax	9	9	100.0 %	67.7 %	6	ω	Halifax
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	7	6	85.7 %	67.9 %	ΟΊ	_	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	22	18	81.8 %	62.5 %	14	4	Montréal
Employment Equity Occupational Group	N.B. less CMA	Ν	2	100.0 %	72.6 %	_	_	N.B. less CMA
Employment Equity Occupational Group	N.W.T.	_	_	100.0 %	75.7 %	_	0	N.W.T.
Employment Equity Occupational Group	Ottawa - Gatineau	7	5	71.4 %	65.8 %	IJ	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	_	<u> </u>	100.0 %	66.8 %	<u> </u>	0	Que. less CMAs
Employment Equity Occupational Group	Québec	4	4	100.0 %	61.6 %	2	2	Québec
Employment Equity Occupational Group	Regina	_	_	100.0 %	70.2 %	_	0	Regina
Employment Equity Occupational Group	Saint John	_	0	0.0 %	70.5 %	_	_	Saint John
Employment Equity Occupational Group	Saskatoon	_	_	100.0 %	70.2 %	_	0	Saskatoon
Employment Equity Occupational Group	St. John's	N	2	100.0 %	72.6 %	<u> </u>	_	St. John's
Employment Equity Occupational Group	Toronto	9	7	77.8 %	65.2 %	6	_	Toronto
Employment Equity Occupational Group	Trois-Rivières	N	2	100.0 %	64.9 %	_	_	Trois-Rivières
Employment Equity Occupational Group	Vancouver	10	9	90.0 %	70.0 %	7	2	Vancouver
Employment Equity Occupational Group	Winnipeg	N	2	100.0 %	67.9 %	_	_	Winnipeg
12 : Semi-Skilled Manual Workers		5	2	40.0 %	16.1 %	_	_	
Employment Equity Occupational Group	B.C. less CMAs	_	0	0.0 %	14.0 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Edmonton	2	_	50.0 %	16.0 %	0	_	Edmonton
Employment Equity Occupational Group	Vancouver	2	_	50.0 %	17.1 %	0	_	Vancouver

Workforce Analysis - Detailed Report

Date: 2018-05-28

Women

				Women			
Employment Equity Occupational Group	Internal Location	All Employees	Representation	Ava	ailability	Gap	Recruitment Area
		#	# %	%	#	#	
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



Workplace Equity Information Management System - Stantec Consulting Ltd.

009156

Workforce Analysis - Detailed Report

Date: 2018-05-28

Aboriginal Peoples

				Aborigi	Aboriginal Peoples			
Employment Equity Occupational Group	Internal Location	All Employees #	Representation # %	ntation %	Availability %#		Gap #	Recruitment Area
01 : Senior Managers		170	2	1.2 %	1.2 %	2	0	
0013 : Senior managers - financial, communications and other business services	National	13	0	0.0 %	0.9 %	0	0	National
0016 : Senior managers - construction, transportation, production and utilities	National	157	2	1.3 %	1.3 %	2	0	National
02 : Middle and Other Managers		188	2	1.1 %	1.6 %	ω	<u>.</u>	
0111 : Financial managers	National	2	0	0.0 %	2.1 %	0	0	National
0112 : Human resources managers	National	7	0	0.0 %	2.6 %	0	0	National
0114 : Other administrative services managers	National	20	0	0.0 %	3.0 %	_	4	National
0124 : Advertising, marketing and public relations managers	National	7	0	0.0 %	1.1 %	0	0	National
0125 : Other business services managers	National	14	0	0.0 %	2.6 %	0	0	National
0211 : Engineering managers	National	83	_	1.2 %	0.9 %	_	0	National
0212 : Architecture and science managers	National	17	0	0.0 %	1.4 %	0	0	National
0213 : Computer and information systems managers	National	10	0	0.0 %	1.0 %	0	0	National
0711 : Construction managers	National	28	_	3.6 %	2.6 %	_	0	National
03 : Professionals		3576	27	0.8 %	1.3 %	46	-19	
1111 : Financial auditors and accountants	National	71	2	2.8 %	1.3 %	_	_	National
1112 : Financial and investment analysts	National	_	0	0.0 %	0.9 %	0	0	National
1114 : Other financial officers	National	_	0	0.0 %	1.3 %	0	0	National
1121 : Human resources professionals	National	55	0	0.0 %	2.7 %	_	4	National
1122 : Professional occupations in business management consulting	National	209	0	0.0 %	1.6 %	ω	ώ	National
1123 : Professional occupations in advertising, marketing and public relations	National	103	0	0.0 %	2.1 %	2	۵	National
2113 : Geoscientists and oceanographers	National	18	_	5.6 %	1.4 %	0	<u> </u>	National
2115 : Other professional occupations in physical sciences	National	30	0	0.0 %	0.7 %	0	0	National
2121 : Biologists and related scientists	National	94	0	0.0 %	1.7 %	2	ż	National
2131 : Civil engineers	National	787	7	0.9 %	1.0 %	8	_	National

009157

Workforce Analysis - Detailed Report

Date: 2018-05-28

Aboriginal Peoples

				Aborig	Aboriginal Peoples			
Employment Equity Occupational Group	Internal Location	All Employees #	# %	%	Avallability %#	G		Recruitment Area
2132 : Mechanical engineers	National	305	_	0.3 %	0.7 %	2	-1 Nati	National
2133 : Electrical and electronics engineers	National	286	0	0.0 %	0.7 %	2	-2 Nati	National
2134 : Chemical engineers	National	32	0	0.0 %	0.6 %	0	0 Nati	National
2141 : Industrial and manufacturing engineers	National	8	0	0.0 %	0.8 %	0	0 Nati	National
2143 : Mining engineers	National	1	0	0.0 %	1.6 %	0	0 Nati	National
2144 : Geological engineers	National	8	_	12.5 %	0.8 %	0	1 Nati	National
2145 : Petroleum engineers	National	81	0	0.0 %	1.0 %	1	-1 Nati	National
2147 : Computer engineers (except software engineers and designers)	National	4	0	0.0 %	0.9 %	0	0 Nati	National
2148 : Other professional engineers, n.e.c.	National	467	4	0.9 %	1.0 %	51	-1 Nati	National
2151 : Architects	National	234	_	0.4 %	0.6 %	_	0 Nati	National
2152 : Landscape architects	National	55	2	3.6 %	0.0 %	0	2 Nati	National
2153 : Urban and land use planners	National	81	_	1.2 %	2.7 %	2	-1 Nati	National
2154 : Land surveyors	National	66	0	0.0 %	4.1 %	3	-3 Nati	National
2171 : Information systems analysts and consultants	National	131	_	0.8 %	1.1 %	_	0 Nati	National
2172 : Database analysts and data administrators	National	25	_	4.0 %	1.3 %	0	1 Nati	National
2174 : Computer programmers and interactive media developers	National	38	0	0.0 %	1.0 %	0	0 Nati	National
4112 : Lawyers and Quebec notaries	National	12	0	0.0 %	1.6 %	0	0 Nati	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	289	4	1.4 %	2.7 %	8	-4 Nati	National
4169 : Other professional occupations in social science, n.e.c.	National	74	_	1.4 %	4.7 %	3	-2 Nati	National
04 : Semi-Professionals and Technicians		2274	28	1.2 %	2.4 %	55 -	27	
2211 : Chemical technologists and technicians	Alberta	2	0	0.0 %	2.8 %	0	0 Alberta	erta
2211 : Chemical technologists and technicians	Ontario	2	0	0.0 %	1.9 %	0	0 Ontario	ario
2212 : Geological and mineral technologists and technicians	Alberta	<u> </u>	0	0.0 %	2.5 %	0	0 Alberta	erta
2212 : Geological and mineral technologists and technicians	British Columbia	_	0	0.0 %	8.3 %	0	0 Briti	British Columbia

Workforce Analysis - Detailed Report

Date: 2018-05-28

Aboriginal Peoples

2231 : Civil engineering technologists and technicians	2231 : Civil engineering technologists and technicians	2231 : Civil engineering technologists and technicians	2231 : Civil engineering technologists and technicians	2231 : Civil engineering technologists and technicians	2231 : Civil engineering technologists and technicians	2231 : Civil engineering technologists and technicians	2225 : Landscape and horticulture technicians and specialists	2225 : Landscape and horticulture technicians and specialists	2225 : Landscape and horticulture technicians and specialists	2225 : Landscape and horticulture technicians and specialists	2221 : Biological technologists and technicians	2212 : Geological and mineral technologists and technicians	2212 : Geological and mineral technologists and technicians	2212 : Geological and mineral technologists and technicians	Employment Equity Occupational Group									
Nova Scotia	Northwest Territories	Newfoundland and Labrador	New Brunswick	Manitoba	British Columbia	Alberta	Saskatchewan	Québec	Ontario	Alberta	Saskatchewan	Québec	Prince Edward Island	Ontario	Nova Scotia	Newfoundland and Labrador	New Brunswick	Manitoba	British Columbia	Alberta	Québec	Ontario	New Brunswick	Internal Location
70	ω	45	38	30	48	196	_	_	_	13	_	4	_	22	2	2	7	2	თ	7	_	თ	1	All Employees #
2	0	ω	0	0	_	ω	0	0	0	0	0	0	0	0	0	_	0	0	0	0	0	0	0	Repres #
2.9 %	0.0 %	6.7 %	0.0 %	0.0 %	2.1 %	1.5 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	50.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	Aborig Representation # %
0.0 %	33.3 %	0.0 %	0.0 %	9.0 %	3.5 %	4.1 %	9.7 %	3.0 %	3.2 %	7.3 %	0.0 %	2.7 %	0.0 %	1.0 %	2.5 %	15.0 %	6.5 %	10.5 %	8.8 %	1.3 %	3.8 %	5.4 %	0.0 %	Aboriginal Peoples ion Availability % % #
0	1	0	0	ω	2	8	0	0	0	_	0	0	0	0	0	0	0	0	_	0	0	0	0	oility #
2	4	ω	0	ω	۵	ċπ	0	0	0	<u>.,</u>	0	0	0	0	0	_	0	0	4	0	0	0	0	Gap #
Nova Scotia	Northwest Territories	Newfoundland and	New Brunswick	Manitoba	British Columbia	Alberta	Saskatchewan	Québec	Ontario	Alberta	Saskatchewan	Québec	Prince Edward Island	Ontario	Nova Scotia	Newfoundland and	New Brunswick	Manitoba	British Columbia	Alberta	Québec	Ontario	New Brunswick	Recruitment Area

Page 14 of 36

Workforce Analysis - Detailed Report

Date: 2018-05-28

Aboriginal Peoples

				-	jinal Peoples			
Employment Equity Occupational Group	Internal Location	All Employees #	Represe #	entation %	Availa %	ability #	Gap #	Recruitment Area
2231 : Civil engineering technologists and technicians	Ontario	166	1	0.6 %	2.2 %	4	-3	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	1	0.6 %	1.3 %	2	-1	Québec
2231 : Civil engineering technologists and technicians	Saskatchewan	27	0	0.0 %	3.8 %	1	-1	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	0	0.0 %	3.5 %	2	-2	Alberta
2232 : Mechanical engineering technologists and technicians	British Columbia	17	0	0.0 %	4.7 %	1	-1	British Columbia
2232 : Mechanical engineering technologists and technicians	Manitoba	4	0	0.0 %	6.0 %	0	0	Manitoba
2232 : Mechanical engineering technologists and technicians	New Brunswick	14	0	0.0 %	0.0 %	0	0	New Brunswick
2232 : Mechanical engineering technologists and technicians	Newfoundland and Labrador	7	0	0.0 %	0.0 %	0	0	Newfoundland and
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	0	0.0 %	1.4 %	0	0	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	47	0	0.0 %	0.4 %	0	0	Québec
2232 : Mechanical engineering technologists and technicians	Saskatchewan	13	1	7.7 %	0.0 %	0	1	Saskatchewan
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	4	0	0.0 %	1.4 %	0	0	Québec
2234 : Construction estimators	Alberta	9	0	0.0 %	4.5 %	0	0	Alberta
2234 : Construction estimators	British Columbia	1	0	0.0 %	2.5 %	0	0	British Columbia
2234 : Construction estimators	Manitoba	1	0	0.0 %	5.5 %	0	0	Manitoba
2234 : Construction estimators	Ontario	14	0	0.0 %	0.9 %	0	0	Ontario
2234 : Construction estimators	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
2234 : Construction estimators	Québec	3	0	0.0 %	0.6 %	0	0	Québec
2234 : Construction estimators	Saskatchewan	2	0	0.0 %	0.0 %	0	0	Saskatchewan
2241 : Electrical and electronics engineering technologists and technicians	Alberta	70	0	0.0 %	2.1 %	1	-1	Alberta
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	14	0	0.0 %	2.1 %	0	0	British Columbia



Workplace Equity Information Management System - Stantec Consulting Ltd.

Workforce Analysis - Detailed Report

009160

Date: 2018-05-28

Aboriginal Peoples

2253 : Drafting technologists and technicians	2253 : Drafting technologists and technicians	2253 : Drafting technologists and technicians	2253 : Drafting technologists and technicians	2253 : Drafting technologists and technicians	2251 : Architectural technologists and technicians	2241 : Electrical and electronics engineering technologists and technicians	2241 : Electrical and electronics engineering technologists and technicians	2241 : Electrical and electronics engineering technologists and technicians	2241 : Electrical and electronics engineering technologists and technicians	2241 : Electrical and electronics engineering technologists and technicians	2241 : Electrical and electronics engineering technologists and technicians	2241 : Electrical and electronics engineering technologists and technicians	2241 : Electrical and electronics engineering technologists and technicians	Employment Equity Occupational Group										
Newfoundland and Labrador	New Brunswick	Manitoba	British Columbia	Alberta	Yukon	Saskatchewan	Québec	Ontario	Nova Scotia	Northwest Territories	Newfoundland and Labrador	New Brunswick	Manitoba	British Columbia	Alberta	Yukon	Saskatchewan	Québec	Ontario	Nova Scotia	Newfoundland and Labrador	New Brunswick	Manitoba	Internal Location
-1	5	1	22	119	2	14	ω	40	7	ত	10	ত	O	37	88	_	<u> </u>	73	43	7	ω	17	5	All Employees #
0	0	0	0	2	0	0	0	0	0	0	0	0	0	_	0	0	0	0	2	0	0	0	0	Repres
0.0 %	0.0 %	0.0 %	0.0 %	1.7 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	2.7 %	0.0 %	0.0 %	0.0 %	0.0 %	4.7 %	0.0 %	0.0 %	0.0 %	0.0 %	Aborig Representation # %
0.0 %	0.0 %	5.5 %	2.3 %	2.7 %	0.0 %	0.0 %	0.6 %	0.9 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	3.2 %	2.1 %	0.0 %	1.3 %	0.8 %	1.8 %	1.6 %	9.5 %	1.2 %	8.5 %	Aboriginal Peoples ion Availe %%%
0	0	_	_	З	0	0	0	0	0	0	0	0	0	_	2	0	0	_	_	0	0	0	0	oples Availability %#
0	0	_	_	7	0	0	0	0	0	0	0	0	0	0	٨	0	0	<u>.</u>	_	0	0	0	0	Gap #
Newfoundland and	New Brunswick	Manitoba	British Columbia	Alberta	Yukon	Saskatchewan	Québec	Ontario	Nova Scotia	Northwest Territories	Newfoundland and	New Brunswick	Manitoba	British Columbia	Alberta	Yukon	Saskatchewan	Québec	Ontario	Nova Scotia	Newfoundland and	New Brunswick	Manitoba	Recruitment Area

Workforce Analysis - Detailed Report

009161

Date: 2018-05-28

Aboriginal Peoples

				Aborig	Aboriginal Peoples			
Employment Equity Occupational Group	Internal Location	All Employees #	Represe #	Representation # %	Availability %#		Gap #	Recruitment Area
2253 : Drafting technologists and technicians	Nova Scotia	6	0	0.0 %	0.0 %	0	0	Nova Scotia
2253 : Drafting technologists and technicians	Nunavut	<u> </u>	0	0.0 %	0.0 %	0	0	Nunavut
2253 : Drafting technologists and technicians	Ontario	70	_	1.4 %	1.3 %	_	0	Ontario
2253 : Drafting technologists and technicians	Québec	85	_	1.2 %	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	_	1.5 %	6.7 %	4	ပ်	Alberta
2254 : Land survey technologists and technicians	British Columbia	4	_	25.0 %	7.5 %	0	_	British Columbia
2254 : Land survey technologists and technicians	Manitoba	11	_	9.1 %	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	0	0.0 %	4.4 %	_	<u>.</u>	Ontario
2254 : Land survey technologists and technicians	Québec	ω	0	0.0 %	1.9 %	0	0	Québec
2255 : Technical occupations in geomatics and meteorology	Alberta	O	_	20.0 %	2.1 %	0	_	Alberta
2255 : Technical occupations in geomatics and meteorology	British Columbia	_	0	0.0 %	3.5 %	0	0	British Columbia
2255 : Technical occupations in geomatics and meteorology	Ontario	Ó	0	0.0 %	4.7 %	0	0	Ontario
2255 : Technical occupations in geomatics and meteorology	Québec	N	0	0.0 %	3.6 %	0	0	Québec
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	œ	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	_	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	ω	0	0.0 %	3.1 %	0	0	Nova Scotia
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	O	0	0.0 %	2.1 %	0	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	ω	0	0.0 %	1.6 %	0	0	Québec
2264 : Construction inspectors	Alberta	œ	0	0.0 %	5.5 %	0	0	Alberta
2264 : Construction inspectors	British Columbia	_	0	0.0 %	3.2 %	0	0	British Columbia

Page 17 of 36

Workplace Equity Information Management System - Stantec Consulting Ltd.

Workforce Analysis - Detailed Report

Date: 2018-05-28

Aboriginal Peoples

				Aborig	Aboriginal Peoples			
Employment Equity Occupational Group	Internal Location	All Employees #	Represe #	Representation # %	Availability %#	bility #	Gap #	Recruitment Area
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	b	Alberta
2282 : User support technicians	British Columbia	5	_	20.0 %	1.8 %	0	-	British Columbia
2282 : User support technicians	Manitoba	2	0	0.0 %	4.9 %	0	0	Manitoba
2282 : User support technicians	New Brunswick	_	0	0.0 %	4.2 %	0	0	New Brunswick
2282 : User support technicians	Newfoundland and Labrador	_	0	0.0 %	11.6 %	0	0	Newfoundland and
2282 : User support technicians	Nova Scotia	ω	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	_	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	<u> </u>	0	0.0 %	1.5 %	0	0	Ontario
4211 : Paralegal and related occupations	Québec	N	0	0.0 %	0.9 %	0	0	Québec
5212 : Technical occupations related to museums and art galleries	Ontario	N	0	0.0 %	2.8 %	0	0	Ontario
5223 : Graphic arts technicians	Alberta	N	0	0.0 %	0.0 %	0	0	Alberta
5223 : Graphic arts technicians	Ontario	_	0	0.0 %	2.4 %	0	0	Ontario
5241 : Graphic designers and illustrators	Alberta	12	0	0.0 %	2.5 %	0	0	Alberta
5241 : Graphic designers and illustrators	British Columbia	N	0	0.0 %	2.7 %	0	0	British Columbia
5241 : Graphic designers and illustrators	Manitoba	_	0	0.0 %	8.9 %	0	0	Manitoba
5241 : Graphic designers and illustrators	Ontario	ω	0	0.0 %	1.6 %	0	0	Ontario
5242 : Interior designers and interior decorators	Alberta	22	0	0.0 %	2.3 %	_	<u></u>	Alberta
5242 : Interior designers and interior decorators	British Columbia	11	_	9.1 %	1.0 %	0	_	British Columbia

Page 18 of 36

Workforce Analysis - Detailed Report

Date: 2018-05-28

Aboriginal Peoples

				Abori	ginal Peoples	i		
Employment Equity Occupational Group	Internal Location	All Employees	Repre	sentation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
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
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
07 : Administrative and Senior Clerical Personnel		465	9	1.9 %	3.1 %	14	-5	
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



Workplace Equity Information Management System - Stantec Consulting Ltd.

