



## Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization AMEC Americas Limited	Parent company is located outside Canada  <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) AMEC Environment & Infrastructure, a division of AMEC Americas Limited	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 21311	Total number of employees in Canada (Full-Time/Part-Time/Temporary)    6474  To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2002/naics-sclan02-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2002/naics-sclan02-eng.htm</a>

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 2020 Winston Park Drive Suite 700	City Oakville	Province Ont	Postal Code L6H 6X7
	Telephone Number 905-403-3558	Fax Number	

EMPLOYMENT EQUITY CONTACT	
Name (print) Lisa O'Connell	Title Vice President HR Shared Services
Telephone Number 905-403-3558	E-mail Address lisa.oconnell@amec.com

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

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Lisa O'Connell	Title VP HR Shared Services
Telephone Number 905-403-3558	E-mail Address lisa.oconnell@amec.com
Signature [REDACTED]	Date 2014-02-19

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



## APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

### *Federal Contractors Program*

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

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I, the undersigned, on behalf of (legal name of organization) **Wood Canada Limited** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **061589**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) August 31, 2018 for the following reason(s):

(Please describe) **In an effort to capture the true representation of the designated groups in our workforce we will be re-surveying our Canadian population. Additional time is required in order to issue the questionnaire, collect the results and create the data files for WEIMS.**

**In addition, Amec Foster Wheeler, now Wood, has been acquired, with the official name change occurring April 16, 2018. Over the last six months there has been significant activity around planning the integration of the two large companies. This has somewhat effected the focus of completing the work required for the compliance assessment.**

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

Name: Joanne Karakashian

Position Title: Vice President, Finance

Email address: Joanne.Karakashian@amecfw.com

Telephone number: 905 403 5044

Business address: 2020 Winston Park Drive, Oakville ON L6H 6X7



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

Date: \_\_\_\_\_

*April 24, 2018*

**From:** Yakibonge, Maurice [NC] **On Behalf Of** EE-EME  
**Sent:** May 13, 2018 3:41 PM  
**To:** Hamilton, Lillian <lillian.hamilton@woodplc.com>  
**Cc:** 'Valere, Bianca' <bianca.valere@woodplc.com>; 'Joanne.karakashian@amecfw.com' <Joanne.karakashian@amecfw.com>  
**Subject:** Extension to Submit Federal Contractors Program Compliance Assessment Information - 061589

Good afternoon,

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

As requested, we hereby grant you an extension until **August 31<sup>st</sup>, 2018**.

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

Maurice Yakibonge

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



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



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

Reporting Period 2016-04-07 to 2018-07-20

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	771	30	0	801	Calgary	668	28	0	696
Québec	94	2	0	96	Edmonton	154	7	0	161
Nova Scotia	94	5	0	99	Halifax	91	5	0	96
New Brunswick	63	3	0	66	Montréal	94	2	0	96
Manitoba	60	1	0	61	Regina	22	1	0	23
British Columbia	719	35	0	754	Toronto	391	18	0	409
Saskatchewan	169	12	0	181	Vancouver	485	13	0	498
Alberta	884	39	0	923	Winnipeg	60	1	0	61
Newfoundland and Labrador	181	6	0	187	St. John's	177	6	0	183
Northwest Territories	2	0	0	2	Moncton	9	0	0	9
Total Employees in Canada				3170	Saint John	1	0	0	1
					Kingston	1	0	0	1
					Ottawa - Gatineau	33	1	0	34
					Peterborough	21	0	0	21
					Hamilton	144	5	0	149
					St. Catharines - Niagara	26	0	0	26



Wood Canada Limited (certificate # 061589)

Form 1

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

Reporting Period 2016-04-07 to 2018-07-20

	Census Metropolitan Areas			Total Number of Employees
	Permanent Full-time	Permanent Part-time	Temporary	
Kitchener - Cambridge - Waterloo	64	4	0	68
London	18	0	0	18
Windsor	26	0	0	26
Greater Sudbury	30	1	0	31
Saskatoon	143	9	0	152
Barrie	4	0	0	4
Alta. less CMAs	62	4	0	66
B.C. less CMAs	234	22	0	256
N.B. less CMA	53	3	0	56
N.S. less CMA	3	0	0	3
N.W.T.	2	0	0	2
Nfld.Lab. less CMA	4	0	0	4
Ont. less CMAs	13	1	0	14
Sask. less CMA	4	2	0	6
<b>Total Employees in Canada</b>				<b>3170</b>



Workplace Equity Information Management System - Wood Canada Limited

**Workforce Analysis - Summary Report**

Date: 2018-07-20

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	18	2	11.1 %	27.4 %	5	-3
02 : Middle and Other Managers	305	68	22.3 %	38.9 %	119	-51
03 : Professionals	1551	453	29.2 %	24.9 %	386	67
04 : Semi-Professionals and Technicians	892	172	19.3 %	18.3 %	163	9
05 : Supervisors	20	18	90.0 %	56.7 %	11	7
07 : Administrative and Senior Clerical Personnel	215	185	86.0 %	81.7 %	176	9
10 : Clerical Personnel	169	109	64.5 %	69.5 %	117	-8
<b>Total</b>	<b>3170</b>	<b>1007</b>	<b>31.8 %</b>	<b>30.8 %</b>	<b>977</b>	<b>30</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Wood Canada Limited

**Workforce Analysis - Summary Report**

Date: 2018-07-20

**Aboriginal Peoples**

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees #	Representation		Availability		Gap #
		#	%	%	#	
01 : Senior Managers	18	0	0.0 %	2.9 %	1	-1
02 : Middle and Other Managers	305	3	1.0 %	2.2 %	7	-4
03 : Professionals	1551	18	1.2 %	1.3 %	20	-2
04 : Semi-Professionals and Technicians	892	19	2.1 %	3.0 %	27	-8
05 : Supervisors	20	0	0.0 %	3.7 %	1	-1
07 : Administrative and Senior Clerical Personnel	215	7	3.3 %	3.1 %	7	0
10 : Clerical Personnel	169	2	1.2 %	3.1 %	5	-3
<b>Total</b>	<b>3170</b>	<b>49</b>	<b>1.6 %</b>	<b>2.1 %</b>	<b>68</b>	<b>-19</b>

Total may not equal sum of components due to rounding.