Workforce Analysis - Detailed Report

009164

Date: 2018-05-28

Aboriginal Peoples

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

Workplace Equity Information Management System - Stantec Consulting Ltd.

009165

Workforce Analysis - Detailed Report

Date: 2018-05-28

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Abo Representation # %	Aborigi ıtation %	Aboriginal Peoples ion Availability % % #	bility #	Gap	Recruitment Area
Employment Equity Occupational Group	Guelph	ω	0	0.0 %	2.5 %	0	0	Guelph
Employment Equity Occupational Group	Halifax	9	0	0.0 %	2.7 %	0	0	Halifax
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	7	0	0.0 %	0.9 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	22	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	2	0	0.0 %	3.0 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.W.T.	_	0	0.0%	43.7 %	0	0	N.W.T.
Employment Equity Occupational Group	Ottawa - Gatineau	7	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	_	0	0.0 %	3.2 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	4	0	0.0 %	0.6 %	0	0	Québec
Employment Equity Occupational Group	Regina	_	0	0.0 %	7.1 %	0	0	Regina
Employment Equity Occupational Group	Saint John	_		100.0 %	3.3 %	0	<u> </u>	Saint John
Employment Equity Occupational Group	Saskatoon	_	0	0.0 %	8.4 %	0	0	Saskatoon
Employment Equity Occupational Group	St. John's	2	0	0.0 %	1.4 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	Ø	0	0.0 %	0.7 %	0	0	Toronto
Employment Equity Occupational Group	Trois-Rivières	2	0	0.0 %	1.0 %	0	0	Trois-Rivières
Employment Equity Occupational Group	Vancouver	10	0	0.0 %	2.4 %	0	0	Vancouver
Employment Equity Occupational Group	Winnipeg	2	0	0.0 %	9.8 %	0	0	Winnipeg
12 : Semi-Skilled Manual Workers		G I	<u> </u>	20.0 %	5.3 %	0	<u> </u>	
Employment Equity Occupational Group	B.C. less CMAs	_	0	0.0 %	11.0 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Edmonton	2	_	50.0 %	5.6 %	0	<u></u>	Edmonton
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	2.2 %	0	0	Vancouver

Page 21 of 36

Workforce Analysis - Detailed Report

Date: 2018-05-28

Aboriginal Peoples

				Abori	ginal People	s		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Ava	ilability	Gap	Recruitment Area
		#	#	%	%	#	#	
Total		6856	71	1.0 %	1.8 %	126	-55	

Total may not equal sum of components due to rounding.

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



009167

Workforce Analysis - Detailed Report

Date: 2018-05-28

Members of Visible Minorities

			2	lembers of	Members of Visible Minorities	fibe	
Employment Equity Occupational Group	Internal Location	All Employees #	Representation # %	ntation %	Availability %#	ility Gap	Recruitment Area
01 : Senior Managers		170	16	9.4 %	8.2 %	14 2	
0013 : Senior managers - financial, communications and other business services	National	13	<u> </u>	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
02 : Middle and Other Managers		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 %	<u>-</u>	National
0114 : Other administrative services managers	National	20	6	30.0 %	12.6 %	3	National
0124 : Advertising, marketing and public relations managers	National	7	0	0.0 %	17.5 %	<u> </u>	National
0125 : Other business services managers	National	14	_	7.1 %	17.9 %	ى -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 %	ω 	National
0213 : Computer and information systems managers	National	10	2	20.0 %	21.2 %	2 0	National
0711 : Construction managers	National	28	_	3.6 %	9.3 %	ن -2	National
03 : Professionals		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	_	0	0.0 %	35.4 %	0 0	National
1114 : Other financial officers	National	_	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	_	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

009168

Workforce Analysis - Detailed Report

Date: 2018-05-28

Members of Visible Minorities

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

Workforce Analysis - Detailed Report

Date: 2018-05-28

Members of Visible Minorities

		All Essalation	J	Members o	Members of Visible Minorities	•	;	
Employment Equity Occupational Stoup		# #	# 50	# %	% ************************************		# ²	
2212 : Geological and mineral technologists and technicians	New Brunswick		0	0.0 %	0.0 %	0	0	New Brunswick
2212 : Geological and mineral technologists and technicians	Ontario	O	0	0.0 %	13.3 %	_	<u>.</u>	Ontario
2212 : Geological and mineral technologists and technicians	Québec	1	_	100.0 %	5.9 %	0	_	Québec
2221 : Biological technologists and technicians	Alberta	7	_	14.3 %	20.6 %	<u> </u>	0	Alberta
2221 : Biological technologists and technicians	British Columbia	6	_	16.7 %	24.6 %	<u> </u>	0	British Columbia
2221 : Biological technologists and technicians	Manitoba	2	0	0.0 %	12.1 %	0	0	Manitoba
2221 : Biological technologists and technicians	New Brunswick	7	0	0.0 %	4.6 %	0	0	New Brunswick
2221 : Biological technologists and technicians	Newfoundland and Labrador	2	0	0.0 %	0.0 %	0	0	Newfoundland and
2221 : Biological technologists and technicians	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
2221 : Biological technologists and technicians	Ontario	22	0	0.0 %	22.6 %	5	ċπ	Ontario
2221 : Biological technologists and technicians	Prince Edward Island	_	0	0.0 %	0.0 %	0	0	Prince Edward Island
2221 : Biological technologists and technicians	Québec	4	_	25.0 %	6.9 %	0	_	Québec
2221 : Biological technologists and technicians	Saskatchewan	<u> </u>	0	0.0 %	9.3 %	0	0	Saskatchewan
2225 : Landscape and horticulture technicians and specialists	Alberta	13	ω	23.1 %	4.3 %	_	2	Alberta
2225 : Landscape and horticulture technicians and specialists	Ontario	<u> </u>	0	0.0 %	7.8 %	0	0	Ontario
2225 : Landscape and horticulture technicians and specialists	Québec	<u> </u>	0	0.0 %	3.5 %	0	0	Québec
2225 : Landscape and horticulture technicians and specialists	Saskatchewan	<u> </u>	0	0.0 %	0.0 %	0	0	Saskatchewan
2231 : Civil engineering technologists and technicians	Alberta	196	37	18.9 %	23.0 %	45	۵	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	48	12	25.0 %	26.5 %	13	4	British Columbia
2231 : Civil engineering technologists and technicians	Manitoba	30	7	23.3 %	14.8 %	4	ω	Manitoba
2231 : Civil engineering technologists and technicians	New Brunswick	38	2	5.3 %	2.6 %	<u> </u>	<u> </u>	New Brunswick
2231 : Civil engineering technologists and technicians	Newfoundland and Labrador	45	_	2.2 %	0.0 %	0	<u> </u>	Newfoundland and
2231 : Civil engineering technologists and technicians	Northwest Territories	ω	_	33.3 %	0.0 %	0	_	Northwest Territories
2231 : Civil engineering technologists and technicians	Nova Scotia	70	ω	4.3 %	13.5 %	9	ò	Nova Scotia

Page 25 of 36

Workforce Analysis - Detailed Report

Date: 2018-05-28

Members of Visible Minorities

				Members o	f Visible Mind	orities		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
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
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



Workplace Equity Information Management System - Stantec Consulting Ltd.

Workforce Analysis - Detailed Report

Date: 2018-05-28

Members of Visible Minorities

			_	Members of	Members of Visible Minorities			
Employment Equity Occupational Group	Internal Location	All Employees #	Represo	Representation # %	Availability %#	bility Gap	# 5	Recruitment Area
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	Si .	2	40.0 %	14.3 %	<u> </u>	_	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	17	_	5.9 %	0.0 %	0	_	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	Newfoundland and Labrador	ω	0	0.0 %	0.0 %	0	0	Newfoundland and
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	7	0	0.0 %	2.3 %	0	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	43	9	20.9 %	31.4 %	14	ර්ා	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	73	⇉	15.1 %	9.5 %	7	4	Québec
2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	_	0	0.0 %	9.6 %	0	0	Saskatchewan
2241 : Electrical and electronics engineering technologists and technicians	Yukon	_	0	0.0 %	0.0 %	0	0	Yukon
2251 : Architectural technologists and technicians	Alberta	88	16	18.2 %	24.2 %	21	ပ်ာ	Alberta
2251 : Architectural technologists and technicians	British Columbia	37	14	37.8 %	36.2 %	13	_	British Columbia
2251 : Architectural technologists and technicians	Manitoba	თ	0	0.0 %	13.3 %	_	<u>.</u>	Manitoba
2251 : Architectural technologists and technicians	New Brunswick	G	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
2251 : Architectural technologists and technicians	Northwest Territories	۲	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 %	24.7 %	10	<u>.</u>	Ontario
2251 : Architectural technologists and technicians	Québec	ω	0	0.0 %	7.3 %	0	0	Québec
2251 : Architectural technologists and technicians	Saskatchewan	14	ω	21.4 %	10.0 %	→	2	Saskatchewan
2251 : Architectural technologists and technicians	Yukon	N	0	0.0 %	0.0 %	0	0	Yukon
2253 : Drafting technologists and technicians	Alberta	119	36	30.3 %	28.6 %	34	2	Alberta
2253 : Drafting technologists and technicians	British Columbia	22	∞	36.4 %	33.4 %	7	_	British Columbia
2253 : Drafting technologists and technicians	Manitoba	1	ΟΊ	45.5 %	23.9 %	ω	2	Manitoba
2253 : Drafting technologists and technicians	New Brunswick	C 1	0	0.0 %	0.0 %	0	0	New Brunswick
2253 : Drafting technologists and technicians	Newfoundland and Labrador	٩	0	0.0 %	0.0 %	0	0	Newfoundland and

Page 27 of 36

Workplace Equity Information Management System - Stantec Consulting Ltd.

009172

Workforce Analysis - Detailed Report

Date: 2018-05-28

Members of Visible Minorities

		= 1	;	Members o	Members of Visible Minorities	rities)	
Employment Equity Occupational Group	IIITETIIAI LOCAUOII	#	# Zepres	# %	% #	# #	و 2 #	Reciulinent Alea
2253 : Drafting technologists and technicians	Nova Scotia	6	0	0.0 %	0.0 %	0	0	Nova Scotia
2253 : Drafting technologists and technicians	Nunavut	_	0	0.0 %	0.0 %	0	0	Nunavut
2253 : Drafting technologists and technicians	Ontario	70	15	21.4 %	30.2 %	21	င်္ဘ	Ontario
2253 : Drafting technologists and technicians	Québec	85	1	12.9 %	7.7 %	7	4	Québec
2253 : Drafting technologists and technicians	Saskatchewan	13	_	7.7 %	6.3 %	<u> </u>	0	Saskatchewan
2254 : Land survey technologists and technicians	Alberta	66	ъ	7.6 %	8.0 %	ъ	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	_	4.2 %	8.7 %	2	4	Ontario
2254 : Land survey technologists and technicians	Québec	ω	0	0.0 %	4.5 %	0	0	Québec
2255 : Technical occupations in geomatics and meteorology	Alberta	5	0	0.0 %	13.6 %	_	<u>.</u>	Alberta
2255 : Technical occupations in geomatics and meteorology	British Columbia	_	_	100.0 %	15.2 %	0	_	British Columbia
2255 : Technical occupations in geomatics and meteorology	Ontario	5	0	0.0 %	15.3 %	_	<u>.</u>	Ontario
2255 : Technical occupations in geomatics and meteorology	Québec	2	_	50.0 %	4.5 %	0	_	Québec
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	œ	0	0.0 %	7.1 %	_	<u>.</u>	Alberta
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	N	0	0.0 %	15.9 %	0	0	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	Manitoba	_	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	ω	0	0.0 %	0.0 %	0	0	Nova Scotia
2263: Inspectors in public and environmental health and occupational health and safety	Ontario	G	_	20.0 %	16.6 %	<u></u>	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	ω	0	0.0 %	4.8 %	0	0	Québec
2264 : Construction inspectors	Alberta	œ	_	12.5 %	7.1 %	<u> </u>	0	Alberta
2264 : Construction inspectors	British Columbia		0	0.0 %	13.9 %	0	0	British Columbia



Workforce Analysis - Detailed Report

Date: 2018-05-28

Members of Visible Minorities

				Members o	f Visible Mind	rities		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	ability	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
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



Workplace Equity Information Management System - Stantec Consulting Ltd.

Workforce Analysis - Detailed Report

Date: 2018-05-28

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees	Repres	Members o	Members of Visible Minorities entation Availability % % #	rities bility #	Gap	Recruitment Area
5242 : Interior designers and interior decorators	Manitoba	6	<u> </u>	16.7 %	8.3 %	0	<u> </u>	Manitoba
5242 : Interior designers and interior decorators	Newfoundland and Labrador	_	0	0.0 %	0.0 %	0	0	Newfoundland and
5242 : Interior designers and interior decorators	Ontario	12	2	16.7 %	19.6 %	2	0	Ontario
5242 : Interior designers and interior decorators	Saskatchewan	ω	0	0.0 %	0.0 %	0	0	Saskatchewan
07 : Administrative and Senior Clerical Personnel		465	42	9.0 %	14.7 %	68	-26	
Employment Equity Occupational Group	Alta. less CMAs	17	0	0.0 %	3.4 %	_	<u>.</u>	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	4	0	0.0 %	3.4 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Barrie	_	0	0.0 %	5.5 %	0	0	Barrie
Employment Equity Occupational Group	Calgary	53	∞	15.1 %	16.5 %	9	<u>.</u>	Calgary
Employment Equity Occupational Group	Edmonton	69	ъ	7.2 %	13.4 %	9	4	Edmonton
Employment Equity Occupational Group	Greater Sudbury	5	0	0.0 %	1.5 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Guelph	4	0	0.0 %	6.6 %	0	0	Guelph
Employment Equity Occupational Group	Halifax	18	0	0.0 %	5.8 %	_	_	Halifax
Employment Equity Occupational Group	Hamilton	O	0	0.0 %	8.2 %	0	0	Hamilton
Employment Equity Occupational Group	Kelowna	4	_	25.0 %	3.9 %	0	_	Kelowna
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	23	_	4.3 %	9.5 %	2	4	Kitchener - Cambridge
Employment Equity Occupational Group	London	4	0	0.0 %	7.3 %	0	0	London
Employment Equity Occupational Group	Moncton	4	0	0.0 %	2.2 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	51	4	7.8 %	12.2 %	6	٨	Montréal
Employment Equity Occupational Group	N.B. less CMA	10	0	0.0 %	1.0 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	N	0	0.0 %	1.2 %	0	0	N.S. less CMA
Employment Equity Occupational Group	N.W.T.	ω	0	0.0 %	4.7 %	0	0	N.W.T.
Employment Equity Occupational Group	Nfld.Lab. less CMA	_	0	0.0 %	0.4 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	2	0	0.0 %	1.6 %	0	0	Ont. less CMAs

Page 30 of 36

Workplace Equity Information Management System - Stantec Consulting Ltd.

Workforce Analysis - Detailed Report

Date: 2018-05-28

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees	Repres	Members o	Members of Visible Minorities entation Availability		Gap	Recruitment Area
		#	# 7	%	%		# 7	
Employment Equity Occupational Group	Ottawa - Gatineau	23	<u> </u>	4.3 %	12.2 %	ω	'n	Ottawa - Gatineau
Employment Equity Occupational Group	P.E.I.	1	0	0.0 %	3.0 %	0		P.E.I.
Employment Equity Occupational Group	Que. less CMAs	4	<u> </u>	25.0 %	0.6 %	0	<u> </u>	Que. less CMAs
Employment Equity Occupational Group	Québec	10	0	0.0 %	1.5 %	0	0	Québec
Employment Equity Occupational Group	Regina	ω	0	0.0 %	5.3 %	0	0	Regina
Employment Equity Occupational Group	Saint John	4	0	0.0 %	1.9 %	0	0	Saint John
Employment Equity Occupational Group	Saskatoon	7	0	0.0 %	5.5 %	0	0	Saskatoon
Employment Equity Occupational Group	St. John's	9	0	0.0 %	0.7 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	49	14	28.6 %	37.3 %	18	-4	Toronto
Employment Equity Occupational Group	Trois-Rivières	ω	0	0.0 %	2.2 %	0	0	Trois-Rivières
Employment Equity Occupational Group	Vancouver	38	7	18.4 %	35.3 %	13	-6	Vancouver
Employment Equity Occupational Group	Victoria	9	0	0.0 %	8.2 %	_	<u>.</u>	Victoria
Employment Equity Occupational Group	Windsor	2	0	0.0 %	9.9 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	16	0	0.0 %	11.1 %	2	ĸ	Winnipeg
Employment Equity Occupational Group	Y.T.	_	0	0.0 %	1.9 %	0	0	Y.T.
08 : Skilled Sales and Service Personnel		20	ω	15.0 %	16.3 %	ω	0	
6222 : Retail and wholesale buyers	Alberta	15	ω	20.0 %	15.8 %	2	<u> </u>	Alberta
6232 : Real estate agents and salespersons	Alberta	ω	0	0.0 %	15.7 %	0	0	Alberta
6232 : Real estate agents and salespersons	British Columbia	1	0	0.0 %	33.2 %	0	0	British Columbia
6232 : Real estate agents and salespersons	Québec	1	0	0.0 %	8.3 %	0	0	Québec
10 : Clerical Personnel		158	33 33	20.9 %	19.3 %	30	ω	
Employment Equity Occupational Group	Alta. less CMAs	<u> </u>	0	0.0 %	4.2 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	Calgary	26	10	38.5 %	24.3 %	6	4	Calgary
Employment Equity Occupational Group	Edmonton	47	12	25.5 %	17.5 %	∞	4	Edmonton

Page 31 of 36

Workforce Analysis - Detailed Report

Date: 2018-05-28

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees		Members o	of Visible Mind	orities ability	Gap	Recruitment Area
Employment Equity Occupational Gloup	internal Location	#	#	% %	%	#	дар #	Necrululient 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
12 : Semi-Skilled Manual Workers		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



- ()

Workplace Equity Information Management System - Stantec Consulting Ltd.

Workforce Analysis - Detailed Report

009177

Date: 2018-05-28

Members of Visible Minorities

Total	Employment Equity Occupational Group
	Internal Location
6856	All Employees #
1140	Members Representation # %
1140 16.7% 20.3%	Wembers of entation
	Members of Visible Minorities sentation Availability #
1392 -252	le Minorities Availability %#
-252	Gap #
	Recruitment Area

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

Total may not equal sum of components due to rounding.

Page 33 of 36

2018-05-28



Workplace Equity Information Management System - Stantec Consulting Ltd.

Workforce Analysis - Detailed Report

Date: 2018-05-28

Persons with Disabilities

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

Total may not equal sum of components due to rounding.

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

2018-05-28

Workforce Analysis - Detailed 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	СМА
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	СМА
12 : Semi-Skilled Manual Workers	EEOG	СМА
14 : Other Manual Workers	EEOG	CMA



Workplace Equity Information Management System - Stantec Consulting Ltd.

Workforce Analysis - Detailed Report

009180

Date: 2018-05-28

WFA Defaults - Persons with Disabilities

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

Workforce Analysis - Summary Report

Date: 2018-05-28

Women

				Women		
Employment Equity Occupational Group	All Employees	Repres	entation	Ava	ailability	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
Total	6856	2427	35.4 %	29.1 %	1992	435
1000	0000	_721	33. F 70	20.1 70	1002	.00



Workplace Equity Information Management System - Stantec Consulting Ltd.

009182

Workforce Analysis - Summary Report

Date: 2018-05-28

Aboriginal Peoples

			Aborigi	Aboriginal Peoples		
Employment Equity Occupational Group	All Employees	Representation	ntation	Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	170	2	1.2 %	1.2 %	2	0
02 : Middle and Other Managers	188	2	1.1 %	1.6 %	ω	<u>.</u>
03 : Professionals	3576	27	0.8 %	1.3 %	46	-19
04 : Semi-Professionals and Technicians	2274	28	1.2 %	2.4 %	55	-27
07 : Administrative and Senior Clerical Personnel	465	9	1.9 %	3.1 %	14	-5n
08 : Skilled Sales and Service Personnel	20	0	0.0 %	2.6 %	1	<u>.</u>
10 : Clerical Personnel	158	2	1.3 %	3.3 %	5	ů
12 : Semi-Skilled Manual Workers	5	1	20.0 %	5.3 %	0	1
Total	6856	71	1.0 %	1.8 %	126	-55



Workforce Analysis - Summary Report

Date: 2018-05-28

Members of Visible Minorities

			Members o	of Visible Mir	norities		
Employment Equity Occupational Group	All Employees	Repres	entation	Ava	ilability	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	
Total	6856	1140	16.7 %	20.3 %	1392	-252	



Workplace Equity Information Management System - Stantec Consulting Ltd.

009184

Workforce Analysis - Summary Report

Date: 2018-05-28

Persons with Disabilities

			Persons v	Persons with Disabilities	es	
Employment Equity Occupational Group	All Employees	Representation	entation	Availability	bility Gap	
	#	#	%	%	#	
01/02 : Managers	358	5	1.4 %	4.3 %	15 -10	
03 : Professionals	3576	41	1.1 %	3.8 %	136 -9 5	
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	_	5.0 %	3.5 %	1 0	
10 : Clerical Personnel	158	_	0.6 %	7.0 %	-10	
12 : Semi-Skilled Manual Workers	ഗ	0	0.0 %	4.8 %	0 0	
Total	6856	113	1.6 %	4.1 %	284 -171	



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



Workplace Equity Information Management System - Stantec Consulting Ltd.

009186

Workforce Analysis - Summary Report

Date: 2018-05-28

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Stantec Consulting Ltd.

[Date: 2018-05-28]

Data from First/Previous Workforce Analysis

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	06	23

Data fron	a Subsequent	t/Current V	Vorkforce
	Anal		
ı			ı

Data from Subse	quent/Current Wo	orkforce Analysis
YYYY	MM	DD
2018	05	28

			Гable 1: Women	
		First/Pr	evious Workforce A	Analysis
Emal	extract Faulty Occupational Crown (FFOC)	All Employees	Wor	nen
շարտ	oyment Equity Occupational Group (EEOG)		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
Total		7,249	2,583	31.5

	lable 5: Women	
Subsequent	/Current Workford	e Analysis
All Employees	Won	ien
	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	o	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
o	0	0.00
6,856	2,427	29.9

*	Ę	30)1	1	r	•	::																									

ŧ	•	()	l				•																																																															
					8	8		3	8																			8	8	8	8	8	8	8	8	Š	Š	8	8												8	8	8	8	8	8	3	8	8		8		8								
																													00000																																										

Federal Contractors Program Achievement Report Part 1: Workforce Analysis Stantec Consulting Ltd. [Date: 2018-05-28]

2016	YYYY	Data from F	←	Data from Fin
06	MM	Data from First/Previous Workforce Analysis	←	SUFFECTIOUS PAOI
23	DD	force Analysis	←	Data irom First/Frevious Worklorge Analysis

	***************************************			***************************************

		State and the state of the stat		
	YYYY			
2018	W	·		
N N				
\sim				
$\overline{}$	····			
_			←	
			_	
_	W~~~W		_	
~				
	·	·		
		W7 // W		
		·		
		80 mm n 888		
		887 J 3888		
		000466000		
_				
		22 co 2000		
		·		
		m,,,,,,,,,,		W
		(0) × (0) ×		80
				305 cm 5000
	MM			88
05	WC 4488			
\sim	8 mm - 88			
_	@		←	30
	30000° 300			88
•				1300000
				55.400
	30.0000a300			
				2007/2000

		88888		88638

				Analysis
		WY		
		MC4000		

		State State		

		330° 500 333		
		Share of Shi		

N)				
	***************************************		\leftarrow	
28	DD	************	_	
~				
		Data from Subsequent/Current Workforce Analysis		

		000000000000000000000000000000000000000		

Data from Subsequent/Current Workforce

2.2	103	7,249	
0.00	0	0	Other Manual Workers
0.00	0	0	Other Sales & Service Personnel
7.60	0	7	Semi-Skilled Manual Workers
0.00	0	0	Intermediate Sales & Service Personnel
4.30	6	200	Clerical Personnel
0.00	0	0	Skilled Crafts & Trades Workers
2.20	0	8	Skilled Sales & Service Personnel
3.70	12	544	Administrative & Senior Clerical Personnel
0.00	0	0	Supervisors: Crafts & Trades
0.00	0	0	Supervisors
2.60	40	2,521	Semi-Professionals & Technicians
1.40	35	3,428	Professionals
2.20	7	323	Middle & Other Managers
2.90	(J.)	218	Senior Managers
9/0	#	#	
Availability*	Representation		oj mene Edun) Occubanonai Oroub (EEOO)
ป Peoples	Aboriginal Peoples	All Employees	ovment Fauity Occupational Cropp (FFOC)
\nalysis	First/Previous Workforce Analysis	First/Pr	
eoples	Table 2: Aboriginal Peoples	Table	

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

Employment E

			ı
All Employage			ı
233			ı
*****			ı
200			ı
			ı
			ı
e 100 800			
****			ı
~			
~ 3333	88 48		ı
*****	**********		
w			
00000			
			ı
200			
			ı
		8,8	
		3.com 5	ı
	***************************************	***************************************	
		30 e. ko 3000	ı
		8	ı
×3333		85	ı
-			
2000		90ma	ı
		88	ı
			ı
			۰
			ı
		COL	ı
		30000000	ı
			ı
			ı
			ı
		879 ° - 281	
		8	ı
	S S		ı
		8(em. em.)	ı
			ı
		87	
			ı
			ı

		3700 A 200	ı
23			
	<	**	ı
>	5	g Q	l
7	W	99.	l
}	Wc	gi	l
h	Wo	gir	
Δ hor	Wor	gin	
Abor	Wor	gina	
Ahori	Work	gina	
Aborio	Work	ginal	
Ahoria	Workf	ginal	
<u>A horioi</u>	Workf	ginal	
<u>A horioir</u>	Workfo	ginal l	
<u>A horioin</u>	Workfor	ginal P	
<u>A horioins</u>	Workfor	ginal P	
<u>A horioina</u>	Workfore	ginal Pe	
<u>A boriginal</u>	Workfore	ginal Pe	
Ahoriginal	Workforce	ginal Pec	
A horiginal I	Workforce	ginal Peo	
<u> Ahariainal P</u>	Workforce /	ginal Peo _l	
Ahariainal Pa	Workforce A	ginal Peop	
Ahariainal Pa	Workforce A	ginal Peop	
Aboriainal Par	Workforce Ai	ginal Peopl	
Ahariainal Pea	Workforce An	ginal People	
Abariainal Paar	Workforce Ana	ginal People	
Ahariainal Paan	Workforce Ana	ginal Peoples	
Aboriginal Peopl	Workforce Anal	ginal Peoples	
Aboriginal Paople	Workforce Analy	Table 6: Aboriginal Peoples	
Abariainal Peanle	Workforce Analy	ginal Peoples	
Aboriginal Paoples	Workforce Analys	ginal Peoples	
Abariainal Paanles	Workforce Analys	ginal Peoples	
Abariainal Peanles	Workforce Analysi	ginal Peoples	
Abariainal Peanles	Workforce Analysis	ginal Peoples	
Abariainal Pagales	Subsequent/Current Workforce Analysis	ginal Peoples	
Aboriginal Paonles	Workforce Analysis	ginal Peoples	
Abariainal Peanles	Workforce Analysis	ginal Peoples	
Aboriginal Paoples	Workforce Analysis	ginal Peoples	
Aboriginal Peoples	Workforce Analysis	ginal Peoples	
Abariainal Pannles	Workforce Analysis	ginal Peoples	
Aboriginal Paoples	Workforce Analysis	ginal Peoples	
Abariainal Peanles	Workforce Analysis	ginal Peoples	
Ahariainal Paanles	Workforce Analysis	ginal Peoples	
Ahariainal Paanlas	Workforce Analysis	ginal Peoples	
Ahariainal Paanles	Workforce Analysis	ginal Peoples	
Ahariainal Peanles	Workforce Analysis	ginal Peoples	
Ahariaing Peanles	Workforce Analysis	ginal Peoples	
Abariainal Peoples	Workforce Analysis	ginal Peoples	
Abariainal Paonles	Workforce Analysis	ginal Peoples	
Abariainal Peanles	Workforce Analysis	ginal Peoples	

0 0 2 3.3 0 0 0 0 5.3 0 0 0 0 0 0		U
0.0 2 3.3 0 0 0.0 5.3		>
0.0 0.0 2 3.3 0.0 5.3		0
0 0 0 0 0 0 0		5
0 0.0		0
0.0		158
		0
0 2.6		20
9 3.1		465
0.0		0
0.0		0
28 2.4		2,274
27 1.3		3,576
2 1.6		188
2 1.2		170
%	#	#
on Availability*	Representation	
Aboriginal Peoples	Abor	All Employees

* Source:

Federal Contractors Program Achievement Report Part 1: Workforce Analysis Stantec Consulting Ltd. [Date: 2018-05-28]

	ata f
	_
	I 3
	1 1
	!
	긎
	Ξ
	T.S
	rkfo
	rkfo
	rkfo
	rkfor
	rkfor
	rkfore
	rkfore
	rkforc
	rkforce
	rkforce
	rkforce
	rkforce.
	rkforce/
_	rkforce A
←	rkforce A
←	rkforce A
←	rkforce Ar
←	rkforce An
←	rkforce An
←	rkforce Ana
←	rkforce Ana
←	rkforce Anal
←	rkforce Anal
←	rkforce Analy
←	rkforce Analy
←	rkforce Analy
←	rkforce Analys
←	rkforce Analys
←	from First/Previous Workforce Analysi
←	rkforce Analysis

\leftarrow	
_	
_	
	•

		Data from l
?		
	MM	(4)
	1	S
	1	S
	1	S
	1	S
	1	s V
	1	s V
	1	s W
	1	s W
	1	s W
	1	s We
	1	s Wo
	1	s Wo
	1	s Woı
	1	s Wor
	1	s Worl
	1	s Work
	1	s Work
	1	s Work
	1	s Worki
	1	s Workf
	1	s Workfe
	1	s Workfo
	1	s Workfo
	1	s Workfor
	1	s Workfor
	1	s Workford
	1	s Workfore
	1	s Workforc
	1	s Workforce
	1	s Workforce A
	1	s Workforce A
	1	s Workforce A
	1	s Workforce Ai
		s Workforce An
		s Workforce An
		s Workforce Ana
		s Workforce Ana
		s Workforce Ana
)		s Workforce Anal
2		s Workforce Analy
		s Workforce Analy
2	1 DD	s Workforce Analy
2		s Workforce Analy
2		s Workforce Analys
2		s Workforce Analys
2		s Workforce Analysi
2		s Workforce Analysi
2		First/Previous Workforce Analysis
2		s Workforce Analysis
2		s Workforce Analysis
2		s Workforce Analysis
2		s Workforce Analysis
2		s Workforce Analysis
2		s Workforce Analysis
2		s Workforce Analysis
2		s Workforce Analysis
2		s Workforce Analysis
2		s Workforce Analysis
		s Workforce Analysis
3		s Workforce Analysis

_	B
\leftarrow	
\leftarrow	I.〒 ≒
\leftarrow	ラき
←	Į.
←	<u> </u>
←	ıt/c
←	ıt/(liys
←	nt/C llysi
←	nt/Ci llysia
←	nt/Cu dysis
←	nt/Cu īlysis
←	nt/Cu ılysis
←	nt/Cui ilysis
←	nt/Cur dysis
←	nt/Curi ilysis
←	nt/Curr dysis
←	ıt/Curr ılysis
←	nt/Curre dysis
←	ıt/Curre ılysis
←	ıt/Currei dysis
←	nt/Curren ılysis
←	nt/Curren dysis
←	nt/Current dysis
←	nt/Current dysis
←	nt/Current dysis
←	nt/Current d lysis
←	nt/Current \ dysis
←	nt/Current V dysis
←	nt/Current V dysis
←	nt/Current W dysis
←	nt/Current W dysis
←	nt/Current Wo dysis
←	nt/Current Wo dysis
←	nt/Current Wo llysis
←	nt/Current Wor llysis
←	nt/Current Wor llysis
←	nt/Current Worl llysis
←	nt/Current Worl llysis
←	nt/Current Work llysis
←	nt/Current Work dysis
←	nt/Current Workd ılysis
←	nt/Current Workf ılysis
←	nt/Current Workfo ılysis
←	nt/Current Workfo ılysis
←	nt/Current Workfo dysis
←	nt/Current Workfon ılysis
←	nt/Current Workfor ılysis
←	nt/Current Workford Nysis
←	nt/Current Workfore llysis
←	nt/Current Workforc nlysis
←	nt/Current Workforce dysis
←	nt/Current Workforce ılysis
←	Oata from Subsequent/Current Workforce Analysis
←	nt/Current Workforce llysis

	000000000000000000000000000000000000000	000000000000000000000000000000000000000
		300 mm (3)
	0.0000000000000000000000000000000000000	200000000000000000000000000000000000000
	500 addition	200000000000000000000000000000000000000
		200
2016		200
	200000000000000000000000000000000000000	
		200,000,000
	B 000000000000000000000000000000000000	000000000000000000000000000000000000000
		100000000000000000000000000000000000000
_		CONTRACTOR OF THE PARTY OF THE
		100000000000000000000000000000000000000
		100000000000000000000000000000000000000
		200000000000000000000000000000000000000
		200
	.	
		100000000000000000000000000000000000000
		000000000000000000000000000000000000000
		000000000000000000000000000000000000000
		100000000000000000000000000000000000000
	100 miles	000000000000000000000000000000000000000
	1000000	223 100 100 100 100 100 100 100 100 100 10
$\overline{}$	B0000000000000000000000000000000000000	000000000000000000000000000000000000000
_	100 marin 100	100400000000000000000000000000000000000
_	B0000000000000000000000000000000000000	000000000000000000000000000000000000000
6	MM	Data from First/Previous
∵ `	2000	0.0000000000000000000000000000000000000
- '	0.000	0.0000000000000000000000000000000000000
	B0000000000000000000000000000000000000	000000000000000000000000000000000000000
		100000000000000000000000000000000000000
		-
		5
		N S
		V
		Į.
		W _o
		Woj
		Wor
		Wor
		Work
		Work
		Work
		Workf
		Workfo
		Workfo
		Workfor
		Workfor
		Workford
		Workfore
		Workfore
		Workforce
		Workforce
		Workforce
		Workforce.
		Workforce /
		Workforce A
		Workforce A
		Workforce Ai
		Workforce An
	1	Workforce An
	E	Workforce Ana
	D	Workforce Ana
2:	ום	Workforce Anal
	Id	Workforce Anal
23	DD	Workforce Anal
23	ממ	Workforce Anal
23	DD	Workforce Anal
23	DD	Workforce Anal
	DD	Workforce Anal
23	DD	Workforce Anal
23	DD	Workforce Analysis
23	DD	Workforce Anal

	10000)ata from l
K 1		
Ų		86888
2016	W400	
$\overline{}$		
	0.0000000000000000000000000000000000000	
_	8	
\sim		200,000
٠,		300000C30
	2000	
		Show we Si
		8868
	B	100
		Show to 6
		BB 6*300
		10000
$\overline{}$		
$\overline{}$	S	
90	MM	-
٠,	000	
	30000	
	S	
		200000
		800,460
		88******
	***************************************	Same 2
		88.co. 888
		1000 C 200
		88,000
23		
13		8000000
1.5	33,	- Samuel
33	DD	1.000
		W//W
		- Table 1
		First/Previous Workforce Analysis

		2000000000
2018	YYYY	
		000000000000000000000000000000000000000
		200000000000000000000000000000000000000
		8
(V)	-	
05	Ŋ	Iľ
5	Z	ırı
S	MM	ITT
5	M	rr
5	M	ırre
5	Μ	irre
5	Μ	ırren
5	M	ırren
)5	M	ırreni
)5	M	ırrent
15	M	irrent
)5	M	rrent '
15	M	irrent \
15	M	irrent V
15	M	irrent W
15	M	irrent W
)5	M	irrent Wo
15	M	irrent Wo
5	M	irrent Woi
5	M	irrent Wor
5	M	irrent Worl
5	M	irrent Work
5	M	rrent Work
5	М	rrent Workt
5	М	rrent Workfo
5	М	rrent Workfo
5	М	rrent Workfo
5	М	irrent Workfoi
5	M	irrent Workfor
5	M	irrent Workford
5	М	irrent Workfore
5	M	irrent Workfore
5	M	irrent Workforce
5		irrent Workforce
		irrent Workforce
		rrent Workforce /
		irrent Workforce A
		irrent Workforce A
5 28		irrent Workforce Ai
		irrent Workforce An
	M DD	irrent Workforce An
		irrent Workforce Ana
		irrent Workforce Ana
		irrent Workforce Anal
		irrent Workforce Anal
		irrent Workforce Analy
		irrent Workforce Analy
		irrent Workforce Analys
		irrent Workforce Analys
		ırrent Workforce Analysi
		ırrent Workforce Analysi
		ırrent Workforce Analysis
		Data from Subsequent/Current Workforce Analysis