Workplace Equity Information Management System - Wood Canada Limited

**Workforce Analysis - Summary Report**

Date: 2018-07-20

**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	18	1	5.6 %	10.1 %	2	-1
02 : Middle and Other Managers	305	56	18.4 %	15.0 %	46	10
03 : Professionals	1551	461	29.7 %	24.2 %	375	86
04 : Semi-Professionals and Technicians	892	201	22.5 %	18.3 %	163	38
05 : Supervisors	20	1	5.0 %	23.5 %	5	-4
07 : Administrative and Senior Clerical Personnel	215	53	24.7 %	18.6 %	40	13
10 : Clerical Personnel	169	41	24.3 %	28.8 %	49	-8
<b>Total</b>	<b>3170</b>	<b>814</b>	<b>25.7 %</b>	<b>21.4 %</b>	<b>680</b>	<b>134</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Wood Canada Limited

**Workforce Analysis - Summary Report**

Date: 2018-07-20

**Persons with Disabilities**

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	323	7	2.2 %	4.3 %	14	-7
03 : Professionals	1551	20	1.3 %	3.8 %	59	-39
04 : Semi-Professionals and Technicians	892	16	1.8 %	4.6 %	41	-25
05 : Supervisors	20	0	0.0 %	13.9 %	3	-3
07 : Administrative and Senior Clerical Personnel	215	5	2.3 %	3.4 %	7	-2
10 : Clerical Personnel	169	3	1.8 %	7.0 %	12	-9
<b>Total</b>	<b>3170</b>	<b>51</b>	<b>1.6 %</b>	<b>4.3 %</b>	<b>136</b>	<b>-85</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2018-07-20

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

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



## Workforce Analysis - Summary Report

Date: 2018-07-20

### WFA Defaults - Persons with Disabilities

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





**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Wood Canada Limited**

**[Date: 2018-07-20]**

**Data from First/Previous Workforce Analysis**

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	07

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	07	20

**Table 3: Members of Visible Minorities**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
01	Senior Managers	21	2	10.10
02	Middle & Other Managers	688	90	15.00
03	Professionals	1,883	415	26.50
04	Semi-Professionals & Technicians	1,055	153	19.00
05	Supervisors	29	3	13.80
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	354	59	13.70
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	1	0	0.00
10	Clerical Personnel	216	41	18.20
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>4,247</b>	<b>763</b>	<b>21.1</b>

**\* Source:**

2006 Census of Canada

**Table 7: Members of Visible Minorities**

**Subsequent/Current Workforce Analysis**

All Employees	Members of Visible Minorities	
	Representation	Availability*
#	#	%
18	1	10.1
305	56	15.0
1,551	461	24.2
892	201	18.3
20	1	23.5
0	0	0.0
215	53	18.6
0	0	0.0
0	0	0.0
169	41	28.8
0	0	0.0
0	0	0.0
0	0	0.0
<b>3,170</b>	<b>814</b>	<b>21.4</b>

**\* Source:**

2011 National Household Survey

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Wood Canada Limited**

**[Date: 2018-07-20]**

**Data from First/Previous Workforce Analysis**

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	07

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	07	20

**Table 4: Persons with Disabilities**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
01/02	Managers	709	11	4.30
03	Professionals	1,883	19	3.80
04	Semi-Professionals & Technicians	1,055	15	4.60
05	Supervisors	29	0	13.90
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	354	9	3.40
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	1	0	3.80
10	Clerical Personnel	216	4	7.00
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>4,247</b>	<b>58</b>	<b>4.3</b>

**\* Source:**

2006 Census of Canada

**Table 8: Persons with Disabilities**

**Subsequent/Current Workforce Analysis**

All Employees		Persons with Disabilities	
		Representation	Availability*
#	#	%	
323	7	4.3	
1,551	20	3.8	
892	16	4.6	
20	0	13.9	
0	0	0.0	
215	5	3.4	
0	0	0.0	
0	0	0.0	
169	3	7.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
<b>3,170</b>	<b>51</b>	<b>4.3</b>	

**\* Source:**

2011 National Household Survey



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Wood Canada Limited**

**[Date: 2018-07-20]**

Start Date of Flow Data		
YYYY	MM	DD
2016	04	07

End Date of Flow Data		
YYYY	MM	DD
2018	07	20

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 1: Women			
	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	2	0	0	0
02 Middle & Other Managers	56	11	3	0
03 Professionals	526	148	12	5
04 Semi-Professionals & Technicians	406	87	6	0
05 Supervisors	3	3	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	57	50	5	5
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	58	32	1	1
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>1,108</b>	<b>331</b>	<b>27</b>	<b>11</b>

	Table 5: Women			
	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
	3	0	0	0
	30	6	1	1
	258	74	10	6
	79	17	4	0
	1	1	5	0
	0	0	0	0
	19	18	0	5
	0	0	0	0
	0	0	0	0
	8	5	1	1
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>398</b>	<b>121</b>	<b>21</b>	<b>13</b>

	Table 9: Women			
	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
	9	2	0	0
	177	29	12	2
	761	200	53	27
	494	90	25	5
	4	3	0	0
	0	0	0	0
	131	101	18	18
	0	0	0	0
	1	0	0	0
	139	82	8	8
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>1,716</b>	<b>507</b>	<b>116</b>	<b>60</b>

**Total Hires 1,135**  
**Total Women 342**

**Total Promoted 419**  
**Total Women 134**

**Total Terminated 1,832**  
**Total Women 567**

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Wood Canada Limited**

**[Date: 2018-07-20]**

Start Date of Flow Data			End Date of Flow Data		
YYYY	MM	DD	YYYY	MM	DD
2016	04	07	2018	07	20

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	2	0	0	0	3	0	0	0	9	0	0	0
02 Middle & Other Managers	56	1	3	0	30	1	1	0	177	0	12	0
03 Professionals	526	4	12	0	258	2	10	0	761	11	53	0
04 Semi-Professionals & Technicians	406	11	6	1	79	3	4	1	494	9	25	0
05 Supervisors	3	0	0	0	1	0	5	0	4	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	57	2	5	0	19	1	0	0	131	2	18	2
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	1	0	0	0
10 Clerical Personnel	58	2	1	0	8	0	1	0	139	4	8	1
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,108</b>	<b>20</b>	<b>27</b>	<b>1</b>	<b>398</b>	<b>7</b>	<b>21</b>	<b>1</b>	<b>1,716</b>	<b>26</b>	<b>116</b>	<b>3</b>
	<b>Total Hires</b>		<b>1,135</b>		<b>Total Promoted</b>		<b>419</b>		<b>Total Terminated</b>		<b>1,832</b>	
	<b>Total Aboriginal Peoples</b>		<b>21</b>		<b>Total Aboriginal Peoples</b>		<b>8</b>		<b>Total Aboriginal Peoples</b>		<b>29</b>	

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Wood Canada Limited**

**[Date: 2018-07-20]**

Start Date of Flow Data			End Date of Flow Data		
YYYY	MM	DD	YYYY	MM	DD
2016	04	07	2018	07	20

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	2	0	0	0	3	0	0	0	9	0	0	0
02 Middle & Other Managers	56	0	3	0	30	0	1	0	177	0	12	0
03 Professionals	526	5	12	0	258	2	10	0	761	10	53	0
04 Semi-Professionals & Technicians	406	4	6	1	79	1	4	0	494	10	25	2
05 Supervisors	3	0	0	0	1	0	5	0	4	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	57	1	5	0	19	0	0	0	131	3	18	1
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	1	0	0	0
10 Clerical Personnel	58	0	1	0	8	0	1	0	139	2	8	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,108</b>	<b>10</b>	<b>27</b>	<b>1</b>	<b>398</b>	<b>3</b>	<b>21</b>	<b>0</b>	<b>1,716</b>	<b>25</b>	<b>116</b>	<b>3</b>
	<b>Total Hires</b>		<b>1,135</b>		<b>Total Promoted</b>		<b>419</b>		<b>Total Terminated</b>		<b>1,832</b>	
	<b>Total Persons with Disabilities</b>		<b>11</b>		<b>Total Persons with Disabilities</b>		<b>3</b>		<b>Total Persons with Disabilities</b>		<b>28</b>	

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Wood Canada Limited**

**[Date: 2018-07-20]**

Start Date of Flow Data			End Date of Flow Data		
YYYY	MM	DD	YYYY	MM	DD
2016	04	07	2018	07	20

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 4: Members of Visible Minorities**

**Table 8: Members of Visible Minorities**

**Table 12: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	2	0	0	0	3	1	0	0	9	2	0	0
02 Middle & Other Managers	56	14	3	0	30	7	1	0	177	28	12	1
03 Professionals	526	202	12	2	258	72	10	1	761	221	53	9
04 Semi-Professionals & Technicians	406	112	6	0	79	15	4	0	494	117	25	3
05 Supervisors	3	0	0	0	1	0	5	0	4	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	57	13	5	1	19	6	0	0	131	32	18	3
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	1	0	0	0
10 Clerical Personnel	58	19	1	0	8	3	1	0	139	26	8	2
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,108</b>	<b>360</b>	<b>27</b>	<b>3</b>	<b>398</b>	<b>104</b>	<b>21</b>	<b>1</b>	<b>1,716</b>	<b>426</b>	<b>116</b>	<b>18</b>

Federal Contractors Program Achievement Report

Part 3: Goals

Wood Canada Limited

[Date: 2018-07-20]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis <sup>1</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>1</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) ÷ (C + F)

Table 1: Women

Employment Equity Occupational Group (EEOG)	All Employees												Women							
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	From - To						From - To
	2016-04-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2016-04-07	Annually	Over 3 Years	#	2016	2019	%	%	#	#	%	%
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%
01 Senior Managers	21		0.5%	0		5.025%	3	3	3	5.025%	0	3	2	50.0%	27.4%	-3	-1	14.3%	23.8%	
02 Middle & Other Managers	688		0.5%	10		5.025%	104	114	100	5.025%	15	187	150	132.0%	38.9%	-168	-37	14.5%	33.7%	
03 Professionals	1,883		0.5%	28		5.025%	284	312	520	5.025%	78	-54	-43	-13.9%	20.3%	11	27.6%	20.9%		
04 Semi-Professionals & Tech	1,055		0.5%	16		5.025%	159	175	197	5.025%	30	47	38	21.5%	20.0%	-14	-9	18.7%	19.1%	
05 Supervisors	29		0.5%	0		5.025%	4	4	21	5.025%	3	-1	-1	-30.0%	58.9%	4	0	72.4%	58.6%	
07 Administrative & Sr Clerical	354		0.5%	5		5.025%	53	58	283	5.025%	43	57	46	80.0%	82.8%	-10	-11	79.9%	79.7%	
09 Skilled Crafts & Trades	1		0.5%	0		5.025%	0	0	0	5.025%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	
10 Clerical Personnel	216		0.5%	3		5.025%	33	36	147	5.025%	22	30	24	67.0%	70.9%	-6	-6	68.1%	68.0%	
Total	4,247		0.5%	62		5.025%	640	702	1,271	5.025%	191	269	216		51.3%	-59	-53	29.9%	30.1%	

<sup>1</sup> Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>1/2</sup> - 1) x 100.

<sup>2</sup> 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 2: Women

Employment Equity Occupational Group (EEOG)	Women					Comments
	Short-term Goals		Long-term Goals			
	#	%	#	%	#	
01 Senior Managers	2	0.0	0	0	0	In 2016, Amec Foster Wheeler (currently Wood Canada Limited) had forecasted a short term growth rate of .5% and a turnover replacement rate of 5.025%. The short term hiring goal for Women was set to 80% of the "Hires Required" number. Therefore the company had committed to hiring 216 women out of the 269 requirement.
02 Middle & Other Managers	150	0.0	0	0	0	
03 Professionals	-43	0.0	0	0	0	When reviewing the Flow Data Analysis it was determined that 342 women were hired and 134 women were promoted between the first compliance assessment and the subsequent compliance assessment. It is also important to note that the first assessment highlighted an overall gap for Women of negative 59. The company has successfully adjusted the gap to a positive 30 for this subsequent assessment.
04 Semi-Professionals & Tech	38	0.0	0	0	0	
05 Supervisors	-1	0.0	0	0	0	Please note that the company did not commit to long term goals in the first FCP Compliance Assessment.
07 Administrative & Sr Clerical	46	0.0	0	0	0	
09 Skilled Crafts & Trades	0	0.0	0	0	0	
10 Clerical Personnel	24	0.0	0	0	0	
Total	216		0		0	

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis <sup>1</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>1</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) ÷ (C + F)

Table 3: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	All Employees												Aboriginal Peoples					
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated	Number	Turnover (Replacement of Terminated Employees)		3 Year Goals	From - To	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years							

Employment Equity Occupational Group (EEOG)	Actual		Projected		Actual		Projected		Hires Over 3 Years	Hires Required Over 3 Years		Present Availability		Present Gap		Projected Gap		Present Representation		Representation in 3 Years	
	2016-04-07		Annually	Over 3 Years	Annually	Over 3 Years	Annually	Over 3 Years		2016-04-07		2016-04-07		2016-04-07		2016-04-07		2016-04-07		2016-04-07	
	#	%	%	#	%	%	#	%		#	%	#	%	%	#	%	#	%	%	#	%
01 Senior Managers	21	0.5%	0	5.025%	3	3	0	5.025%	0	1	0	3.0%	2.9%	-1	-1	0.0%	0.0%				
02 Middle & Other Managers	688	0.5%	10	5.025%	104	114	8	5.025%	1	8	2	2.0%	2.2%	-7	-6	1.2%	1.3%				
03 Professionals	1,883	0.5%	28	5.025%	284	312	16	5.025%	2	5	1	0.3%	1.0%	-3	-4	0.8%	0.8%				
04 Semi-Professionals & Tech	1,055	0.5%	16	5.025%	159	175	15	5.025%	2	20	5	3.0%	3.1%	-18	-15	1.4%	1.7%				
05 Supervisors	29	0.5%	0	5.025%	4	4	0	5.025%	0	2	1	13.0%	5.2%	-2	-1	0.0%	3.4%				
07 Administrative & Sr Clerical	354	0.5%	5	5.025%	53	58	10	5.025%	2	5	1	2.0%	3.6%	-3	-4	2.8%	2.5%				
09 Skilled Crafts & Trades	1	0.5%	0	5.025%	0	0	0	5.025%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%				
10 Clerical Personnel	216	0.5%	3	5.025%	33	36	2	5.025%	0	7	2	5.0%	4.2%	-7	-5	0.9%	1.8%				
Total	4,247	0.5%	62	5.025%	640	702	51	5.025%	8	49	12		2.1%	-41	-35	1.2%	1.3%				

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>13</sup> - 1) x 100.