19.2	1,471	7,249	
0.00	0	0	Other Manual Workers
0.00	0	0	Other Sales & Service Personnel
15.80	2	7	Semi-Skilled Manual Workers
0.00	0	0	Intermediate Sales & Service Personnel
12.70	46	200	Clerical Personnel
0.00	0	0	Skilled Crafts & Trades Workers
13.90	0	8	Skilled Sales & Service Personnel
10.60	107	544	Administrative & Senior Clerical Personnel
0.00	0	0	Supervisors: Crafts & Trades
0.00	0	0	Supervisors
17.20	492	2,521	Semi-Professionals & Technicians
23.40	743	3,428	Professionals
15.00	51	323	Middle & Other Managers
10.10	30	218	Senior Managers
%	#	#	
Availability*	Representation		ojmeni zdani) Occupanonai Oroup (EEOO)
ible Minorities	Members of Visible Minorities	All Employees	ovment Family Occupational Crown (FFOC)
nalysis	First/Previous Workforce Analysis	First/Pre	
Minorities	Table 3: Members of Visible Minorities	Table 3: Mei	

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

Employment Equity

20.2	1,140	6,856
0.0	0	0
0.0	0	0
29.2	1	5
0.0	0	0
19.3	33	158
0.0	0	0
16.3	(J)	20
14.7	42	465
0.0	0	0
0.0	0	0
16.8	372	2,274
24.1	657	3,576
16.8	16	188
8.2	16	170
%	#	#
Availability*	Representation	
ble Minorities	Members of Visible Minorities	All Employees
Analysis	Subsequent/Current Workforce Analysis	Subsequent
Minorities	Table 7: Members of Visible Minorities	Table 7: Me
1 4 · · · · · ·	. 0 4 70 11 1	

$\overline{}$	- 8
ı –	
ı	
ı	
ı	8823
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	
ı	1
ı	* Source:
ı	
ı	
ı	

Federal Contractors Program Achievement Report Part 1: Workforce Analysis Stantec Consulting Ltd. [Date: 2018-05-28]

Data from First	/Previous Worl	xforce Analysis
\downarrow	\downarrow	\downarrow

Data from Su	bsequent/Curre Analysis	nt Workforce
	↓	\

YYYY	MM	DD
2016	06	23

2018	05	28
YYYY	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

			Persons with Dis	
F1-	4 F - '4 O 4' - 1 C (FFOC)	All Employees	Persons with	Disabilities
Етрю	yment Equity Occupational Group (EEOG)	-	Representation	Availability*
		#	#	0/0
01/02	Managers	541	24	4.30
03	Professionals	3,428	138	3.80
04	Semi-Professionals & Technicians	2,521	150	4.60
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	544	35	3.40
08	Skilled Sales & Service Personnel	8	1	3.50
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	200	18	7.00
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	7	1	4.80
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		7,249	367	4.2

Table 8:	Persons with Dis	abilities
Subsequent	/Current Workford	e Analysis
All Employees	Persons with	Disabilities
	Representation	Availability*
#	#	%
358	5	4.3
3,576	41	3.8
2,274	46	4.6
0	0	0.0
0	0	0.0
465	19	3.4
20	1	3.5
0	0	0.0
158	1	7.0
0	0	0.0
5	0	4.8
0	0	0.0
0	0	0.0
6,856	113	4.1

* C																				
	oui																			
		 	 	•••••	 *****	******		******	 *****	 *****	 *****	 *****	*****	*****	 	 ******	******	******	******	 *****
		 	 		 		******		 	 	 	 ******	******		 	 				

	2:		

Part 2: Flow Data Analysis

Stantec Consulting Ltd.

[Date: 2018-05-28]

	***********	***************************************
	-	
N. 3		
	8	
2016	YΥ	8866.688
	Κ,	*******
un.		***************************************
	877.488	
		-
		888

		itart Date of Flow Data
		-
		88333888
		S(SS)
		36
		W-7-W

-	2000	
_	M	88-88
\sim	33 married	***************************************
	85.400	
		2000000
		8800:35 BI
		800000 BI
		30,000,000 I
		-
	***************************************	80×7000 I

		8 8

		3070-XXXII

	33	80000 N
	*****	***************************************
	800000000000000000000000000000000000000	
	DD	

	*	
)(
_		
2018	(YY)	67
		బ్
		75
_	7	
05	MM	Ψ,
	≦	
		=
		V
		End Date of Flow Data
		22
	-	25
28	DD	
	•	

Data from Form 4 - Employees Hired

Table 1: Women

Full-time / National

Part-time / National

Employment Equity Occupational Group

Employees

Women Hired

All Employees Hired

Women Hired

Hired

Vomen Part-time / National All Women

					8	¢	Ī	à	
					×	Š	ľ	ì	
						١	I	١	
							į	ì	
							į	١	

0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
#	#	#	#
Women Promoted	All Employees Promoted	Women Promoted	All nployees romoted

07

Administrative & Senior Clerical Personnel

184 116 0 0 66 2 2

0000006150

400000000

90 05 04 0302

Supervisors

Supervisors: Crafts & Trades

Semi-Professionals & Technicians

Middle & Other Managers

22 22 578 374

Senior Managers

Professionals

09 80

Skilled Crafts & Trades Workers Skilled Sales & Service Personnel

10 Clerical Personnel

Intermediate Sales & Service Personnel

14 Other Manual Workers

13 12 =

Other Sales & Service Personnel Semi-Skilled Manual Workers

	Lerminated

Data from Form 6 - Employees

5	#	All ployees minated	III-time	
0	#	Women Terminated	ll-time / National	Table 9:
_	#	All Employees Terminated	Part-time	Table 9: Women
0	#	Women Terminated	Part-time / National	

11	26	122	386
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
		7	10
0	0	0	0
0	0		1
4	5	18	22
0	0	0	0
0	0	0	0
2	5	30	122
4	14	64	213
0	0	2	13
0		0	5
#	#	#	#
Women Terminated	All Employees Terminated	Women Terminated	All uployees uninated
/ National	Part-time / National	ull-time / National	ull-time
	Women	Table 9:	

Part 2: Flow Data Analysis

Stantec Consulting Ltd.

[Date: 2018-05-28]

20	06	2016
aa	MM	AAAA
/ Data	t Date of Flow Data	Start

2018	AAAA	End I
05	MM	End Date of Flow Data
28	aa	Data

Data from Form 4 - Employees Hired

Full-time / National Table 2: Aboriginal Pe Part-time

Employment Equity Occupational Group

Employees

Peoples Hired Aboriginal

Employees

Hired

Hired

oples	Tab	le 6: Abor	Table 6: Aboriginal Peoples	ples
e / National	Full-time / National	/ National	Part-time / National	/ National
Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#	#
0	0	0	0	0
0 0	0	0	0	0
5 0	0	0	0	0
0	0	0	0	0
0 0	0	0	0	0
0 0	0	0	0	0
0	0	0	0	0
0 0	0	0	0	0
0	0	0	0	0
0 0	0	0	0	0
0 0	0	0	0	0
0 0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0

222 223 10 0 0 0 0

000000-00

000000000

09

Skilled Crafts & Trades Workers Skilled Sales & Service Personnel Administrative & Senior Clerical Personnel

Supervisors: Crafts & Trades

Supervisors

Semi-Professionals & Technicians

Middle & Other Managers

2 22 578 374

Senior Managers

Professionals

80 07 90 05 04 032

10 Clerical Personnel

Intermediate Sales & Service Personnel

14 Other Manual Workers

13 12 1

Other Sales & Service Personnel Semi-Skilled Manual Workers

> Data from Form 5 - Employees Promoted

> > Data from Form 6 - Employees

Terminated

Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated
Part-time / National	Part-time	/ National	Full-time / National
oples	Table 10: Aboriginal Peoples	e 10: Abo	Tabl
 ←	←	←	←

Tab	e 10: Aho	Table 10: Ahoriginal Peoples	onles
ull-time	ull-time / National	Part-time	Part-time / National
All uployees rminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
5	0	1	0
13	0	0	0
213	2	14	0
122	-	5	0
0	0	0	0
0	0	0	0
22	1	5	0
	0	0	0
0	0	0	0
10	0	1	0
0	0	0	0
0	0	0	0
,		,	*

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Stantec Consulting Ltd.

[Date: 2018-05-28]

VVVV	Date of Flow	Data DD
2016	06	20

 \downarrow

 $\overline{\downarrow}$

0

End I	Date of Flow	Data
YYYY	MM	DD
2018	05	28

 $\overline{\downarrow}$

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

		Table.	3: Persons	with Disa	bilities
		Full-time	/ National	Part-time	/ National
	ployment Equity Occupational Group EOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
		#	#	#	#
01	Senior Managers	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
80	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

Total

1,071

0

21

Full-time	/ National	Part-time	/ National
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Table 1	1: Person	s with Disa	abilities
Full-time	/ National	Part-time	/ National
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
5	0	1	0
13	0	0	0
213	2	14	0
122	1	5	0
0	0	0	0
0	0	0	0
22	0	5	0
1	0	0	0
0	0	0	0
10	0	1	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
386	3	26	0

Part 2: Flow Data Analysis

Stantec Consulting Ltd.

[Date: 2018-05-28]

		3333
	B0000000000000000000000000000000000000	888
		8888 I
	200000000000000000000000000000000000000	3333
2016		
	YY MM D	~338 ∣
		283
90		
		888
		333
	200000000000000000000000000000000000000	3000
		.88
	E	283
		888
		3333
\sim		999
		983
20		9888
		888
		8888

End Date of Flow Data YYYY MM I 2018 05 3	
End Date of YYYY MN 2018 05	8
End Date of YYYY MN 2018 05	
End Date of YYYY MN 2018 05	
End Date of YYYY MN 2018 05	8
End Date of (YYY MN) 2018 05	8
End Date of YYY MN 2018 05	8
End Date of (YY MN 018 05	8
YY MN 18 05	8
End Date of N N 18 05	8
Y MN 8 05	8
nd Date of V MN 05	8
Id Date of MN	8
d Date of MN 05	8
Date of MN	8
Date of MN 05	8
Date of MIN 05	8
2 MN 05	8
ate of MN	8
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	8
05 N	8
05 N of	8
95 [3] S	8
3 3 3	8
	8
	8
	8
سساخت ا	8
	8
	8
	8
	8
	8
	8
	8
	8
	8
22	8
	8
	8
, , , , , , , , , , , , , , , , , , ,	8
	8
28	8
90 10	8
	8
	8
	8
	8
	8

Data from Form 4 - Employees Hired

Table 4: Members of Visible Mino

Full-time / National

Part-time /

Employment Equity Occupational Group

Employees

Members of Visible Minorities

Employees

Hired

Hired

Hired

	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	#	#	#	#	#
5 5	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Hired
	/ National	Part-time / National	/ National	Full-time / National	National
	linorities	f Visible N	Table 8: Members of Visible Minorities	Table 8:	inorities
1	•	•	l	•	•

09

Skilled Sales & Service Personnel Skilled Crafts & Trades Workers

0 0 0 0 0 0 0 6

02 03 04 06 06

Administrative & Senior Clerical Personnel

Supervisors: Crafts & Trades

Supervisors

Semi-Professionals & Technicians

Middle & Other Managers

22 22 578 374

> 0 15

Senior Managers

Professionals

10 Clerical Personnel

Intermediate Sales & Service Personnel

14 Other Manual Workers

11 12 13

Semi-Skilled Manual Workers Other Sales & Service Personnel

Data from Form 5 - Employees

Promoted

Data from Form 6 - Employees

Terminated

			<
	>	<u> </u>	<u> </u>
0	0	0	0
(0	0	0
0	0	0	0
0	1	_	10
	0	0	0
)	0	0	_
0	5	4	22
0	0	0	0
0	0	0	0
0	5	20	122
ω	14	51	213
0	0	0	13
)	_	0	S
#	#	#	#
Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated
/ National	Part-time / National	National	Full-time / National
Minorities	of Visible Minorities		Table 12: Members
€	•	+	•

386

26

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

Total 7,249 -1.8% 0 5.8% 0 0 2,583 0.0% 0 -300 0	14 Other Manual Workers 0 0.0% 0 0.0% 0 0 0.0% 0 0 0 0	13 Other Sales & Service 0 0.0% 0 0.0% 0 0 0 0 0 0 0 0 0	12 Semi-Skilled Manual	11 Intermediate Sales & Service 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 76 166 10.0% 50 35 0	09 Skilled Craft's & Trades 0 0.0% 0 0.0% 0 0 0 0 0 0 0 0 0	2.6% 1	07 Administrative & Sr Clerical 544 -5.1% 2.6% 42 5.4% 10.0% 163 205 474 10.0% 142 157 0	06 Supervisors: Crafts & Trades 0 0.0% 0 0.0% 0 0 0 0 0 0 0 0 0	05 Supervisors 0 0.0% 0 0.0% 0 0 0.0% 0 0 0 0 0 0 0 0	ionals & Tech 2,521 -3.4% 2.6% 197 5.3% 10.0% 756 953	3,428 1.4% 2.6% 267 6.5%	Managers 323 -16.5% 2.6% 25 5.1% 10.0% 97 122 79 10.0% 24	37	# % % # # # % % # # #	2016-06-23 Annually Annually Vears Annually Annually Annually Annually Years 2016-06-23 Annually Years	(FEOG) YYYY-MM-DD Actual Projected Actual Projected Hires Over 3 YYYY-MM-DD Over 3 Ove		All Employees	First/Previous Short-term Goals	Table 1: Women		From Flow Data sources: Workforce Workforce Analysis Ana	
0 0 2	0	0 0	2 3	0 0						0	953	1,295			#	Years	Hires Over 3	Anticipated		F		←	F. +1	
0.0% 0	0 0.0% 0	0 0.0% 0	2 10.0% 1	0 0.0% 0			3 10.0% 1	10.0%	0 0.0% 0	0 0.0% 0	10.0%	10.0%	10.0%		#	Annually Over 3 Years		Turnover (Replacement of Terminated Employees)		irst/Previous Short-term Goals	Table 1: Women		Equivalent KxLx3	
-300 0	0	0	0 0	0 0	35 0	0 0	3 0	157 0	0 0	0	0 0	224 0	0 0	34 0		2016 2019	AAAA - AAAA	3 Year Goals es From - To	Women			←	J x P Data Entry	
31.5% 300	0.0% 0	0.0% 0	15.0% 1	0.0% 0	69.8% 26	0.0% 0	54.9% -1	83.5% 20	0.0% 0	0.0% 0	22.2% 144	27.3% 186	38.9% -47	27.4% -27	9% # #		Availability Present Gap Gap		(ell			↓ ↓	From From (K - M + Workforce Workforce O) - ((C + Analysis Analysis F) x Q)	
300 35.6%	0 #DIV/0!	0 #DIV/0!	0 28.6%	0 #DIV/0!	-35 83.0%	0 #DIV/0!	-3 37.5%	-157 87.1%	0 #DIV/0!	0 #DIV/0!	-110 27.9%	-224 32.7%	-80 24.5%	-34 15.1%	# %		Representation					.	K+C	
35.6%	#DIV/0!	#DIV/0!	12.5%	#DIV/0!	53.7%	#DIV/0!	22.2%	56.7%	#DIV/0!	#DIV/0!	18.1%	21.2%	15.8%	12.8%	%	Vears	Representation in 3	Projected				←	(K - M + O) ÷ (C + F)	

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

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

† Workforce Analysis) + 2) x 100.

			Table 7: Wollen	
and a man Emily	Wo	Women		
Employment Equity	Short-term Goals	Long-term Goals	N	Comments
Occupational Group (EEOG)	% #	# %		
01 Senior Managers	0.0	Ç.	0.0	
02 Middle & Other Managers	0.0	=	0.0	
03 Professionals	0.0	0	0.0	
04 Semi-Professionals & Tech	0.0	0	0.0	
05 Supervisors	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0.0	0	0.0	
07 Administrative & Sr Clerical	0.0	0	0.0	
08 Skilled Sales & Service	0.0	0	0.0	
09 Skilled Crafts & Trades	0 0.0	0	0.0	
10 Clerical Personnel	0.0	0	0.0	
11 Intermediate Sales & Service	0.0	0	0.0	
12 Semi-Skilled Manual	0.0	0	0.0	
13 Other Sales & Service	0.0	0	0.0	

		Federal Contractors Program Achievement Report	
		Part 3: Goals	
		Stantec Consulting Ltd.	
		[Date: 2018-05-28]	
14 Other Manual Workers Total	0 0.0 0 0.0		

Data for First/Previous Goals	[Date: 2018-05-28]	Stantec Consulting Ltd.	Part 3: Goals	Federal Contractors Program Achievement Report	77
-------------------------------	--------------------	-------------------------	---------------	--	----

Total	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate Sales & Service	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers			Occupational Group (EEOG)	5					Data sources:	A B
				ervice		· ·		lerical	Trades				gers		#	2016-06-23	(2) YYYY-MMI-DD	Number				 ←	From Workforce Analysis	С
7,249	0	0	7	0	200	0	∞	544	0	0	2,521	3,428	323	218)er						С
-1.8%	0.0%	0.0%	-10.6%	0.0%	-7.6%	0.0%	35.7%	-5.1%	0.0%	0.0%	-3.4%	1.4%	-16.5%	-8.0%	%	Annually	Actual	Growt				↓	From Workforce Analysis [†]	D
			2.6%		2.6%		2.6%	2.6%			2.6%	2.6%	2.6%	2.6%	%	Annually	Proj	Growth (New Positions)				←	Data Entry	Е
					16			42			197	267	25	17	#	Over 3 Years	Projected	tions)	AH E			↓	CxEx3	Ŧ
0 5.8%	0.0%	0.0%	1 0.0%	0.0%	6.1%	0.0%	1 7.1%	2 5.4%	0.0%	0.0%	7 5.3%	7 6.5%	5.1%	7 3.1%	%	Annually	Actual	Turnover	All Employees			←	From Flow Workforce Data Entry C x E x 3 Analysis & Analysis† Analysis†	G
%)%	%	10.0%)%	% 10.0%)%	% 10.0%	% 10.0%)%)%	·% 10.0%	%0.01	% 10.0%	% 3.0%	%	Annually	70	Turnover (Replacement of Terminated Employees)				+	w Data & Entry	Н
			<u>»</u>)%		<u>~</u>								#	Over 3 Years	Projected	t of Termina s)				←	C x H x 3	I
0	0	0	2	0	60	0	2	163	0	0	756	1,028	97	20	#	3	Hires					,	x 3 F+I	
0	0	0	ယ	0	76	0	₃	205	0	0	953	1,295	122	37	¥			Anticipated				ſ		J
103	0	0	0	0	6	0	0	12	0	0	40	35	7	3	Ħ	2016-06-23	AAAAWW-DD	Number		First/E	Table	←	From Workforce Analysis	K
0.0%	0.0%	0.0%	10.0%	0.0%	10.0%	0.0%	10.0%	10.0%	0.0%	0.0%	10.0%	10.0%	10.0%	3.0%	%	Annually		Turnover (Replac		First/Previous Short-term Goals	Fable 3: Aboriginal Peoples	+	Equivalent to H	L
			_	_		_	_		_	_	12	_	2	_	#	Over 3 Years		urnover (Replacement of Terminated Employees)		ort-term	ginal Pe	4	KxLx3	Z
0 5	<u> </u>											-			#	Years	Over 3			Goals	oples	←	(F x Q) - R + M	Z Z
56	0	0		0	<u>γ</u>	0	0	4	0	0	43	28	ω	4	#	2016						↓	J _x P	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	%	2019	1111-1111	3 Year Goals From - To	Abo			←	Data Entry	0 P Q
																	Ava	,	Aboriginal Peoples					
2.2%	0.0%	0.0%	7.6%	0.0%	4.3%	0.0%	2.2%	3.7%	0.0%	0.0%	2.6%	1.4%	2.2%	2.9%	%		Availability P		oples			↓	From Workforce W Analysis	
-56	0	0	<u>-</u>	0	చ	0	0	-∞	0	0	-26	-13	0	చ	¥		Present Gap					↓	From ⁷ orkforce ⁴ nalysis	R
-56	0	0	<u>-</u>	0	-5	0	0	-14	0	0	-43	-28	చ	4	#		Gap	•				~	From (K - M + Workforce O) - ((C + Analysis F) x Q)	S
	#.	#		#		#			#						9%		Representation	3				+	K÷C	Т
1.4%	#DIV/0!	#DIV/0!	0.0%	#DIV/0!	3.0%	#DIV/0!	0.0%	2.2%	#DIV/0!	#DIV/0!	1.6%	1.0%	2.2%	1.4%										
1.4%	#DIV/0!	#DIV/0!	0.0%	#DIV/0!	1.9%	#DIV/0!	0.0%	1.4%	#DIV/0!	#DIV/0!	1.0%	0.6%	1.4%	1.3%	%	rears	Representation in 3	Projected				←	(K - M + O) + (C + F)	R S T U

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

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

13	12	Ξ	10	09	08	07	06	05	04	03	02	01				
13 Other Sales & Service	12 Semi-Skilled Manual	Intermediate Sales & Service	Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers		Occumational Group (FFOG)	Employment Fauity	
s & Service	ed Manual	te Sales &	rsonnel	fts & Trad	es & Servic	tive & Sr (s: Crafts &	S	ssionals &	als	Other Man	nagers	day day	oun (FFC	iii	
_		Service		es	ě	lerical	Trades		Tech		agers		3	Đ	Г	
0	_	0	0	0	0	6	0	0	27	9	0	_	#	Short-term Goals		
_ 0	0	0	0	0	0	0				0	0	0	%	m Goals	Aborigir	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	#	Long	Aboriginal Peoples	
0	0	0	0	0	0	_	0	0	0	w	0	0	%	Long-term Goals	S .	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	9	als		
																Table 4
																: Abori
																l'able 4: Aboriginal Peoples
														Ω.		oples
														Comments		

Total	14					
al	14 Other Manual Workers					
	anual Work					
	ers					
42						
_	0					
	.0					
4	0					
	0.0					
					Fede	
					Federal Contractors Program Achievement	
		[Date	Stantec Consulting Ltd.	Pa	ractors	
		[Date: 2018-05-28]	Consult	Part 3: Goals	Program	
		5-28]	ing Ltd.	als	Achiev	
					ment R	
					eport	
				00	919	8
Ш						

Federal Contractors Program Achievement Report Part 3: Goals

Stantec Consulting Ltd.