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

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
#	%	#	%	#	%	
01 Senior Managers	0	0.030	0	0	0	<p>In 2016, Amec Foster Wheeler had forecasted a short term growth rate of .5% and a turnover replacement rate of 5.025%. The short term hiring goal for aboriginal peoples was set to 25% of the "Hires Required" number. Therefore the company had committed to hiring 12 aboriginal peoples out of the 49 requirement.</p> <p>When reviewing the Flow Data Analysis it was determined that 21 aboriginal peoples were hired and 8 aboriginal peoples were promoted between the first compliance assessment and the subsequent compliance assessment. It is also important to note that the first assessment highlighted an overall gap for aboriginal peoples of negative 41. The company has made efforts to decrease the gap to negative 19 for this subsequent assessment.</p> <p>Please note that the company did not commit to long term goals in the first FCP Compliance Assessment.</p>
02 Middle & Other Managers	2	0.020	0	0		
03 Professionals	1	0.003	0	0		
04 Semi-Professionals & Tech	5	0.030	0	0		
05 Supervisors	1	0.130	0	0		
07 Administrative & Sr Clerical	1	0.020	0	0		
09 Skilled Crafts & Trades	0	0.000	0	0		
10 Clerical Personnel	2	0.050	0	0		
Total	12		0	0		

Table 4: Aboriginal Peoples

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) ÷ (C + F)

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	All Employees										Persons with Disabilities											
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	YYYY-MM-DD	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	YYYY-MM-DD		Actual	Projected	Over 3 Years	From - To	YYYY - YYYY								
	2016-04-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-04-07	Annually	Annually	Over 3 Years	2016	2019									
#	%	%	#	%	%	#	#	%	%	#	#	%	%	#	%	%	#	%				
01:02 Managers	709	0.5%	11	5.025%	107	118	11	5.025%	2	22	2	2.0%	4.3%	-19	-20	1.6%	1.5%					
03 Professionals	1,883	0.5%	28	5.025%	284	312	19	5.025%	3	57	6	3.8%	3.8%	-53	-51	1.0%	1.2%					
04 Semi-Professionals & Tech	1,055	0.5%	16	5.025%	159	175	15	5.025%	2	36	4	2.0%	4.6%	-34	-32	1.4%	1.6%					
05 Supervisors	29	0.5%	0	5.025%	4	4	0	5.025%	0	4	0	1.0%	13.9%	-4	-4	0.0%	0.0%					
07 Administrative & Sr Clerical	354	0.5%	5	5.025%	53	58	9	5.025%	1	4	0	0.0%	3.4%	-3	-4	2.5%	2.2%					
09 Skilled Crafts & Trades	1	0.5%	0	5.025%	0	0	0	5.025%	0	0	0	0.0%	3.8%	0	0	0.0%	0.0%					
10 Clerical Personnel	216	0.5%	3	5.025%	33	36	4	5.025%	1	12	1	4.0%	7.1%	-11	-11	1.9%	1.8%					
Total	4,247	0.5%	63	5.025%	640	703	58	5.025%	9	135	13		4.3%	-124	-123	1.4%	1.4%					

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>13</sup> - 1) x 100.

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

Employment Equity Occupational Group (EEOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
#	%	#	%	#	%	
01:02 Managers	2	0.020	0	0	0	<p>In 2016, Amec Foster Wheeler had forecasted a short term growth rate of .5% and a turnover replacement rate of 5.025%. The short term hiring goal for persons with disabilities was set to 10% of the "Hires Required" number. Therefore the company had committed to hiring 13 persons with disabilities out of the 135 requirement.</p> <p>When reviewing the Flow Data Analysis it was determined that 11 persons with disabilities were hired and 3 persons with disabilities were promoted between the first compliance assessment and the subsequent compliance assessment.</p>
03 Professionals	6	0.020	0	0		
04 Semi-Professionals & Tech	4	0.020	0	0		
05 Supervisors	0	0.010	0	0		
Total	12		0	0		



	2018-07-20			Years			2018-07-20			Years			2018			2021			Years		
	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%
01 Senior Managers	18	-5.0%	0.5%	0	46.2%	10.0%	5	5	2	10.0%	1	4	1	27.4%	27.4%	-3	11.1%	11.1%			
02 Middle & Other Managers	305	-23.8%	0.5%	5	38.1%	10.0%	92	97	68	10.0%	20	73	38	38.9%	38.9%	-35	22.3%	27.7%			
03 Professionals	1,551	-6.3%	0.5%	23	47.4%	10.0%	465	488	453	10.0%	136	75	75	15.4%	24.9%	67	29.2%	24.9%			
04 Semi-Professionals & Tech	892	-5.4%	0.5%	13	53.3%	10.0%	268	281	172	10.0%	52	46	46	16.5%	18.3%	9	19.3%	18.3%			
05 Supervisors	20	-11.6%	0.5%	0	16.3%	10.0%	6	6	18	10.0%	5	-2	3	50.0%	56.7%	5	90.0%	80.0%			
07 Administrative & Sr Clerical	215	-15.3%	0.5%	3	52.4%	10.0%	65	68	185	10.0%	56	49	34	50.0%	81.7%	-15	86.0%	74.8%			
09 Skilled Crafts & Trades	0	-100.0%	0.5%	0	200.0%	10.0%	0	0	0	10.0%	0	0	0	0.0%	0.0%	0	0.0%	0.0%			
10 Clerical Personnel	169	-7.9%	0.5%	3	76.4%	10.0%	51	54	109	10.0%	33	44	27	50.0%	69.5%	-17	64.5%	59.9%			
Total	3,170	-9.3%	0.5%	47	49.4%	10.0%	952	999	1,007	10.0%	302	288	224	22.4%	30.8%	-62	31.8%	28.9%			

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>1/2</sup> - 1) x 100.

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

		Women				Comments
Employment Equity Occupational Group (EEOG)		Short-term Goals		Long-term Goals		
		#	%	#	%	
01 Senior Managers			27.4		27.4	Wood Canada Limited (formerly Amec Foster Wheeler) plans to focus our efforts on the areas where the present gap is negative for Women (i.e. 01. Senior Managers, 02. Middle & Other Managers, 10. Clerical Personnel). Wood is forecasting a short term growth rate of .5% and a turnover replacement rate of 10%. We have chosen to match the short term hiring goals percentage to the present availability percentage. Keeping in mind that for the women category only - goals do not need to be more than 50.0% in order to avoid segregation. There are some EEOG where we have matched our short term hiring goals to the Hires Required number. Therefore our overall short term goal for women is to hire 224 employees over three years. Due to the dynamic & fluctuating nature of our markets and business, it is difficult to forecast our long term goals. We have attempted to best capture our operational context and highlight the major events that have impacted and will continue to affect our company on the Part 8: Reasonable Efforts tab. With this in mind, our long term goals are set to match our short term goals.
02 Middle & Other Managers			38.9		38.9	
03 Professionals			15.4		15.4	
04 Semi-Professionals & Tech			16.5		16.5	
05 Supervisors			50.0		50.0	
07 Administrative & Sr Clerical			50.0		50.0	
09 Skilled Crafts & Trades			0.0		0.0	
10 Clerical Personnel			50.0		50.0	
Total			22.4		22.4	

Table 10: Women

Data for Subsequent/Current Goals																				
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>1</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	

Table 11: Aboriginal Peoples Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees										Aboriginal Peoples												
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years		3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual	Projected	Over 3 Years		YYYY-MM-DD	Actual	Projected	Actual	Projected	Over 3 Years	2018	2021						
	2018-07-20	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2018-07-20	Annually	Over 3 Years	#	Annually	Over 3 Years	#	%							
01 Senior Managers	18	-5.0%	0.5%	0	46.2%	10.0%	5	5	0	10.0%	0	1	0	2.9%	2.9%	-1	0.0%	0.0%					
02 Middle & Other Managers	305	-23.8%	0.5%	5	38.1%	10.0%	92	97	3	10.0%	1	5	2	2.2%	2.2%	-3	1.0%	1.3%					
03 Professionals	1,551	-6.3%	0.5%	23	47.4%	10.0%	465	488	18	10.0%	5	7	6	1.3%	1.3%	-1	1.2%	1.2%					
04 Semi-Professionals & Tech	892	-5.4%	0.5%	13	53.3%	10.0%	268	281	19	10.0%	6	14	8	3.0%	3.0%	-6	2.1%	2.3%					
05 Supervisors	20	-11.6%	0.5%	0	16.3%	10.0%	6	6	0	10.0%	0	1	0	3.7%	3.7%	-1	0.0%	0.0%					
07 Administrative & Sr Clerical	215	-15.3%	0.5%	3	52.4%	10.0%	65	68	7	10.0%	2	2	2	3.1%	3.1%	0	3.3%	3.2%					
09 Skilled Crafts & Trades	0	-100.0%	0.5%	0	200.0%	10.0%	0	0	0	10.0%	0	0	0	0.0%	0.0%	0	0.0%	0.0%					
10 Clerical Personnel	169	-7.9%	0.5%	3	76.4%	10.0%	51	54	2	10.0%	1	4	2	3.1%	3.1%	-2	1.2%	1.7%					
Total	3,170	-9.3%	0.5%	47	49.4%	10.0%	952	999	49	10.0%	15	34	21	2.1%	2.1%	-14	1.5%	1.7%					

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>1/2</sup> - 1) x 100.

‡ Calculated by using the following formula:

		Aboriginal Peoples				Comments
Employment Equity Occupational Group (EEOG)		Short-term Goals		Long-term Goals		
		#	%	#	%	
01 Senior Managers			0.029		0.029	Wood Canada Limited (formerly Amec Foster Wheeler) plans to focus our efforts on the areas where the present gap is negative for aboriginal peoples (i.e. 01. Senior Managers, 02. Middle & Other Managers, 03 Professionals, 04 Semi-Professionals & Tech, 05 Supervisors 10. Clerical Personnel). Wood is forecasting a short term growth rate of .5% and a turnover replacement rate of 10%. We would like to commit to a short term goal of hiring the 21 aboriginal peoples. This number is derived from matching the
02 Middle & Other Managers			0.022		0.022	
03 Professionals			0.013		0.013	
04 Semi-Professionals & Tech			0.030		0.030	



05	Supervisors		0.037		0.037	<p>present availability percentage. The aim for this group is to decrease the projected gap.</p> <p>As per the explanation provided in the comments section for Women- Table 10, our long term goals are set to match our short term goals.</p>
07	Administrative & Sr Clerical		0.031		0.031	
09	Skilled Crafts & Trades		0.000		0.000	
10	Clerical Personnel		0.031		0.031	
Total			0.021		0.021	

**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**  
Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees										Persons with Disabilities									
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals From - To		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected		Actual	Projected				Actual	Projected			2018	2021					
		2018-07-20	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	2018-07-20	Annually		Over 3 Years	2018					
#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%			
01:02 Managers	323	-14.4%	0.5%	5	42.1%	10.0%	97	102	7	10.0%	2	9	4	4.30%	4.3%	-5	-5	2.2%	2.7%	
03 Professionals	1,551	-6.3%	0.5%	23	47.4%	10.0%	465	488	20	10.0%	6	46	19	3.80%	3.8%	-27	-27	1.3%	2.1%	
04 Semi-Professionals & Tech	892	-5.4%	0.5%	13	53.3%	10.0%	268	281	16	10.0%	5	31	13	4.60%	4.6%	-18	-18	1.8%	2.7%	
05 Supervisors	20	-11.6%	0.5%	0	16.3%	10.0%	6	6	0	10.0%	0	3	1	13.90%	13.9%	-2	-2	0.0%	5.0%	
07 Administrative & Sr Clerical	215	-15.3%	0.5%	3	52.4%	10.0%	65	68	5	10.0%	2	4	2	3.40%	3.4%	-2	-2	2.3%	2.3%	
09 Skilled Crafts & Trades	0	-100.0%	0.5%	0	200.0%	10.0%	0	0	0	10.0%	0	0	0	0.00%	0.0%	0	0	0.0%	0.0%	
10 Clerical Personnel	169	-7.0%	0.5%	3	76.4%	10.0%	51	54	3	10.0%	1	10	4	7.00%	7.0%	-6	-6	1.8%	3.5%	
Total	3,170	-9.3%	0.5%	47	49.4%	10.0%	952	999	51	10.0%	15	103	43	4.30%	4.3%	-60	-60	1.6%	2.5%	

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

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities			Comments
	Short-term Goals	Long-term Goals		
01:02 Managers	0.043	0.043	0.043	<p>Wood Canada Limited (formerly Amec Foster Wheeler) plans to focus our efforts on the areas where the present gap is negative for persons with disabilities (i.e. All EEOG). Wood is forecasting a short term growth rate of 5% and a turnover replacement rate of 10%.</p> <p>It is important to be aware that employees with a physical disability may be a bonafide concern for the majority of our roles who deal with clients. Many of our employees in roles such as engineers, technicians, project managers, etc. often are required to visit and work on client sites. This fact should be taken into account when we are hiring as there are often physical requirements required of candidates. For example; we would not be able to hire a candidate who is deaf as it would be unsafe for them to visit or work on site. With this in mind, we would like set our short term goals for persons with disabilities to match the present availability percentage. The aim for this group is to decrease the projected gap. Therefore our overall short term goal for persons with disabilities is to hire 43 employees.</p> <p>As per the explanation provided in the comments section for Women- Table 10, our long term goals are set to match our short term goals.</p>
03 Professionals	0.038	0.038	0.038	
04 Semi-Professionals & Tech	0.046	0.046	0.046	
05 Supervisors	0.139	0.139	0.139	
07 Administrative & Sr Clerical	0.034	0.034	0.034	
09 Skilled Crafts & Trades	0.000	0.000	0.000	
10 Clerical Personnel	0.070	0.070	0.070	
Total	0.043	0.043	0.043	

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**  
Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees										Members of Visible Minorities									
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals From - To		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected		Actual	Projected				Actual	Projected			2018	2021					
		2018-07-20	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	2018-07-20	Annually		Over 3 Years	2018					
#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%			
01 Senior Managers	18	-5.0%	0.5%	0	46.2%	10.0%	5	5	1	10.0%	0	1	1	10.1%	10.1%	-1	-1	5.6%	11.1%	

02	Middle & Other Managers	305	-23.8%	0.5%	5	38.1%	10.0%	92	97	56	10.0%	17	8	8	8.0%	15.0%	10	18.4%	15.2%
03	Professionals	1,551	-6.3%	0.5%	23	47.4%	10.0%	465	488	461	10.0%	138	58	58	11.8%	24.2%	86	29.7%	24.2%
04	Semi-Professionals & Tech	892	-5.4%	0.5%	13	53.3%	10.0%	268	281	201	10.0%	60	25	25	9.0%	18.3%	38	22.5%	18.3%
05	Supervisors	20	-11.6%	0.5%	0	16.3%	10.0%	6	6	1	10.0%	0	4	1	23.5%	23.5%	-3	5.0%	10.0%
07	Administrative & Sr Clerical	215	-15.3%	0.5%	3	52.4%	10.0%	65	68	53	10.0%	16	4	4	6.0%	18.6%	13	24.7%	18.8%
09	Skilled Crafts & Trades	0	-100.0%	0.5%	0	200.0%	10.0%	0	0	0	10.0%	0	0	0	0.0%	0.0%	0	0.0%	0.0%
10	Clerical Personnel	169	-7.9%	0.5%	3	76.4%	10.0%	51	54	41	10.0%	12	21	16	28.8%	28.8%	-5	24.3%	26.2%
Total		3,170	-9.3%	0.5%	47	49.4%	10.0%	952	999	814	10.0%	244	120	113	11.3%	21.4%	134	25.7%	21.2%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>1/2</sup> - 1) x 100.