[Date: 2018-05-28]

									Data f	or First/F	revious (Joals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	СхНхЗ	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	↓	1	↓	↓	↓	↓		↓	\	1	1	1	1	↓	↓	↓	↓	↓	
										Persons									
									First/	Previous Sh	ort-term G	oals							
				All Em	ployees										th Disabilitie	S			
	Number	Grow	vth (New Posit	tions)	Turnover (Re	placement of Employees)	Terminated		Number	Turnover (Re	eplacement of	Hires	3 Year						
Employment Equity		Actual	I	ected	ļ		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		ı - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	YYYY-MM-DD	Actual	rioj		Actual	Fioj		Years	YYYY-MM-DD			Over 3 Years	1111	- 1 1 1 1	Availability	resent Gap	Gap	Representation	Years
	2016-06-23	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-06-23	Annually	Over 3 Years	icais	2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	541	-12.2%	2.6%	42	1 1	3.0%	49	91	24	I	2	3	0		3.8%	1	0	4.4%	3.8%
03 Professionals	3,428	1.4%	2.6%	267	1 1	10.0%	1,028	1,295	138	I	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% 0.0%	45	11	0		0.0%	34	105	6.0%	3.9%
05 Supervisors 06 Supervisors: Crafts & Trades	0	0.0% 0.0%		0	0.0% 0.0%		١	0	0	0.0%	0	0	0		0.0% 3.4%		0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
07 Administrative & Sr Clerical	544		2.6%	42	1 1	10.0%	163	205	35		11		0		3.4%	17	3	#DIV/0! 6.4%	#D1V/0! 4.1%
08 Skilled Sales & Service	8	35.7%	2.6%	1	7.1%	10.0%	103	3	1	10.0%	0	-1	0		0.0%	1 1	1	12.5%	11.1%
09 Skilled Crafts & Trades	0	0.0%	2.070	0	0.0%	10.0.0	0	0	0	0.0%	o	0	0		7.0%		0	#DIV/0!	#DIV/0!
10 Clerical Personnel	200	-7.6%	2.6%	16	1 1	10.0%	60	76	18		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!
Total	7,249	-1.8%		0	5.8%		0	0	367	0.0%	0	#REF!	0		#REF!	63	#REF!	5.1%	5.1%

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

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

				Table 6: Persons with Disabilities
	P	ersons with Disabil	lities	
Employment Equity Occupational Group (EEOG)	Short-ter	m Goals Lon	g-term Goals	Comments
	#	% #	%	
01/02 Managers	0	0.0	0.0	
03 Professionals	0	0.0	0.0	
04 Semi-Professionals & Tech	0	0.0	0.0	
05 Supervisors	0	0.0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0.0	
07 Administrative & Sr Clerical	0	0.0	0.0	
08 Skilled Sales & Service	0	0.0	0.0	
09 Skilled Crafts & Trades	0	0.0	0.0	
10 Clerical Personnel	0	0.0	0.0	
11 Intermediate Sales & Service	0	0.0	0.0	
12 Semi-Skilled Manual	0	0.0	0.0	
13 Other Sales & Service	0	0.0	0.0	
14 Other Manual Workers	0	0.0	0.0	
Total	0		0	009199

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

[Date: 2018-05-28]	Stantec Consulting Ltd.	Part 3: Goals	Federal Contractors Program Achievement Report	01
--------------------	-------------------------	---------------	--	----

																	: 1	: [
A B	С	D	Е	F	G	Н	-	J	K	L		z	0	ļ		R		Т	T U
	From	From			From Flow Data	Data	i I I I	5 +	From	Equivalent	: : :	(F x Q) -				From			(K - M + O) ÷ (C
Data sources:	Analysis	Analysis†		CXEX3 A	Workforce Analysis [‡]		CXHX3	+ +	Analysis		FXLX3	R+M	JXP	Data Entry V	Analysis	Analysis F) x Q)	F) x Q)	7	+ F)
	←	←	←	←	←	←	←	←	←	←	←	←	←	←	←	←	↓	←	+
									able 7: Members of Vi	embers of	Visible M	isible Minorities							
									First/I	First/Previous Short-term Goals	rt-term Go	als							
				All Employees	oyees								Mem	bers of Visi	Members of Visible Minorities	es			
	Number	Grow	Growth (New Positions)		Turnover (Replacement of Terminated Employees)	placement of To Employees)			Number	Turnover (Replacement of	dacement of	H S	3 Year Goals	als					
Occupational Group (EEOG)	AAAA-WW-DD	Actual	Projected	ted	Actual	Projected		Hires Over 3	YYYY-MM-DD	And the second second second	Total Control	Over 3	1111-1111		Availability 1	Present Gap	Gap	Present Representation	Representation in 3
	2016-06-23	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	T CHIS	2016-06-23	Annually	Over 3 Years	Years	2016	2019					rears
01 Caniar Managara	##	-\$00.8 -\$00.8	3602	# 17	%	3,00%	##	# 37	JD ##	3,00%	# 2	##	# 0	%	% %	**	##	%	%
02 Middle & Other Managers	323		2.6%	25	5.1%	10.0%	97	122	51	10.0%	15	16	0		15.0%	3	-16	15.8%	10.3%
03 Professionals	3,428		2.6%	267	6.5%	10.0%	1,028	1,295	743	10.0%	223	345	0		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		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	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	544		2.6%	42	5.4%	10.0%	163	205	107	10.0%	32	-13	0		10.6%	49	13	19.7%	12.8%
08 Skilled Sales & Service	8	35.7%	2.6%		7.1%	10.0%	2	ယ	0	10.0%	0		0		13.9%	<u>-</u>	<u>-</u>	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	#DIV/0!	#DIV/0!
10 Clerical Personnel	200	-7.6%	2.6%	16	6.1%	10.0%	60	76	46	10.0%	14	-5	0		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	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	7	-10.6%	2.6%	_	0.0%	10.0%	2	သ	2	10.0%	_	0	0		15.8%	_	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	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	7,249	-1.8%		0	5.8%		0	0	1,471	0.0%	0	-79	0		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) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

0 E	l
nplo	
yme	
nt E	
quit	
p (E	
EOC	
9	
# SE	
ort-te	
2 G S	
I I Vis	
_ ibie	
# Nin	
6 S	
o als	
	80
	e 8:
	NI)
	dm,
	ers
	01 \
	ISID
	le N
	Ime
Con	1111
пте	es
nts	
n ments	
Comments	inorities

200000	100
3	- 2
D.	2
2	2
3	ä
2	8
9	3
0	/ III R.
Coals	THE A
Coals	AIII A
Coak	W III K
0.00	AIII AC
Coak	AIII ACI
Cosk	AIII ACII
Coals	III ACIII
Coals	AIII ACIII
Coals	AIII ACIIIC
Costs	AIII ACIIIE
Coals	Alli Aciliev
Coals	AIII ACIIIEV
Coals	Acilieve
Coals	Am Acmever
Coals	Alli Acilieveli
Coals	изуантом шк.
Coals	иш Асшечени
Coals	яш Асшечеше
Coak	яш Асшечеше
Coals	Ham Achievemen
Coals	изшауэшэх шк.
Coak	High Achievement
Coals	лизивуещем
Costs	ин Асшечения
Coals	A mameyement R
Coals	Alli Acilievelliciii K
Coals	alli Acilievellient Ke
Coals	'am Achievement Ke
Coals	am Acmevement Ref
Goals	'am Acmevement Kep
Coals	'яш Асшечешеш кер
Goals	am Acmevement Repo
Goals	am Achievement Repo
Coals	am Acmevement Repor
Goals	am Achievement Report
Coals	'am Achievement Report
Coals	Federal Contractors Program Achievement Report
Coals	am Achievement Report
Coals	am Achievement Report
Coals	am Acmevement Report
Coals	am Achievement Report
Coals	am Achievement Report
Coals	am Acmevement Report
Coals	am Achievement Report
Coals	am Acmevement Report
Part 3: Coals	am Acmevement Report
Coals	'am Acmevement Report
Coals	'am Acmevement Report
Goals	am Acmevement Report
Coals	'am Achievement Report

009202

Stantec Consulting Ltd.

[Date: 2018-05-28]

Data for Subsequent/Current Goals

Total	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate Sales & Service	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers		Occupational Group (EEGO)	Occupational Crown						Data sources:	A B
	Vorkers	ervice	anual	les & Service	nel	Trades	Service	& Sr Clerical	afts & Trades		nals & Tech		· Managers	si.		(magazi)	(FFOC)							
6,856	0	0	5	0	158	0	20	465	0	0	2,274	3,576	188	170	#	2018-05-28	GG-IWM-AAAA	Number				←	From Workforce Analysis	С
-1.8%	0.0%	0.0%	-10.6%	0.0%	-7.6%	0.0%	35.7%	-5.1%	0.0%	0.0%	-3.4%	1.4%	-16.5%	-8.0%	9%	Annually	Actual	Growth				–	From Workforce [I Analysis [†]	D
			15.0%		15.0%		15.0%				15.0%	15.0%	15.0%	15.0%	%	Annually	Projected	Growth (New Positions)				+	From Workforce Data Entry C x E x 3 Analysis*	Е
0	0	0	2	0	71	0	9	0	0	0	1,023	1,609	85	77	#	ver 3 ears			All Employees			+		F
5.8%	0.0%	0.0%	0.0%	0.0%	6.1%	0.0%	7.1%	5.4%	0.0%	0.0%	5.3%	6.5%	5.1%	3.1%	%	-	Actual	Turnover (Replacement of Terminated Employees)	vees			←	From Flow Data Analysis & E Workforce Analysis*	G
			9.0%		9.0%		9.0%				9.0%	9.0%	9.0%	3.0%	% #	Annually Over 3 Years	Projected	placement of Termi Employees)				↓	Data Cx	Н
0	0	0	_	0	43	0	S	0	0	0	614	966	51	15			Hires					•	CxHx3 F	Ι
0	0	0	3	0	114	0	14	0	0	0	1,637	2,575	136	92	#	Years 20	•	Anticipated				↓	F+I W	J
2,427	0	0	2	0	125	0	1	401	0	0	623	1,194	39	32	*		DG-WW-YAAA	Number Tu		Subsequent/Current Sh	T	←	From Ec Workforce Analysis	K
0.0%	0.0%	0.0%	9.0%	0.0%	9.0%	0.0%	9.0%	0.0%	0.0%	0.0%	9.0%	9.0%	9.0%	3.0%	%	Annually		Turnover (Replacement o		Current Sh	Fable 9: W o	+	Equivalent K	L
0	0	0	_	0	34	0	ယ	0	0	0	168	322	=	s	#	Over 3 Years				ort-term Goals	omen -	←	KxLx3 (F	M
-377	0	0	0	0	65	0	9	-20	0	0	267	461	43	6	#		Neguired	Hires		als		←	(F x Q) - R + M J	Z
0	0	0	0	0	78 (0	∞	0 8	0	0	359 2	662	51 2	28 3	#	2018 20	AAAA - AAAA	3 Year Goals From - To				↓	J x P Data	0
			16.1%		68.3%		59.6%	82.0%			21.9%	25.7%	26.0%	30.0%	%	2021		<u>, </u>	Women			Ţ	E Data Entry Wor An	M N O P Q
29.9%	0.0%	0.0%	16.1%	0.0%	68.3%	0.0%	59.6%	82.0%	0.0%	0.0%	21.9%	25.7%	26.0%	14.1%	%		Availability Pre					↓	From J Workforce Wo Analysis A	
377	0	0	_	0	17	0	<u>-</u>	20	0	0	125	275	-10	∞	#		Present Gap						From (K - M + Workforce O) - ((C + Analysis F) x Q)	R
377	0	0	0	0	13	0	<u>-</u>	20	0	0	92	201	∞	22	#		ä					~	(K - M + O) - ((C + F) x Q)	s
35.4%	#DIV/0!	#DIV/0!	40.0%	#DIV/0!	79.1%	#DIV/0!	55.0%	86.2%	#DIV/0!	#DIV/0!	27.4%	33.4%	20.7%	18.8%	%		Presentation	3				←	K÷C	T
35.4%	#DIV/0!	#DIV/0!	14.3%	#DIV/0!	73.8%	#DIV/0!	55.2%	86.2%	#DIV/0!	#DIV/0!	24.7%	29.6%	28.9%	23.1%	%	Years	Representation in 3	Projected				←	(K - M + O) + (C + F)	R S T U

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

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

		Table 10: Women
Final Control of the	Women	
Carried County	Short-term Goals Long-term Goals	Comments
Octubational Group (EEOG)	% (2.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2.	
01 Senior Managers	0.0	
02 Middle & Other Managers	26.0% 26.0%	26.0% Stantec 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
03 Professionals	0.0	
04 Semi-Professionals & Tech	0.0	
05 Supervisors	0.0	
06 Supervisors: Crafts & Trades	0.0	
07 Administrative & Sr Clerical	0.0	
08 Skilled Sales & Service	0.0	
09 Skilled Crafts & Trades	0.0	
10 Clerical Personnel	0.0	
11 Intermediate Sales & Service	0.0	
12 Semi-Skilled Manual	0.0	
13 Other Sales & Service	0.0	
14 Other Manual Workers	0.0	

	Federal Contractors Program Achievement Report
	Part 3: Goals
	Stantec Consulting Ltd.
	[Date: 2018-05-28]
Total	0.0

_	
5	2
'n	2
Ò	141
9	141
9	FAII
0	HIP
0	HIP
3	J. HIR.
0	Y III A
Coals	Y III A
Coals	TAIII A
Coals	Tam Ac
Coals	Fam Ac
Coals	ram Aci
Coals	Fam Acii
Coals	гаш Асш
Coals	Tam Acine
Coals	гаш Асше
Coals	Tam Acme
Coals	Tam Acmey
Coals	гаш Асшем
Coals	гаш Асшече
Coals	Talli Acilieve
Part 3: Coals	Tam Acmever
Coals	Tam Acmeven
Coals	Tam Achieveni
Coals	Fam Achievenia
Coals	Tam Acilievellie
Coals	Fam Acinevenie
Coak	Fam Acmevemen
Coals	Tam Acmevemen
Coals	Tam Acmevement
Coals	Tam Acmevement
Coals	гаш Асшечешеш
Coals	Fam Achievement
Coals	Fam Achievement R
Coals	Fam Achievement K
Coals	Fam Achievement Ro
Goals	Fam Achievement Re
Goals	rain Acinevement Re
Coale	ram Aemevement Ref
Goals	ram Acmevement Rep
Goals	учт Астечетен кер
Goals	ram Acmevement Repo
Goals	ram Achievement Repor
Coals	ули Асшечешен керог
Goals	ram Achievement Report
Coals	ram Achievement Report
Goals	rederal Contractors Program Achievement Report
Coals	ram Achievement Report
Goals	ram Achievement Report
Coals	ram Acmevement Report
Costs	ram Aemevement Report
Coals	ram Acmevement Report
Coals	ram Acmevement Report
Coals	ram Achievement Report

009204

Stantec Consulting Ltd. [Date: 2018-05-28]