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

Table 16: Members of Visible Minorities					
Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	%		%		
01 Senior Managers	10.1		10.1		Wood Canada Limited (formerly Amec Foster Wheeler) plans to focus our efforts on the areas where the present gap is negative for members of visible minorities (i.e. 01. Senior Managers, 05 Supervisors 10. Clerical Personnel).
02 Middle & Other Managers	8.0		8.0		
03 Professionals	11.8		11.8		
04 Semi-Professionals & Tech	9.0		9.0		
05 Supervisors	23.5		23.5		Wood is forecasting a short term growth rate of .5% and a turnover replacement rate of 10%. We would like to commit to hiring 113 members of visible minorities. All with the aim of maintaining the projected gap around 0.
07 Administrative & Sr Clerical	6.0		6.0		As per the explanation provided in the comments section for Women- Table 10, our long term goals are set to match our short term goals.
09 Skilled Crafts & Trades	0.0		0.0		
10 Clerical Personnel	28.8		28.8		
Total	11.3		11.3		

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**Part 4: Results - Women**

**Wood Canada Limited**

**[Date: 2018-07-20]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires			Promotions			Terminations									
		All Employees	Women			EE Result	All Employees	Women		All Employees	Women		All Employees	Women											
		#	Representation	Availability	Gap	%	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference							
01 Senior Managers	2016	21	3	14.3	27.4	6	-3	52.1																	
	2018	18	2	11.1	27.4	5	-3	40.6	2	0	0.0	1	-1	3	0	0.0	0	0	9	2	22.2	1	1		
02 Middle & Other Managers	2016	688	100	14.5	38.9	268	-168	37.4																	
	2018	305	68	22.3	38.9	119	-51	57.3	59	11	18.6	23	-12	31	7	22.6	5	2	189	31	16.4	27	4		
03 Professionals	2016	1,883	520	27.6	20.3	382	138	136.0																	
	2018	1,551	453	29.2	24.9	386	67	117.3	538	153	28.4	134	19	268	80	29.9	74	6	814	227	27.9	225	2		
04 Semi-Professionals & Technicians	2016	1,055	197	18.7	20.0	211	-14	93.4																	
	2018	892	172	19.3	18.3	163	9	105.4	412	87	21.1	75	12	83	17	20.5	15	2	519	95	18.3	97	-2		
05 Supervisors	2016	29	21	72.4	58.9	17	4	122.9																	
	2018	20	18	90.0	56.7	11	7	158.7	3	3	100.0	2	1	6	1	16.7	4	-3	4	3	75.0	3	0		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	Women			Women				Women					
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
01 Senior Managers	2018	-4	-2	50.0	2	-100.0	0.000	0.0	0	0	0.000	0	0	0.000	Wood had committed to hiring 2 women in this category. Unfortunately we were not able to meet this goal and our gap remains at negative 3. In the future we will highlight this EEOG to our recruiters.
	2021	-4	-2	50.0			27.400	182.5			27.400	182			
02 Middle & Other Managers	2018	-99	-13	13.1	150	-8.7	0.000	0.0	0	0	0.000	0	0	0.000	Wood had committed to hiring 150 women in this EEOG as a short term goal. We were not able to meet this goal however it is important to highlight that the gap was decreased from negative 168 to negative 51.
	2021	-99	-13	13.1			38.900	33.8			38.900	34			
03 Professionals	2018	-8	6	-75.0	-43	-14.0	0.000	0.0	0	0	0.000	0	0	0.000	In 2016 there was a positive gap of 138 for women under category 03 Professionals. Thus we were not required to place much focus on this group. The hires required number was negative 54 however we documented a goal of negative 43 which technically means that the group is to be downsized by that number. There were actually 227 terminations in this EEOG. Regardless a positive gap of 67 remains.
	2021	-8	6	-75.0			15.400	-487.0			15.400	-487			
04 Semi-Professionals & Technicians	2018	-24	9	-37.5	38	23.7	0.000	0.0	0	0	0.000	0	0	0.000	In 2016 there was a gap of negative 14 in EEOG 04. We were successful in moving the gap from a negative to a positive 9. If you look at hires alone, we hired 87 women in this group compared to the goal of 38 we had committed to.
	2021	-24	9	-37.5			16.500	-227.3			16.500	-227			
05 Supervisors	2018	5	1	20.0	-1	-100.0	0.000	0.0	0	0	0.000	0	0	0.000	In 2016 there was a positive gap of 4 in EEOG 05. We have since increased the positive gap from 4 to 7.
	2021	5	1	20.0			50.000	40.0			50.000	40			

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**Part 4: Results - Women**

**Wood Canada Limited**

**[Date: 2018-07-20]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			All Employees	Women			All Employees	Women			All Employees	Women										
		Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	354	283	79.9	82.8	293	-10	96.6																	
	2018	215	185	86.0	81.7	176	9	105.3	62	55	88.7	51	4	19	23	121.1	15	8	149	119	79.9	119	0		
10 Clerical Personnel	2016	216	147	68.1	70.9	153	-6	96.0																	
	2018	169	109	64.5	69.5	117	-8	92.8	59	33	55.9	41	-8	9	6	66.7	6	0	147	90	61.2	100	-10		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		Women		Women				Women					
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	#	%	%	%	#	%	%	%		
07 Administrative & Senior Clerical	2018	-68	-41	60.3	46	-89.1	0.000	0.0	0	0	0.000	0	In 2016 there was a gap of negative 10 in EEOG 07. We were successful in moving the gap from a negative to a positive 9. If you look at hires alone, we have hired 55 women in this category compared to the goal of 46 we committed to.
	2021	-68	-41	60.3			50.000	120.6			50.000	121	
10 Clerical Personnel	2018	-79	-51	64.6	24	-212.5	0.000	0.0	0	0	0.000	0	In 2016 there was a gap of negative 6 in EEOG 10. Unfortunately, since the first assessment the gap increased to negative 8. If you look at hires alone, we have hired 33 women compared to the goal of 24 women we committed to.
	2021	-79	-51	64.6			50.000	129.1			50.000	129	