Data for Subsequent/Current Goals

Total	14	13	12	Ξ	10	09	08	07	06	05	04	03	02	01			Occu,	Empl						Data s	Α
	Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	Supervisors	Semi-Professionals & Tech	Professionals	Middle & Other Managers	Senior Managers			Occupational Group (EEOG)	Employment Equity						Data sources:	
	Workers	Service	1anual	ales & Service	mel	& Trades	Service	& Sr Clerical	rafts & Trades		mals & Tech		er Managers	N.S.			p (EEOG)								В
6,856	0	0	5	0	158	0	20	465	0	0	2,274	3,576	188	170	#	2018-05-28	DG-IWW-AAAAA		Number				←	From Workforce Analysis	С
-1.8%	0.0%	0.0%	-10.6%	0.0%	-7.6%	0.0%	35.7%	-5.1%	0.0%	0.0%	-3.4%	1.4%	-16.5%	-8.0%	9%	Annually	Actual		Grow				←	From Workforce Data Entry Analysis†	D
			15.0%		15.0%		15.0%	15.0%			15.0%	15.0%	15.0%	15.0%	%	Annually	Projected		Growth (New Positions)				←		Е
0	0	0	2	0	71	0	9	209	0	0	1,023	1,609	85	77	#	Over 3 Years	ted	1		All Employees			←	CxEx3 A	F
5.8%	0.0%	0.0%	0.0%	0.0%	6.1%	0.0%	7.1%	5.4%	0.0%	0.0%	5.3%	6.5%	5.1%	3.1%	%	Annually	Actual		Turnover (Replacement of Terminated Employees)	oyees			←	From Flow Data Analysis & Workforce Analysis‡	G
			9.0%		9.0%		9.0%	9.0%			9.0%	9.0%	9.0%	3.0%	%	Annually	Projected		placement of T Employees)				←	Data (Н
0	0	0		0	43	0	5	126	0	0	614	966	51	15	#	Over 3 Years			erminated				←	CxHx3	Ι
0	0	0	s	0	114	0	14	335	0	0	1,637	2,575	136	92	#		Hires Over 3	Anucipated					←	F + I	J
71	0	0	1	0	2	0	0	9	0	0	28	27	2	2	#	2018-05-28	AAAA-WW-DD		Number		Subseque	Table	←	From Workforce Analysis	K
0.0%	0.0%	0.0%	9.0%	0.0%	9.0%	0.0%	9.0%	9.0%	0.0%	0.0%	9.0%	9.0%	9.0%	3.0%	%	Annually		Terminated Employees)	Turnover (Repl		Subsequent/Current S	Table 11: Abori	←	Equivalent to H	L
0	0	0	0	0	_	0	0	2	0	0	∞	7	_	0	#	Over 3 Years		Employees)	placement of		Short-term Goals	ginal Peoples	←	KxLx3	M
59	0	0	<u>.</u>	0	7	0	_	14	0	0	59	47	ယ	_	#	Years	Over 3	Required +	Hires		Goals	ples	←	(F x Q) - R + M	Z
0	0	0	0	0	4	0	0	0	0	0	39	33	2	0	#	2018	1111-1111		3 Year Goals From - To				←	JxP	0
					3.3%						2.4%	1.3%	1.6%		%	2021	YYYY		Goals -To	Aborigin			←	Data Entry	P
1.9%	0.0%	0.0%	5.3%	0.0%	3.3%	0.0%	2.6%	3.1%	0.0%	0.0%	2.4%	1.3%	1.6%	1.2%	%		Availability	Present		Aboriginal Peoples			←	From Workforce Analysis	Q
-59	0	0	_	0	ప	0	<u>.</u>	-5	0	0	-27	-19	_	0	#		Present Gap						←	From (K - M + Workforce O) - ((C + Analysis F) x Q)	R
-59	0	0	_	0	చ	0	<u>.</u>	-14	0	0	-20	-14	<u>.</u>	<u>-</u>	#		Gap	Projected					←	(K - M + O) - ((C + F) x Q)	S
1.0%	#DIV/0!	#DIV/0!	20.0%	#DIV/0!	1.3%	#DIV/0!	0.0%	1.9%	#DIV/0!	#DIV/0!	1.2%	0.8%	1.1%	1.2%	%		Representation	Present					←	K+C	T
1.0%	#DIV/0!	#DIV/0!	14.3%	#DIV/0!	2.2%	#1	0.0%		#DIV/0!	#DIV/0!	1.8%	1.0%	1.1%	0.8%	%		Representation in 3	Flojecied					←	(K - M + O) ÷ (C + F)	U

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

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

13 Other Sales & Service	12 Semi-Skilled Manual	10 Clerical Personnel 11 Intermediate Sales & Service	08 Skilled Sales & Service 09 Skilled Crafts & Trades	07 Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers	Occupational Group (EEOO)	Occurred Court (FEOC)	Final Compart Family	
		3.3%					2.4%	1.3%				Short-term Goals Long-term Goals	Aboriginal Peoples	
		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.					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.	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.			%	Comments		Table 12: Aboriginal Peoples

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

Federal Contractors Program Achievement Report

Part 3: Goals

Stantec Consulting Ltd.

[Date: 2018-05-28]

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
<u> </u>	V	1		1	<u> </u>	\	<u> </u>				<u> </u>	.		J	J	<u> </u>	V	\	<u> </u>
									Table 13	: Persons	with Dis	abilities							
									Subseque	ent/Current	t Short-teri	n Goals							
				All En	ployees									Persons wi	th Disabilitie	s			
	Number	Grow	th (New Posit	ions)	Turnover (Re	placement of Employees)	Terminated	Anticipated	Number		eplacement of Employees)	Hires	3 Year Fron	Goals 1 - To					Projected
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proje	ected	Actual	Proj	ected	Hires Över 3	YYYY-MM-DD	rermmated	Employees)	Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
оссарановая отопр (ЕЕОО)	2018-05-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2018-05-28	Annually	Over 3 Years	Years	2018	2021	. i vaniarini y		Cap	nepresentation	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	358	-12.2%	15.0%	161	4.1%	3.0%	8	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	1	9.0%	1	2,575	41	- 1- 1-	11	167	98	3.8%	3.8%	1	1	1.1%	2.5%
04 Semi-Professionals & Tech	2,274	-3.4%	15.0%	1,023		9.0%	614	1,637	46		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	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%	1.5 00/	0	0.0%	0.00/	0	0	0	0.0%	0	0	0		0.0%			#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical 08 Skilled Sales & Service	465 20	-5.1% 35.7%	15.0% 15.0%	209	5.4% 7.1%	9.0% 9.0%	126	335	19	9.0% 9.0%	3	9	0		3.4% 3.5%	3	-9	4.1% 5.0%	2.1% 3.4%
08 Skilled Sales & Service 09 Skilled Crafts & Trades	0	33.7% 0.0%	15.0%	9	0.0%	9,0%)	14	1	0.0%	"	0	0		3.3% 0.0%	ן "		#DIV/0!	3.4% #DIV/0!
10 Clerical Personnel	158	-7.6%	15.0%	71		9.0%	43	114	1	9.0%	1 6	15	8	7.0%	7.0%	-10	-7	#D1 V/0!	3.9%
11 Intermediate Sales & Service	0	0.0%	15.070	0	0.0%	2.070	0	0	0	0.0%	ن ا	0	0	7.070	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%	ا آ	ő	0.0%	0.0%
13 Other Sales & Service	0	0.0%	Ĩ	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	, o	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	6,856	-1.8%		0	5.8%		0	0	113	0.0%	0	168	0		4.1%	-168	-168	1.6%	1.6%

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

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

• • •					Table 14: Persons with Disabilities
Employment Equity	Per	rsons with I	Disabilities		
Occupational Group (EEOG)	Short-tern	n Goals	Long-term Go	als	Comments
·		%	9/	•••••••••••••••••••••••••••••••••••••••	
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					
Total		0.0		0.0	009206

m.780	
	N.
2	2
2	2
?	4
2	2
2	2
3	2
2	7
201	AIII A
Cools	A III A
Part 3: Casle	AIII A
70 o	AIII AC
70 e	am Ac
Cale	am Acı
Cogle	am Acu
Coals	am Acm
Coale	AIII ACIIIG
Coale	AIII ACIIIC
Casts	AIII ACIIIE
Coste	Am Acmev
Coale	Am Acmev
Coale	All Achieve
Coale	am Acmeve
Coste	am Acmever
Coale	am Acmeven
Costs	аш Асшечеш
Caule	am Acmevenio
Coale	am Acmevenie
Coale	am Acmevemen
Coale	am Acmevemen
Coale	am Acmevemen
Coale	аш Асшечешеш
Coale	am Acmevement
Coale	am Acmevement
Coals	am Acmevement
Coale	alli Acilievellieni n
Coale	alli Acilievellielli N
Coale	alli Acilievellieni No
Coale	alli Atilievellielli Ne
Cook	alli Acilievellielli Ne
Coale	alli Atilievellielli Nel
Cook	am Achievement Rep
Coals	alli Acilievellieni Nepo
Coals	alli Acilievellielli Nepo
Costs	am Acilievelliem Repor
Coals	alli Acilievellielli Nepoi
Coals	alli Atmevellieni Kepori
Coale	redefal Collitacions riogram Achievement Report
Coale	alli Acilievellieni Nepori
Coals	am Acmevement Report
Coale	alli Acilievellieni Neport
Coale	alli Acilievellielli Nepori
Coale	alli Acilievellieni Neport
Coals	alli Acilievellieni Neport
Coale	alli Acilievellielli Neport
Coals	alli Acilievellieni Kepori
Coals	alli Acilievellielli Nepori
Coals	alli Acilievellieni Kepori

009207

Stantec Consulting Ltd. [Date: 2018-05-28]

Data for Subsequent/Current Goals

Total	14 Oth	13 Oth	12 Sem	11 Inte	10 Clei	09 Skil	08 Skil	07 Adn	06 Sup	05 Sup	04 Sem	03 Prod	02 Mid	01 Seni			Occupation						Data sources:	Α
	Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	Supervisors	Semi-Professionals & Tech	Professionals	Middle & Other Managers	Senior Managers			Occupational Group (EEOG)	Fally Falling					æs:	В
	orkers	rvice	nual	es & Service	el	Trades	service	Sr Clerical	fts & Trades		als & Tech		Managers				EEOG)							
6,856	0	0	5	0	158	0	20	465	0	0	2,274	3,576	188	170	#	2018-05-28	AAAAWW-DD	Number				←	From Workforce Analysis	С
-1.8%	0.0%	0.0%	-10.6%	0.0%	-7.6%	0.0%	35.7%	-5.1%	0.0%	0.0%	-3.4%	1.4%	-16.5%	-8.0%	9%	Annually	Actual	Grow				+	From Workforce Data Entry Analysis [†]	D
			15.0%		15.0%		15.0%	15.0%			15.0%	15.0%	15.0%	15.0%	%	Annually	Projected	Grawth (New Positions)				←	Data Entry	Е
0	0	0	2	0	71	0	9	209	0	0	1,023	1,609	85	77	*	Over 3 Years	cted		All Employees			↓	From Flow Data C x E x 3 Analysis & Workforce Analysis*	Ŧ
5.8%	0.0%	0.0%	0.0%	0.0%	6.1%	0.0%	7.1%	5.4%	0.0%	0.0%	5.3%	6.5%	5.1%	3.1%	%	Annually	Actual	Turnover (Replacement of Terminated Employees)	loyees			←	From Flow Data Analysis & Workforce Analysis‡	G
			9.0%		9.0%		9.0%	9,0%			9.0%	9.0%	9.0%	3.0%	%	Annually	Projected	placement of T Employees)				+	Data Entry	Н
0	0	0		0	43	0	5	126	0	0	614	966	51	15	41:	Over 3 Years		erminated				←	CxHx3	ı
0	0	0	3	0	114	0	14	335	0	0	1,637	2,575	136	92	#	Years	Hires Over 3	Anticipated				←	F + I	J
1,140	0				33		3	42	0	0	372	657	16	16	#	2018-05-28	AAAAWW-AAAA	Number		Subsequ	able 15: Members of V	←	From Workforce Analysis	К
0.0%	0.0%	0.0%	9.0%	0.0%	9.0%	0.0%	9.0%	9.0%	0.0%	0.0%	9.0%	9.0%	9.0%	3.0%	%	Annually		Turnover (R		Subsequent/Current Short-term Goals	dembers of	4	Equivalent to H	Т
0	0	0	0	0	9	0	_	=	0	0	100	177	4	_	#	Over 3 Years		Turnover (Replacement of Terminated Employees)		Short-tern		+	KxLx3	3
245	0	0	1	0	20	0	3	68	0	0	282	770	34	<u>-</u>	#	Years	Over 3	Hires		n Goals	isible Minorities	←	(F x Q) - R + M	Z
0	0	0		0	22	0	2	49	0	0	275	621	23	16	#	2018	AAAA - AAAA	3 Year Goals From - To	Me		S	←	JxP	0
			29.2%		19.3%		16.3%	14.7%			16.8%	24.1%	16.8%	17.0%	%	2021	11111	Goals - To	mbers of V			←	Data Entry	P
20.2%	0.0%	0.0%	29.2%	0.0%	19.3%	0.0%	16.3%	14.7%	0.0%	0.0%	16.8%	24.1%	16.8%		%		Availability		Members of Visible Minorities			←	n orce sis	
-245	0	0	0	0	3	0	0	-26	0	0	-10	-205	-16	2	#		Present Gap		ties			←	From (K - M + Workforce O) - ((C + Analysis F) x Q)	R
-245	0	0	0	0	2	0	<u>-</u>	-19	0	0	-7	-149	-11	31	#		Gap					+	(K - M + O) - ((C + F) x Q)	s
	#Di	#Di	21	#Di	21	#Di			#Di	#Di	1.	1;	-	_	9%	•	Representation					+	From (K - M + Workforce O) - ((C + K + C + F) + (C + F)	R S T U
16.6%	#DIV/0!	#DIV/0!	20.0%	#DIV/0!	20.9%	#DIV/0!	15.0%	9.0%	#DIV/0!	#DIV/0!	16.4%	18.4%	8.5%	9.4%				_					(K -]	
16.6%	#DIV/0!	#DIV/0!	28.6%	#DIV/0!	20.1%	#DIV/0!	13.8%	11.9%	#DIV/0!	#DIV/0!	16.6%	21.2%	12.8%	12.6%	%	Years	Representation in 3	Projected				←	(K - M + O) ÷ (C + F)	U

++ Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis) 13 - 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.

14 Office Manufactures
Other Mennel Warlens
Other Sales & Service
Semi-Skilled Manual
Intermediate Sales & Service
Clerical Personnel
Skilled Crafts & Trades
Skilled Sales & Service
07 Administrative & Sr Clerical
06 Supervisors: Crafts & Trades
Supervisors
04 Semi-Professionals & Tech
03 Professionals
02 Middle & Other Managers
01 Senior Managers
Occupanion Group (Ecopy)
Occumulational Group (FFOG) Short-term Goals
Members of Visible Minorities
Sho

3	[Date: 2018-05-28]
Ltd.	Stantec Consulting Ltd.
	Part 3: Goals
hievement Report	Federal Contractors Program Achievemen

									Fodor	al Contr	eactors	Progra	m Achie	wamant	Deport								
									reaci			_	- Wome		Кероге								
													ting Ltd										
												: 2018-											
						······					·		·····		·····		······						·
A	В	С	D	Е	F	G	Н	I	J	K	<u>L</u>	M	N	O	P	Q	R	S	T	U	V	W	X Y
Data	sources:		Part 1: Workforce	Part 1: Workforce	E ÷ D x 100	Part 1: Workforce	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysi	Flow Data	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data	V ÷ U x 100	U x F ÷ 100 V - X
Ĺ			Analysis	Analysis	T	Analysis J	J			J.	Analysis	J	<u> </u>		.l	Analysis	T	<u> </u>	J	J	Analysis J	T	<u> </u>
			•	•	Vorkf	orce An	· · · · · · · · · · · · · · · · · · ·		•					•	•	•	Data A	nalysis		•			•
	ployment Equity upational Group	Year			N	orkforce						Hires				I	Promotio				Tei	minati	
000000000000000000000000000000000000000	OG)		All Employees	Represen	tation	Wor Availa		Gap	EE Result	All Employees	Act	tual V	emen Expected	Difference	All Employees	Ac	tual	Expected	Difference	All Employees	Acto		Omen Expected Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	# #
01	Senior Managers	2016 2018	218 170	33 32	15.1 18.8	27.4 14.1	60 24	-27 8	55.2 133.5	,	1	50.0	0	1			0.0	0	0	6	0	0.0	1 1 -1
02	Middle & Other	2016	323	79	24.5	38.9	126		62.9	-				,						Ů			
	Managers	2018 2016	188 3,428	39 1,122	20.7 32.7	26.0 27.3	49 936		79.8 119.9	22	4	18.2	6	-2	2 (0	0.0	0	0	13	2	15.4	3 -1
03	Professionals	2018	3,576	1,194	33.4	25.7	919	275	129.9	593	194	32.7	152	42	2	0 0	0.0	0	0	227	68	30.0	74 -6
04	Semi-Professionals & Technicians	2016 2018	2,521 2,274	704 623	27.9 27.4	22.2 21.9	560 498	144 125	125.8 125.1	380	120	31.6	83	37	7	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														
	Supervisors: Crafts &	2018 2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	C)	0	0.0	0	0	0	0	0.0	0 0
06	Trades	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	()	0	0.0	0	0	0	0	0.0	0 0
[D 2. Fl	Part 2:	F . D	D-42	F . C	D 2-			F . V	D 2-											
Data	sources:		Part 2: Flow Data Analysis	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										
·			······	··············	\		<u> </u>	·		·	·	······	, \										
				Entran	ts					oals	_												
	ployment Equity upational Group	Year		ow Data Wome	en			rm Goals			Long-ter Won							c	lommen:	te			
	EOG)		All Employees	Actus	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						Junion	LS			
		#	Ħ	#	%	#	%	%	%	#	%	%	%										
01	Senior Managers	2018 2021	-4 -4	1	-25.0 -25.0	3	33.3	0.0	0.0	3	33.3	0.0	0.0										
02	Middle & Other	2018	9	2	22.2	18	11.1	0.0	0.0	11	18.2	0.0	0.0										
_	Managers	2021 2018	9 366	2 126	22.2 34.4	0	0.0	0.3	0.0	0	0.0	0.3											
03	Professionals	2021	366	126	34.4			0.0	0.0	V		0.0	0.0										
04	Semi-Professionals & Technicians	2018 2021	253 253	88 88	34.8		0.0	0.0	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										
	Supervisors: Crafts &	2021 2018	0	0	0.0	010000010000010000010000	0.0	0.0	0.0	0	0.0	0.0											
06	Trades	2021	0	0	0.0	L		0.0	0.0			0.0											