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**Wood Canada Limited**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			EE Result				All Employees	Women			All Employees	Women			All Employees	Women						
		Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	
Total	2016	4,247	1,271	29.9	31.3	1,329	-58	95.6																	
	2018	3,170	1,007	31.8	30.8	976	31	103.1	1,135	342	30.1	350	-8	419	134	32.0	125	9	1,832	567	30.9	548	19		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments		
		Flow Data		Short-term Goals				Long-term Goals								
		All Employees	Women	Women				Women								
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						
#	#	%	#	%	%	#	%	%	#	%	%					
Total	2018	-278	-91	32.7	216	-42.1	0.000	0.0	0	0	0.000	0	0	0.000	0	In the 2016 first compliance assessment, it was foreseen that there would be a 0.5% growth rate and a 5.025% turnover rate. This was equivalent to 269 "Hires Required" for the women category. The company had committed to hiring a total of 216 women which was 80% of the "Hires Required" number. At that point we did not have an inclination that Amec Foster Wheeler would be acquired by Wood Canada Limited which has had a significant impact.
	2021	-278	-91	32.7			22,400	146.1			0.000	0			0	When reviewing the flow data analysis we can see that 342 women were hired between the first and subsequent assessment. Furthermore, the overall gap moved from negative 59 to a positive 30 (figures taken from the 2016 & 2018 Workforce Analysis- Summary Report). As you can see we have made genuine efforts in reaching our overall goals by 80%.  Unfortunately we were not aware that we would be evaluated on the formula Hires+Promotions- Terminations= New Entrants as on the 2016 Short Term Goal Setting tool and even on the Goals worksheet in this workbook the short term goals were marketed as "Hires Required". Thus our mandate was to hire based on goals set in 2016. Going forward we will keep an eye on the Hires and Promotions as they relate to Terminations.  Please note that the company did not commit to long term goals in the first FCP Compliance Assessment.

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Wood Canada Limited

[Date: 2018-07-20]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires					Promotions					Terminations				
		All Employees		Aboriginal Peoples			All Employees			Aboriginal Peoples			All Employees			Aboriginal Peoples			All Employees			Aboriginal Peoples		
		#	#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference					
#	#	%	%	#	%	#	%	#	#	%	#	#	%	#	#	%	#							
01 Senior Managers	2016	21	0	0.0	2.9	1	-1	0.0																
	2018	18	0	0.0	2.9	1	-1	0.0	2	0	0.0	0	0	0	3	0	0.0	0	0	9	0	0.0	0	0
02 Middle & Other Managers	2016	688	8	1.2	2.2	15	-7	52.9																
	2018	305	3	1.0	2.2	7	-4	44.7	59	1	1.7	1	0	31	1	3.2	0	1	189	0	0.0	2	-2	
03 Professionals	2016	1,883	16	0.8	1.0	19	-3	85.0																
	2018	1,551	18	1.2	1.3	20	-2	89.3	538	4	0.7	7	-3	268	2	0.7	2	0	814	11	1.4	7	4	
04 Semi-Professionals & Technicians	2016	1,055	15	1.4	3.1	33	-18	45.9																
	2018	892	19	2.1	3.0	27	-8	71.0	412	12	2.9	12	0	83	4	4.8	1	3	519	9	1.7	7	2	
05 Supervisors	2016	29	0	0.0	5.2	2	-2	0.0																
	2018	20	0	0.0	3.7	1	-1	0.0	3	0	0.0	0	0	6	0	0.0	0	0	4	0	0.0	0	0	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants										Goals										Comments
		Flow Data					Short-term Goals					Long-term Goals										
		All Employees		Aboriginal Peoples			Aboriginal Peoples					Aboriginal Peoples										
		#	#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met								
01 Senior Managers	2018	-4	0	0.0	0	0.000	0.030	0.0	0	0	0.000	0	0	0	0	In the first assessment, Wood did not commit to hiring aboriginal peoples in the 01 Senior Managers EEOG. The gap remains at negative 1.						
	2021	-4	0	0.0			0.029	0.0			0.029											
02 Middle & Other Managers	2018	-99	2	-2.0	2	100.0	0.020	-10,101.0	0	0	0.000	0	0	0	0	Wood had committed to hiring 2 aboriginal peoples for which we hired 1 in the 02 Middle & Other Managers group. We were successful in decreasing the gap from negative 7 on the first assessment to a negative 4 on the subsequent assessment.						
	2021	-99	2	-2.0			0.022	-9,182.7			0.022											
03 Professionals	2018	-8	-5	62.5	1	-500.0	0.003	2,500,000.0	0	0	0.000	0	0	0	0	In 2016, Wood had committed to hiring 1 aboriginal peoples in this EEOG and we surpassed this goal as 4 women were hired. We were also successful in decreasing the gap from negative 3 to negative 2 in the subsequent assessment.						
	2021	-8	-5	62.5			0.013	480,769.2			0.013											
04 Semi-Professionals & Technicians	2018	-24	7	-29.2	5	140.0	0.030	-97222.2	0	0	0.000	0	0	0	0	Wood surpassed the first assessment's goal to hire 5 aboriginal peoples as we hired 12 employees in the EEOG 04 Semi-Professionals & Technicians. We also decreased the gap from negative 18 to negative 8.						
	2021	-24	7	-29.2			0.030	-97,222.2			0.030											
05 Supervisors	2018	5	0	0.0	1	0.0	0.130	0.0	0	0	0.000	0	0	0	0	Wood did not hire in this EEOG-05 Supervisors. However, the gap decreased from negative 2 to negative 1.						
	2021	5	0	0.0			0.037	0.0			0.037											

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Wood Canada Limited

[Date: 2018-07-20]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples			EE Result	All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#				
07 Administrative & Senior Clerical	2016	354	10	2.8	3.6	13	-3	78.5																
	2018	215	7	3.3	3.1	7	0	105.0	62	2	3.2	2	0	19	1	5.3	1	0	149	4	2.7	4	0	
10 Clerical Personnel	2016	216	2	0.9	4.2	9	-7	22.0																
	2018	169	2	1.2	3.1	5	-3	38.2	59	2	3.4	2	0	9	0	0.0	0	0	147	5	3.4	1	4	

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis E ÷ D x 100	Part 3: Goals E ÷ G x 100	Part 3: Goals F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
													Actual
#	#	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2018	-68	-1	1.5	1	-100.0	0.020	7352.9	0	0	0.000	0	Wood surpassed the goal to hire 1 aboriginal person in EEOG 07 as we actually hired 2 employees. It is important to highlight that the gap was closed from negative 3 to 0.
	2021	-68	-1	1.5			0.031	4743.8			0.031	4,744	
10 Clerical Personnel	2018	-79	-3	3.8	2	-150.0	0.050	7594.9	0	0	0.000	0	Wood met the goal to hire 2 aboriginal people in this EEOG. Also we decreased the gap from negative 7 to negative 3.
	2021	-79	-3	3.8			0.031	12249.9			0.031	12,250	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Wood Canada Limited