12 Workers	_	Service Personnel	Intermediate Sales	10 Clerical Personnel		no Skilled Crafts &	08 Service Personnel	Skilled Sales &	O/ Senior Clerical	Administrative &		(EEOO)	Occupanional Group	Employment Equity	-			Data sources:	Workers	12 Semi-Skilled Manual	Service Personnel	11 Intermediate Sales	10 Ciericai Personnei		09 Skilled Crafts & Trades Workers		OS Skilled Sales &	O7 Administrative & Senior Clerical		(EEOG)	Occupational Group	Employment Equity			Data sources:	A B				
	+		&		2)			21							-				2)			&	·		2 2		21													
2021	2018	2021	2018	2018	2021	2018	2021	2018	2021	2018	*	En		Year	Т			Par Date	2018	2016	2018	2016	2018	2016	2016	2018	2016	2016 2018	#:	En		Year -	Г		A W. I	С				
0	0	0	0 -	7 7	0	0	2	2	47	47	##:	Employees	· <u>}</u>		<u> </u>	New	←	Part 2: Flow Data Analysis	5	7	0	0	158	200	0 0	20	8	544 465	#:	Employees	<u>A</u>			←	Part 1: Workforce Analysis	D				
0	0	0	0	y O	0	0	1		44	4	#	Actual	Tr Omica	W	Flow Data	New Entrants	<u></u>	Part 2: Flow Data Analysis	2	2	0	0	125	166	0 0	=	3	474 401	#:	Representation				←	Part 1: Workforce Analysis	E				
0.0	0.0	0.0	0.0	71.4	0.0		50.0	50.0	93.6	93.6	9%		near			Its	←	E + D x 100	40.0	28.6	0.0	0.0	79.1	83.0	0.0	55.0	37.5	87.1 86.2	%	ntation		1	Workf	←	E+D x 100	Ŧ				
	0		0	0		0		_		0	4:	Goal					−	Part 3: Goals	16.1	15.0	0.0	0.0			0.0		54.9	83.5 82.0	%	Avai	14.	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	G				
	0.0		0.0	0.0		0.0		100.0			%	Goal Met	Б.	01101	Short		←	E + G x 100						1,				381	#:	Availability	Women	е	nalysis	←	DxG +100	н				
				0.0		0.0		0.0		0.0	30	Goal			Short-term Goals		←	<u> </u>		1	0	0			0 0		4 .		#:	Gap				←	Е-Н	1				
											%	Goal Met	D				←	F + 1 x 1	1 248.4	1 190.5	0.0	0 0		26 118.9	0.0	-l 92.3	-1 68.3	20 104.4 20 105.2	96	EE Result				←	E+H x 100	J				Fed
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	#t	Goal	1		1	Goals	Ļ	F+1x100 Part 3: Goals	.4	:S	.0	0.0	.8	.9	0.0	i.s	.3	.4	#	H Employees	<u></u>				Part 2: Flow Data Analysis	K				Federal Contractors Program Achievement Report
	0		0	0		0		0		0			P	1001				}	0		0		18		0	s		74		yees						ļ		Stai	Part	ntract
	0.0		0.0	0.0		0.0		0.0		0.0	%	Goal Met		9	Long-term Goals		←		0		0		13		0	2		66	*	Actual		_		 ←	Part 2: I Flow Data Analysis	L	[Date: 2018-05-28]	Stantec Consulting Ltd.	Part 4: Results - Women	ors Pro
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	%	Goal .	9	Commo	Coals		←	1 " 1	0.0		0.0		72.2		0.0	66.7		89.2	8		Women	Hires		←	L+K x 100	Y	018-05	nsulti	sults - '	ogram
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	9%	Goal Met					←	F + M x 100	0		0		12		0	2		61	#:	Expected	ca .			←	K x G ÷ 100	Z	5-28]	ng Ltd.	Women	Achiev
																			0		0				0	0		5	71.	Difference				←	L-N	0			-	ement
																												<u> </u>	#:	Employees	4			←	Part 2: Fi Data Anal	P				Repor
																			0		0		0		0	0		0	#	es	Γ		Fic	←	Part 2: Flow Data Analysis Analysis					•
																			0		0		0		0	0		0		Actual		Prom	w Dat		?	Q				
																			0.0		0.0		0.0		0.0	0.0		0.0	%	Exp	Women	Promotions	Flow Data Analysis	←	j	R				
													Col)					0		0		0		0	0		0	#:	Expected D			ysis	 ←	P x F + 100	S				
													Comments						0		0		0		0	0		0	41:	Difference				←	ļ	Т				
													S															6)	#	Employees	All			←	Part 2: Flov Data Analys	U				
																			0		0		11		0	-		27 2	#:					←	⊳₽_	S T U V				
																			0		0 (8 72		0	1 100.0		22 81	3	Actual		Terminations		←		W				
																			0.0		0.0		72.7		0.0	0.0		81.5	71:	Expected	Women	itions		←	UxF+100					
																			0		0		9		0	0		24		*****						X				
																			0		0		<u>.</u>		0	_		-2	*#:	Difference				←	V-X	Υ			0	09210

10(4)	Tata1	Workers	Other Manual	Personnel	13 Other Sales & Service		(EEOG)	Occupational Group	Employment Equity			Data sources:		TOTAL	Total	Workers Workers	Other Manual	1.5 Personnel	Other Sales & Service		(EEOG)	Occupational Group	Employment Equity			Data sources:	АВ				
			ıal		& Service			Group	Equity								ıal		& Service			Group	Equity				ω				
2021	2018	2021	2018	2021	2018	#		1631	V					2018	2016	2018	2016		2016	#			Year				С				
680	089	0	0	0	0	#	Employees	All	F	New	←	Part 2: Flow Data Analysis		6,856	7,249	0	0	0	0	#	Employees	All			←	Part 1: Workforce Analysis	D				
267	267	0	0	0	0	#	Actual	Women	Flow Data	New Entrants	←	Part 2: Flow Data Analysis		2,427	2,583	0	0	0	0	*	Representation			V	←	Part 1: Workforce Analysis	E				
39.3	39.3	0.0	0.0	0.0	0.0	%	=	88		ES.	←	E+Dx 100		35.4	35.6	0.0	0.0	0.0	0.0	%	tation		W,	Vorkfo	←	E÷D x100	Ŧ				
	22		0		0	*	Goal		S		←	Part 3: Goals		29.9	31.5	0.0	0.0	0.0	0.0	%	Availability	Women	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	G				
	1213.6		0.0		0.0	%	Percent of Goal Met	Women	hort-ter		←	E+Gx 100		2,050	2,283	0	0	0	0	#	ility	en		ılysis	←	D x G + 100	н				
0.0	0.0	0.0	0.0	0.0	0.0	%	Goal	ten	Short-term Goals		←	Part 3: Goals		377	300	0	0	0	0	#	Gap				←	Е-Н	I				
0.0	0.0	0.0	0.0	0.0	0.0	%	Percent of Goal Met			G	←	F + I x 100		118.4	113.1	0.0	0.0	0.0	0.0	9%	EE Result				←	E + H x 100	J				Feder
	14		0		0	#	Goal			Goals	←	F÷Ix100 Part 3: Goals		1,092		0		0		#1	Employees	ΑII			←	Part 2: Flow Data Analysis	K		\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	P	Federal Contractors Program Achieveme
	1907.1		0.0		0.0	9%	Percent of Goal Met	Women	Long-term Goals		←	E + K x 100		400		0		0		*	Actual				←	Part 2: Flow Data Analysis	L	Date	tantec	art 4: F	actors I
0.0	0.0	0.0	0.0	0.0	0.0	%	Goal	en	n Goals		←	Part 3: Goals		36.6		0.0		0.0		%	ual	W	Hires		Ļ	L + K x 100	3	Date: 2018-05-28	Consul	Results	rograi
0.0	0.0	0.0	0.0	0.0	0.0	9%	Percent of Goal Met				←	F + M x 100		327		0		0		#	Expected	Women			←	K x G ÷ 100	L M N O	05-28	Stantec Consulting Ltd.	Part 4: Results - Women	n Achie
													•	73		0		0		#	Difference				←	L-1			-	'n	vement
														3				<u> </u>		#±	Employees	All			←	Part 2: Flov Data Analys	P Q R S T U V W X Y				nt Report
														0		0		0		#				Flov	←	Part 2: Flow Flow Data Analysis Analysis	Q				
														0 (0 (0		%	Actual		Promotions	v Data	←	Q+P	R				
														0.0		0.0		0.0		#:	Expected	Women	ions	Flow Data Analysis	←	Q+Px PxF+100					
								Comments						0		0		0		#	ed Difference			S		100 Q-S	T				
								nents						0		0		0								S Pari					
														412		0		0		#	Employees	AII			←	2: Flow Analysis	U				
														133		0		0		#:	Actual		Ter		←	Part 2: Flow Data Analysis	V				
														32.3		0.0		0.0		%		Women	Terminations		←	V+Ux 1	¥				
														147		0		0		#:	Expected	men	1S		←		X				
														-14		0		0		#	Difference				<u></u>	V-X	Υ			0(

2 1.2 1.2 2 0 98.0 2 0 0.0 0 0 0.0 0
0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0

								Feder	al Contr	actors	Progra	m Achie	vement	Report									
								reaci			_	riginal		Report									
												lting Lto	•										
											e: 2018-												
	.,		,		,		·		·					.,	.,								,
A B	C	D	Е	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce	Part 1: Workforce	E ÷ D x 100	Part 1: Workforce	D x G ÷ 100	E-H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data	V ÷ U x 100	U x F ÷ 100	V - X
		Analysis	Analysis	X 100	Analysis	J	<u> </u>		I Data Allaiysis	Analysis	<u> </u>		I		Analysis	J.	I	ı		Analysis		I	<u> </u>
		↓	<u> </u>	↓ Workfi	↓ orce An	•			<u> </u>	<u> </u>					↓ Flow l	→ Data Aı	↓ nalvsis			<u> </u>			
Employment Equity	Year				orkforce						Hires					romotio				Ter	minatio	ns	
Occupational Group (EEOG)	1	All			,	al Peoples			All			inal Peoples		All			nal Peoples		All			nal Peoples	
(LLOG)	#	Employees	Represe	ntation %	Avail %	ability #	Gap #	EE Result	Employees #	# Ac	tual %	Expected #	Difference #	Employees #	Act	ual %	Expected #	Difference #	Employees #	Actus #	al %	Expected #	Difference #
07 Administrative &	2016	544	12	2.2	3.7	:	1	59.6															
Senior Clerical Skilled Sales &	2018	465	9	0.0	3.1		 	62.4 0.0	74	0	0.0	2	-2	2 0	0	0.0	0	0	27	1	3.7	1	0
08 Service Personnel	2018	20	0	0.0	2.6		-1	0.0	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			0.0									0	0.0		
	2018	200	0 6	3.0	0.0 4.3		-3	0.0 69.8	0	0	0.0	0	U) 0	0	0.0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2018	158	2	1.3	3.3	5	-3	38.4	18	0	0.0	1	-1	0	0	0.0	0	0	11	0	0.0	0	0
Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	<u> </u>	0	0.0	0	0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	
12 Semi-Skilled Manual	2016	7	0	0.0	7.6	1	-1	0.0	, and the second		0.0					0.0				, i	0.0		
Workers	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
		Part 2: Flow	Part 2:	E ÷ D x	Part 3:	E÷Gx	Part 3:			E÷Kx	Part 3:												
Data sources:		Data Analysis	Flow Data Analysis	100	Goals	100	Goals	F÷1x100	Part 3: Goals	100	Goals	F ÷ M x 100											
	1	,	\	↓	.	↓	<u> </u>	↓	↓	↓	<u> </u>	↓											
			Entrar	its		O1			oals		<u> </u>												
Employment Equity Occupational Group	Year		low Data Aborigina	l Peoples			rm Goals al Peoples	<u> </u>		Long-ter Aborigina							c	Commen	ts				
(EEOG)		All Employees	Act	ial	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						, o					
	#	#	#	%	#	%	%	%	#	%	%	%											
07 Administrative & Senior Clerical	2018	47	-1 1	-2.1	6	-16.7	0.0	0.0	1	-100.0	0.0	0.0											
Skilled Sales &	2021	47	-1 0	-2.1	0	0.0	0.0	0.0		0.0	0.0												
Service Personnel	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	11000011000011000011000011000	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											
Intermediate Sales &	2021 2018	7	0	0.0	0	0.0	0.0	0.0		0.0	0.0												
Service Personnel	2018	0	0	0.0		0.0	0.0	0.0		0.0	0.0												
12 Semi-Skilled Manual Workers	2018	0	0	0.0	1	0.0	0.0	0.0		0.0	0.0												
workers	2021	0	0	0.0			0.0	0.0			0.0	0.0											

										0.0	0.0	4 -100.0		0.0	0.0	-9.1	6 44	-4 -0.6 -4 -0.6	680		2018 2021	al	Total
															0.0			Ī.,			2021	AACIVCIS	T
									, ,			0.0				0.0	0				2018	Other Manual	14
										0.0	0.0			0.0	0.0		0				2021	Personnel	
									_			0.0				0.0	0					Other Sales & Service	13
										96	%	%	*	%	%	0,0	#	%	#	**	**		
										Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Actual		Employees		(EEOG)	(EI
			S	Comments	C						Aboriginal Peoples	Aborigin			Aboriginal Peoples	Aborigi		Aboriginal Peoples	Aborig	All All	Year	Occupational Group	00
											Long-term Goals	Long-ter		S	Short-term Goals	Short-to		ta	Flow Data			Employment Equity	E
													Goals	6				ants	New Entrants	Ne Ne			
										←	←	←	←	←	←	←	←	←	←	←			
									······································	F + M x 100	ļ	s E+Kx 100	F÷Ix100 Part 3: Goals	Part 3: F ÷ I x 100 Goals	Part 3: Goals	E ÷ G x 100	Part 3: Goals	E + D x 100				Data sources:	Data
									-				:						1	•			
6 -2	1.0	4	412	0	0	0.0	0	0	-21	21	0.0		1,092			130		71 1.0			2018	2	TOTAL
															یٰ	1.5			103	7,249	2016	<u>.</u>	
0 0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0 (0	0			0		2018		4
															0			0.0			2016	Other Manual	-
0 0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0 (0			0.0	0	-		Personnel	15
														0.0	0	0	0.0	0.0			e 2016	Other Sales & Service	13
# #	%	#	#	#	#	%	#	#	71.	#	%	華	#	9/9	#	#	9%	9/9	#	Ħ	#		
Expected Difference	E	Actual	Employees	Difference	Expected	ual	Actual	Employees	Difference	Expected	Actual		Employees	EE Result	Gap	Availability	Avai	Representation		Employees		(EEOG)	(E
Peoples	Aboriginal Peoples	A	4		Aboriginal Peoples	Aborigii		All		Aboriginal Peoples	Aborig		All			Aboriginal Peoples	Aborigi		Г	All		Occupational Group	<u>چ</u>
-	Terminations	Termi			IS	Promotions	Pı				Hires					e	Workforce	_			Year	Employment Equity) E
					nalysis	Flow Data Analysis	Flow I									nalysis	Workforce Analysis	Work					
←	Ĺ	←		<u></u>		<u></u>	Ļ	<u></u>	←	←	—	←	←	←	—	←	←	←	←	←			
	ν. Π ν.	Part 2: V + U x Flow Data 100 Analysis	Part 2: Flow Flow Data V+Ux UxF+100 Data Analysis Analysis 100	Q-S	Q+Px 100 PxF+100 Q-S	Q÷Px 100	Part 2: Part 2: Flow Flow Data Data Analysis Analysis	L - N Part 2: Flow Data Analysis		K x G + 100	1 L+K x 100		Part 2: Flow Data Analysis	E÷H x 100	Е-Н	D x G + 100	Part 1: Workforce Analysis	c E+D x 100	Part 1: Workforce Analysis	Part 1: Workforce Analysis		Data sources:	Data
X	¥	V 1		Т	S	R	Q	0 P	0	N 0		L	K	J	ı	н	F G			D	С	АВ	Α
										-05-28]	[Date: 2018-05-28]	[Dat											
									 	Stantec Consulting Ltd.	Consu	Stantec											
00									Peoples	Part 5: Results - Aboriginal Peopl	ts - Abc	: Resul	Part 5										
1921								nt Report		m Achie	Progra	ractors	Federal Contractors Program Achieveme	Feder									
14																							

06 Supervisor Trades		05 Supervisors	Technicians	04 Semi-Prof	O FIOLESSIONALS	03 Profession		& Managers	01		(EEOG)	Occupational Group	Employment Equity			Data sources:	06 Supervisors: Trades	05 Supervisors		04 Technicians	Com.: Deof	03 Professionals	02 Managers	01		(EEOG)	Occupational Group	Employment Equity			Data sources:	Α					
Supervisors: Crafts & Trades	Š	zī.	ns 	Semi-Professionals &	Idis	2						1 Group	Equity				rs: Crafts &	rs		ns	incianal p	vals					Group	Equity				В					
2018 2021	2021	2018	2021	_	2021	2018	2021	0107	2018	#		rear					2016	2018	2016	2018	+	2016	2018	2016	#:		Year					С					
0	0	0	253	253	366	366	5			#	Employees	All	F	New	←	Part 2: Flow Data Analysis	0 0	0	0	2,274	2 521	3,428 3 576	358	541	#	Employees	<u>4</u>			←	Part 1: Workforce Analysis	D					
	0		<u>-</u>		-2		0	_	0	#	Actual	Disabilities	Flow Data	New Entrants	←		0 0			46		138	5	24	*	Representation				←	Part 1: Workforce Analysis	E					
0.0	0.0	0.0	-0.4	-0.4	-0.5	-0.5	0.0	0.0	0.0	%	ual	lities		ıts	←	E + D x 100	0.0	0.0	0.0	2.0	60 :	4.0	1.4	4.4	%				Workf	←	E + D x 100	5					
0		0		0		0		0		#	Goal				←	Part 3: Goals	0.0	0.0	0.0	4.6	4.6	3.8	4.3	4.3	2.0	Avail	Persons with	orkfore	Workforce Analysis	←	Part 1: Workforce Analysis	G					
0.0		0.0		0.0		0.0		0.0	0.0	%	Percent of Goal Met	Persons with	Short-te		←	E+Gx 100	0			105		130	15	23	#:	Availability	Persons with Disabilities		alvsis	←	D x G + 100	Ξ					
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	%	Goal	Persons with Disabilities	Short-term Goals		←	E ?;	0	0	0	-59	3/	-95	-10	1	72.	Gap				←	Е-Н	_					
0.0	0.0	0.0	-859.3	0.0	-1438.0	0.0	0.0	0.0	0.0	%	Percent of Goal Met				←	F÷Ix 100	0.0	0.0	0.0	44.0	120 3	105.9	32.5	103.2	979	EE Result				←	E+H x 100	J				_	Feder
										#	Goal			Goals	←	F+Ix 100 Part 3: Goals	0	0		380	93.	593	24		#	Employees	All			←	Part 2: Flow Data Analysis	K				Part 6: Results - Persons with Disabil	Federal Contractors Program Achieveme
0.0		0.0		0.0		0.0		0.0		%	Percent of Goal Met	Persons with Disabilities	Long-term Goals		←	1	0	0		0		0	0		4:	2				←	Part 2: Flow Data Analysis	T	, Dan		Stantec Consulting Ltd.	esults -	ractors
	0.0		0.0		0.0	0.0	0.0			%	Goal	Disabilities	m Goals		←	Part 3: Goals	0.0	0.0		0.0	Ī	0 0	0.0		%	Actual	Persons w	Hiros		←	L + K x 100	Z		3010	Consu	Persor	Progra
	0.0		-859.3		-1438.0	0.0	0.0	0.0		%	Percent of Goal Met				←	F + M x 100				17		23			11:	Expected	Persons with Disabilities			←	K x G ÷ 100	z	0.7-20]	05 201	lting L	ıs with	m Achi
0 0	0	0	3	0	0	0	0		2		-	1	1	1		<u>iēi</u>	0	0							#:	Difference	Š			←	L - Z	0			편	Disabil	evemer
																	0	0		-17	6.2	22			71:	₽	4	-			Part 2: Data Aı					lities	nt Report
																	0	0		0	-	<u> </u>	0			yees			Y		Part 2: Flow Flow Data Analysis Analysis Analysis Px F + 100						7
																	0	0		0		<u> </u>	0		#	Actual	Per	Pron	Flow Data Analysis	←	rt 2: v Data ılysis	Q					
																	0.0	0.0		0.0	9.6	0	0.0		3		Persons with Disabilities	ofions	a Anal	←	Q+Px 100 PxF+100	R					
												Coi					0	0		0	-	>	0		#:	Expected Difference	sabilities	ľ	ysis	←	F ÷ 100	ST					
												Comments					0	0		0	-	>	0		#					←	Q-S	Т					
																				127	11	777	19		#	Employees	<u>4</u>			←	Part 2: Flow Data Analysi	П					
																	0	0							#:	T		-		←	Part 2: Flow Flow Data Data Analysis Analysis	<					
																	0.0	0.0		1 0.8		0 0	0 0.0		20	Actual	Persons with D	erminati		←	1 V + U x						
																											Persons with Disabilities	ions		←	V + U x U x F + 100	×					
																	0	0		8 -7		07	1 -1		#	Expected Difference	ties			←	00 V-X	P Q R S T U V W X Y				00	921

Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities Stantec Consulting Ltd. [Date: 2018-05-28] В \mathbf{C} F G M P V W D E Н K L N О 0 R S Т U X Part 1 Part 1: Part 1: Part 2: Part 2: Part 2: E ÷ D DxG $\mathbf{E} \div \mathbf{H}$ Part 2: Flow Part 2: Flow $Q \div P x$ Part 2: Flow $V \div U x$ L-N Workforce Workforce E - H Flow Data K x G ÷ 100 Flow Data P x F ÷ 100 Q - S Flow Data U x F ÷ 100 V - X Workforce :Data sources Data Analysis Data Analysis Data Analysis x 100 x 100 x 100 $\div 100$ Analysis Analysis Analysis Analysis Analysis Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires **Promotions** Terminations Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All All All All (EEOG) Employees Representation Availability EE Result Employees Employees Employees Gap Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % # % # # # # # % # # % 2016 544 35 6.4 3.4 18 17 189.2 Administrative & Senior Clerical 2018 465 19 4.1 3.4 16 120.2 74 0 0.0 0 0.0 27 0 0.0 2016 12.5 3.5 357.1 Skilled Sales & 1 0 Service Personnel 2018 20 1 5.0 3.5 142.9 0 0.0 0 0.0 0 0.0 0.0 0.0 0 0.0 Skilled Crafts & 2016 0 Trades Workers 2018 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 2016 200 18 9.0 7.0 14 128.6 10 Clerical Personnel 158 2018 -1 0.6 7.0 11 -10 9.0 18 0 0.0 0.0 11 0 0.0 0 0.0 0.0 Intermediate Sales & 2016 0 0.0 Service Personnel 2018 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 2016 14.3 4.8 297 6 Semi-Skilled Manual Workers 2018 0 0.0 4.8 0.0 0.0 0 0.0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3 $E \div G \; x$ Part 3: $E \div K \; x$ Part 3: F ÷ I x 100 Part 3: Goals ÷ M x 100 Data sources Flow Data Data Analysis 100 100 Goals Goals 100 Goals Analysis 1 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities (EEOG) Employees Percent of Percent of Percent of Percent of Actual Goal Me Goal Met Goal Met Goal Met % % % % % % 9/4 2018 0.0 47 0 0.0 0.0 0.0 0.0 0.0 0.0 Administrative & Senior Clerical 2021 47 0.0 0 0.0 0.0 0.0 0.0 2018 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0.0 0.0 Service Personnel 2021 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 2018 0.0 0.0 Trades Workers 2021 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 2018 0 0.0 0.0 0.0 Clerical Personnel 0.0 0.1 0.0 2021 0 0.0 0.1 0.0 0.0 2018 0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 2021 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0.0 0.0 0.0 Workers 0.0 0.0 0.0 0.0 2021 0.0 0

Total		Workers Workers	Other Manual	Personnel	13 Other Sales & Service		(EEOG)	Occupational Group	Employment Equity			Data sources:		Total	Workers	Other Manual	13 Personnel	Other Sales & Service		(EEOG)	Occupational Group	Employment Equity			Data sources:	A				
			ıal		& Servic			Group	Equity							ıal		& Servic			Group	Equity				В				
2021	2018	2021	2018	2021	e 2018	#		Year					2018	2016	2018	2016		e 2016	#:			Year				С				
680	680	0	0	0	0	#	Employees	All	F	New	↓	Part 2: Flow Data Analysis	6,856	7,249	0	0	0	0	#:	Employees	AII			←	Part 1: Workforce Analysis	D				
			0	0	0	3 t.	Actual	Persons with Disabilities	Flow Data	New Entrants			113		0	0		0	74:	Representation			,	←	Part 1: Workforce Analysis	Е				
-0.4	-0 4	0.0	0.0	0.0	0.0	%	2.	with ties		ts	←	E + D x 100	1.6	5.1	0.0	0.0	0.0	0.0	%	tation		W	Vorkfo	←	E÷D x 100	Ŧ				
	0		0		0	#	Goal				←	Part 3: Goals	4.1	4.2	0.0	0.0	0.0	0.0	9%	Avail	Persons wit	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	G				
	0.0		0.0		0.0	9%	Percent of Goal Met	Persons wit	Short-te		←	E÷Gx 100	281	304	0	0		0	#:	Availability	Persons with Disabilities	е	nalysis	←	D x G + 100	Н				
		0.0	0.0	0.0	0.0	%	Goal	Persons with Disabilities	Short-term Goals		←	Part 3: F ÷ I x 100 Goals	-168	63	0	0		0	#	Gap	•			←	Е-Н	-				
0.0	0.0	0.0	0.0	0.0	0.0	%	Percent of Goal Met			6	←	;	40.2	120.5	0.0	0.0	0.0	0.0	%	EE Result				←	E+H x100	J			P	Feder
(0		0		0	#	Goal		1	Goals	←	Part 3: Goals	1,092		0		0		#	Employees	All			←	Part 2: Flow Data Analysis	К		s	Part 6: Results - Persons with Disabi	Federal Contractors Program Achieveme
	0.0		0.0		0.0	%	Percent of Goal Met	Persons with Disabilities	Long-term Goals		←	E÷Kx 100	0		0		0		#	Actual				←	Part 2: Flow Data Analysis	L	[Date:	tantec	sults - I	ectors P
0.0	0.0	0.0	0.0	0.0	0.0	%	Goal	Disabilities	n Goals		←	Part 3: Goals	0.0		0.0		0.0		%	ıal	Persons wi	Hires		←	L+K x 100	2	Date: 2018-05-28]	Consul	Person	rograi
0.0	0.0	0.0	0.0	0.0	0.0	%	Percent of Goal Met				←	F + M x 100	45		0		0		#	Expected	Persons with Disabilities			←	K x G ÷ 100	z	05-28]	Stantec Consulting Ltd.	s with E	n Achie
													-45		0		0		#	Difference	٠			←	L-N	0		-	isabilities	
																			71:	Employees	llv			←	Part 2: Flow Data Analysis) P Q R S T U V W X Y			es	nt Report
													0		0 0		0 0		#				Flow	←	Part 2: Part 2: Flow Flow Data Data Analysis Analysis	Q				
													0.0		0.0		0.0		%	Actual	Persons	Promotions	Data A	←	Q + P x 100	R				
													0		0		0		Tt:	Expected	Persons with Disabilities	ns	Flow Data Analysis	←	P x F + 100	S				
								Comments											#	Difference	es			←	Q-S	Ŧ				
								nts					0		0		0		#	e Employees	All			←	Part 2: Flow Data Analysis	U				
													412		0		0		#:	ees				_	low Flow Data lysis Analysis	V				
													3 0		0 0		00		90	Actual	Persons	Terminations		↓ ↓ ↓ ↓	Part 2: V + U x	W				
													0.7		0.0		0.0		#:	Expected	Persons with Disabilities	tions		←	V + U x 100 U x F + 100	X				
													21 -18		0		0		41:	ed Difference	lities			←	100 V - X	Y			00	9217

6		05		04		23	2			21		,		0	<u> </u>			Data s		9	5	$\overline{}$	04		03	20		01		(H.H.	900				Data s	Α				
Trades	Supervisors: Crafts &	Supervisors	Technicians	Semi-Professionals &	FIOIESSIOIS	Desfacionals	Managers	Middle & Other	Semor ivianagers	Senior Managere		•	(FEOG)	Occupational Group	Employment Equity			Data sources:	Trades	Supervisors: Crafts &	Supervisors		Technicians	Cami Drofessionals &	Professionals	Managers	Middle & Other	Senior Managers		(EEOG)	Occupational Group	Employment Equity			Data sources:	A B				
2021	2018	2021	2021	2018	2021	2018	2021	2018	2021	2018	*			Year					2018	2016	2018	2016	2018	2016	2016	2018	2016	2016 2018	#:			Year				С				
0	0	0	253		366	366	9	9	-4	4	*		Finnlavoes			Nev	<u></u>	Part 2: Flow Flow Data Analysis Analysis	0	0	0		2,274	2,270	3,428	188	323	218 170	#	Employees					Part 1: Workforce Analysis	D				
0			-20 0			-54	0		0	0	*	Actual		Visible Minorities	Flow Data	New Entrants	←	Part 2: Flow Data Analysis					372					30 16	#	Representation			_	←	Part 1: Workforce Analysis	Е				
0.0	0.0	0.0	-7.9	-7.9	-14.8	-14.8	0.0	0.0	0.0	0.0	%	120	-	norities		its	←	E+Dx 100	0.0	0.0	0.0	0.0	16.4	10.4	21.7	8.5	15.8	13.8 9.4	9/0	itation		V	Vorkf	←	E÷D x 100	Ŧ				
	0		0	0		40		0		0	3 h:	GOIII					_	Part 3: Goals	0.0					17.7				10.1 8.2	9/0	Ava	Visible	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	G				
	0.0		0.0	0.0		-135.0		0.0		0.0	%	Goal Met	Percent of	Visible!	Short-te		←	E÷Gx 100		0				737				1 22 1 14	#	Availability	Visible Minorities	'e	nalysis	←	DxG +100	н				
0.0			0.2		0.2	0.0	0.2	0.0	0.0	0.0	%	Cross	,	Visible Minorities	Short-term Goals			Part 3: Goals	0	0				2000		±.		2 %	#	Gap					Е-Н	I				
0.0	0.0	0.0	-4705.4	0.0	-6122.0	0.0	0.0	0.0	0.0	0.0	%	Goal Met	Percent of		-	0	←	F ÷ I x 100	0.0	0.0	0.0	0.0	97.4	113 5	92.6	50.7	105.3	136.3 114.8	9/9	EE Result				←	E÷H x 100	J			Par	Feder
	0		0	0		13		0		0	3 t:	0081				Goals	←	F + I x 100 Part 3: Goals	0		0		380	,		22		2	#	Employees	<u> </u>			<u></u>	Part 2: Flow Data Analysis	K		70	Part 7: Results - Members of Visible Minorities	Federal Contractors Program Achieveme
	0.0	0.0	0.0	0.0		-415.4		0.0		0.0	%	Goal Met	Percent of	Visible Minorities	Long-term Goals		←	E+Kx 100	0		0		0		>	0		0	#	Actual				←	Part 2: Flow Data Analysis	Г	[Date:	Stantec Consulting Ltd.	Its - Me	actors P
0.0	0.0	0.0	0.2	0.0	0.2	0.0	0.2	0.0	0.0	0.0	%			orities	n Goals		←	" "	0.0		0.0		0.0	0.0	0	0.0		0.0	9/9	ial	Visible N	Hires		←	L+K x100	3	[Date: 2018-05-28]	Consult	mbers o	rogran
0.0	0.0	0.0	-4705.4	0.0	-6122.0	0.0	0.0	0.0	0.0	0.0	0/6	Goal Met	Percent of				<u></u>	F + M x 100	0		0		64	1+1	1 4 2	4		0	#	Expected	Visible Minorities			←	K x G + 100	z)5-28]	ing Ltd	of Visibi	1 Achies
																			0		0		-64	-11-0	1 // 2	-4		0	#	Difference				←	L-N	0			le Mino	vement
																					0		0			0		0	#	Employees	IIV			←	Part 2: Flow Flow Data Q+Px Px F+100 Data Analysis Analysis 100 PxF+100	P			rities	nt Report
																			0 0		0		0			0		0	#	Ac.		ł	Flow	←	Part 2: Flow Data Analysis	Q				
																			0.0		0.0		0.0			0.0		0.0	%	Actual	Visible	Promotions	Flow Data Analysis	←	Q + P x 100	R				
																			0		0		0			0		0	#	Expected	Visible Minorities	ns	nalysis	←	PxF+100 Q-S	S				
														Comments							0				J			<u> </u>	#	Difference				←	Q-S	T				
														nts					0		0		0		>	0		0	#	e Employees	<u> </u>			←						
																			0		0		127	177	7,	13		6	#	/ees	Г			_	Part 2: Part 2: Flow Flow Data Data Analysis Analysis					
																			0		0		20 1			0		0	9/9	Actual	Vis	Terminations		←	2: V+Ux Data 100	W				
																			0.0		0.0	$\frac{1}{2}$	15.7	20.0	0	0.0	$\frac{1}{1}$	0.0	#	Expected	Visible Minorities	ations		4	V+Ux 100 UxF+100	W X				
																			0		0	$\frac{1}{1}$	25	+	20	2	$\frac{1}{1}$			cted Difference	ies									
																			0		0		7	,	h	-2		<u>.</u>		епсе					V-X	Y			009	921

								Feder	al Contr	actors	Progra	m Achie	vement	Report									
								Par	t 7: Resu	ılts - Mo	embers	of Visib	le Mino	rities									
									\$	Stantec	Consu	lting Lto	l.										
										[Date	e: 2 018-	05-28]											
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q÷Px 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
		<u>_</u>	<u> </u>	<u>↓</u>	<u> </u>	\	<u> </u>		, 						<u>\</u>	<u> </u>	<u>↓</u>					<u> </u>	
Employment Equity					orce An orkforce						Hires			1		Data A	•		1	Таг	rminatio	ane .	
Occupational Group	Year	All		Y		dinorities .			All			Minorities		All	1		Minorities .		All	10		Minorities	
(EEOG)		Employees	Represen			ability	Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Ac		Expected	Difference	Employees	Acti		Expected	Difference
Administrative &	2016	# 544	# 107	% 19.7	% 10.6	# 58	# 49	% 185.6	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07 Senior Clerical	2018	465	42	9.0	14.7	•		61.4	74	. 0	0.0	11	-11	0	0	0.0	0	0	27	4	14.8	5	-1
08 Skilled Sales &	2016	8	0	0.0	13.9		-1																
Service Personnel Skilled Crafts &	2018	20	0	15.0	16.3		0	92.0	3	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	0
109 Trades Workers	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	200	46	23.0	12.7	:																	
Intermediate Sales &	2018	158 0	33	20.9	19.3			108.2	18	0	0.0	3	-3	0	0	0.0	0	0	11	1	9.1	3	-2
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
12 Semi-Skilled Manual Workers	2016	7	2	28.6	15.8 29.2		1	180.8			0.0		0			0.0					0.0		
Workers	2018	3	1	20.0	29.2	<u> </u>	0	68.5	1 0	0	0.0] 0	U	71 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÷Ix 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
	1	<u>↓</u> ••	<u> </u>	<u> </u>	<u>↓</u>				<u> </u>														
			Entran	LS		Short-te	rm Coal		oals	Long-ter	m Coals												
Employment Equity Occupational Group	Year	All	Visible Mi	norities			Amorities .	,		Visible M							(Commen	ts				
(EEOG)		Employees	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	Ħ	#	%	#	%	%	%	#	%	%	%											
07 Administrative &	2018	47	-4	-8.5	0	0.0	0.0	0.0	0	0.0	3												
Senior Clerical Skilled Sales &	2021	47	-4 0	-8.5 0.0	1	0.0	0.1		0	0.0	0.1												
08 Service Personnel	2021	2	0	0.0	1	0.0	0.0	0.0	UNION TURING NEURON TURING NEURON TURING	0.0	0.0												
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0		0.0		0.0													
10 Clerical Personnel	2021	7	-1 -1	-14.3 -14.3	0	0.0	0.0	0.0 0.0 0.0	0	0.0		0.0											
11 Intermediate Sales & Service Personnel	2021 2018 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											
12 Semi-Skilled Manual Workers	2021 2018 2021	0	0	0.0	0	0.0		0.0	0	0.0	8	0.0											
WOLKETS	2021	<u> </u>	0	0.0			0.0	L 0.0			0.0	0.0											

									al Contr														
								Par	t 7: Resu					rities									
												ting Ltd	1.										
										Date	: 2018-	05-28]											
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	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
		ν.	\	ψ.	\	↓ `	1	1	. ↓	↓	, 1	<u> </u>	↓	<u> </u>	, 1	\	1	. ↓	,	1	1	1	\ \
			1	Workfa	rce An	alysis									Flow	Data A	nalysis						
Employment Equity	Year			W	orkforce						Hires				l	Promotio				Te	rminatio		
Occupational Group (EEOG)		All Employees	Represe		Visible N Avail:	······································	Gap	EE Result	All Employees		Visible tual	Minorities Expected	Difference	All Employees		Visible tual	Minorities	Difference	All Employees	Act		Minorities	Difference
,	#	#	# #	%	%	#	Gap #	EE Resuit	#	#	- %	Expected #	#	#	#	: %	Expected #	#	#	#	uai %	Expected #	#
Other Sales & Service	2016	0	0	0.0	0.0	0	0	0.0															
Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	C	0.0	0	C	0	0	0.0	0	0
14 Other Manual Workers	2016 2018	0	0	0.0	0.0		0	0.0	0	0	0.0		0		C	0.0				0	0.0	0	
	2016	7,249	1,471	20.3	19.2		79		0	1 0	0.0	0	0	, 0		0.0	, 0	C	0	U	0.0	0	
Total	2018	6,856	1,140	16.6	20.2		-245	82.3	1,092	0	0.0	221	-221	0	C	0.0	0	C	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											
<u> </u>		↓	↓	 J		↓ ↓		↓	↓	.i↓	i↓	↓	į										
		New	Entrai	its				G	oals														
Employment Equity		FI	ow Data			Short-ter	m Goals	5		Long-ter	m Goals												
Occupational Group	Year	All	Visible M	inorities		Visible M	inorities			Visible M	inorities						(Commen	ts				
(EEOG)		Employees	Act		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
Other Sales & Service	# 2018	#	# 0	% 0.0	#	0.0	0.0	0.0	#	0.0	0.0	0.0											
13 Personnel	2018	0	0	0.0	U	0.0	0.0	0.0		0.0	0.0												
Other Manual	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Workers	2021	0	0	0.0		100 5	0.0	0.0			0.0												
Total	2018 2021	680 680	-79 -79	-11.6 -11.6	41	-192.7	0.0	0.0	13	-607.7	0.0												
	2021	080	-/9	-11.0			0.0	0.0			0.0	0.0											

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

Efforts

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

Rea	mired	measures:
ILVU	uncu	micasui cs.

Requi	red measures:
✓	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
✓	Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
√	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.
V	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.
\checkmark	Ensured that any new gaps identified are addressed accordingly.
\checkmark	Maintained appropriate records in all required areas.
Other	measures:
V	Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
✓	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
V	Ensured ongoing senior-level support for employment equity and its implementation.
/	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
Oper	rational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your zation's activities during the period between the first/previous and subsequent/current compliance ment.
✓	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

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

√

employees).

Page 36 of 37 009222

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 prioroitzing 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 seperately 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:

\boxtimes	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		Go	als			
Employment Equity Occupational Group (EEOG)		Present Gap	Short- term (1 to 3	Long- term (3+	Representation	LMA	
	(=====)	Jup	years)	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			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	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		Go	als		
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
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		Go	als		
Emp	oloyment Equity Occupational Group (EEOG)	Present Gap	Short- term (1 to 3	Long- term (3+	Representation	LMA
	,		years)	years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-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 <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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



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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish 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@hrsdc-rhdcc.gc.ca



Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT) en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!

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

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 6th, 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



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

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

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



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

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



10160 112 Street Edmonton, AB



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.