[Date: 2018-07-20]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees		Aboriginal Peoples			EE Result					All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		
		#	#	#	%	%	#	#	%	#	#	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	
Total	2016	4,247	51	1.2	2.1	89	-38	57.2																
	2018	3,170	49	1.5	2.1	67	-18	73.6	1,135	21	1.9	24	-3	419	8	1.9	5	3	1,832	29	1.6	22	7	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples				
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
Total	2018	-278	0	0.0	12	0.0	0.000	0.0	0	0	0.000	0	0	In the 2016 First Compliance Assessment, it was forecasted that there would be a 0.5% growth rate and a 5.025% turnover rate. This was equivalent to 49 "Hires Required" for the aboriginal people. The company had committed to hiring 12 aboriginal people which was 25% of the "Hires Required" number.
	2021	-278	0	0.0		0.021	0.0				0.021	0	0	When reviewing the Flow Data Analysis we can see that 21 aboriginal peoples were hired between the first and subsequent assessment. Furthermore, the gap decreased from negative 41 to a negative 19 (figures taken from the 2016 & 2018 Workforce Analysis- Summary Report). As you can see we have made genuine efforts in reaching our overall goals, specifically if you review the hires alone.  Unfortunately we were not aware that we would be evaluated on the formula Hires=Promotions- Terminations+ New Entrants. We placed a major focus on hires, as "Hires Required" was the reference that was documented on the FCP tools used. Going forward we will keep an eye on the Hires and Promotions as they relate to Terminations.  Please note that the company did not commit to long term goals in the first FCP Compliance Assessment.



Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Wood Canada Limited

[Date: 2018-07-20]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis															
		Workforce									Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities			EE Result	All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities										
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#				
01 & 02 Managers	2016	709	11	1.6	4.3	30	-19	36.1																		
	2018	323	7	2.2	4.3	14	-7	50.4	61	0	0.0	3	-3	34	0	0.0	1	-1					198	0	0.0	3
03 Professionals	2016	1,883	19	1.0	3.8	72	-53	26.6																		
	2018	1,551	20	1.3	3.8	59	-39	33.9	538	5	0.9	20	-15	268	2	0.7	3	-1					814	10	1.2	8
04 Semi-Professionals & Technicians	2016	1,055	15	1.4	4.6	49	-34	30.9																		
	2018	892	16	1.8	4.6	41	-25	39.0	412	5	1.2	19	-14	83	1	1.2	1	0					519	12	2.3	7
05 Supervisors	2016	29	0	0.0	13.9	4	-4	0.0																		
	2018	20	0	0.0	13.9	3	-3	0.0	3	0	0.0	0	0	6	0	0.0	0	0					4	0	0.0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants												Goals				Comments									
		Flow Data				Short-term Goals				Long-term Goals																	
		All Employees	Persons with Disabilities			Goal	Persons with Disabilities			Goal	Persons with Disabilities			Goal	Persons with Disabilities												
			Actual	Goal	Percent of Goal Met		Actual	Goal	Percent of Goal Met		Actual	Goal	Percent of Goal Met														
#	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%												
01 & 02 Managers	2018	-103	0	0.0	2	0.0	0.020	0	0	0.000	0	0	0.000	0	0	0.000	0	0	0.000	0	0	0.000	0	0	0.000	0	Wood had committed to hiring 2 employees with disabilities in EEOGs 01,02- Managers. Unfortunately we did not meet that goal. We were successful however in decreasing the gap from negative 19 to negative 7 in the subsequent assessment.
	2021	-103	0	0.0			0.043			0.043			0.043			0.043			0.043				0.043			0.043	
03 Professionals	2018	-8	-3	37.5	6	-50.0	0.020	0	0	0.000	0	0	0.000	0	0	0.000	0	0	0.000	0	0	0.000	0	0	0.000	0	Wood had committed to hiring 6 employees with disabilities in this EEOG. We were very close in meeting this goal as 5 employees were hired. We were also successful in decreasing the gap from negative 53 to negative 39.
	2021	-8	-3	37.5			0.038			0.038			0.038			0.038			0.038				98,684			0.038	
04 Semi-Professionals & Technicians	2018	-24	-6	25.0	4	-150.0	0.020	0	0	0.000	0	0	0.000	0	0	0.000	0	0	0.000	0	0	0.000	0	0	0.000	0	Wood had committed to hiring 4 employees with disabilities in the EEOG. We surpassed this goal as 5 employees were hired. We were also successful in decreasing the gap from negative 34 to negative 25.
	2021	-24	-6	25.0			0.046			0.046			0.046			0.046			0.046				54,348			0.046	
05 Supervisors	2018	5	0	0.0	0	0.0	0.010	0	0	0.000	0	0	0.000	0	0	0.000	0	0	0.000	0	0	0.000	0	0	0.000	0	In the first assessment, the company did not commit to hiring aboriginal peoples in the 05 Supervisors EEOG level. The gap has decreased from negative 4 to negative 3.
	2021	5	0	0.0			0.139			0.139			0.139			0.139			0.139							0.139	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Wood Canada Limited

[Date: 2018-07-20]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires			Promotions			Terminations							
		All Employees	Persons with Disabilities				EE Result	All Employees	Persons with Disabilities		All Employees	Persons with Disabilities			All Employees	Persons with Disabilities								
			Representation	Availability	Gap	Actual			Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#			
07 Administrative & Senior Clerical	2016	354	9	2.5	3.4	12	-3	74.8																
	2018	215	5	2.3	3.4	7	-2	68.4	62	1	1.6	2	-1	19	0	0.0	0	0	149	4	2.7	4	0	
10 Clerical Personnel	2016	216	4	1.9	7.0	15	-11	26.5																
	2018	169	3	1.8	7.0	12	-9	25.4	59	0	0.0	4	-4	9	0	0.0	0	0	147	2	1.4	3	-1	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Goal	Persons with Disabilities			Goal	Persons with Disabilities			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	#	%	%		
07 Administrative & Senior Clerical	2018	-68	-3	4.4	0	0.000	0.0	0	0.000	0	0	0.000	0	
	2021	-68	-3	4.4		0.034	12975.8		0.034	12,976				
10 Clerical Personnel	2018	-79	-2	2.5	1	-200.0	0.040	6329.1	0	0	0.000	0		
	2021	-79	-2	2.5		0.070	3616.6		0.070	3,617				

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Wood Canada Limited

[Date: 2018-07-20]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y					
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$					
Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis																	
		Workforce										Hires				Promotions				Terminations									
		All Employees		Persons with Disabilities				All Employees				Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities									
		Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference												
#	#	#	%	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%				
Total	2016	4,247	58	1.4	4.3	183	-125	31.8																					
	2018	3,170	51	1.6	4.3	136	-85	37.4	1,135	11	1.0	49	-38	419	3	0.7	6	-3	1,832	28	1.5	25	3						

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants										Goals				Comments
		Flow Data				Short-term Goals				Long-term Goals						
		All Employees		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						
#	#	#	%	#	%	%	#	%	%	#	%	%	%			
Total	2018	-278	-14	5.0	13	-107.7	0.000	0.0	0	0	0.000	0		In the 2016 First Compliance Assessment, it was forecasted that there would be a 0.5% growth rate and a 5.025% turnover rate. This was equivalent to 136 "Hires Required" for the persons with disabilities category. The company had committed to hiring 13 persons with disabilities which was 10% of the "Hires Required" number.  When reviewing the Flow Data Analysis we can see that 11 persons with disabilities were hired between the first and subsequent assessment. Furthermore, the gap went from negative 132 to negative 85 (figures taken from the 2016 & 2018 Workforce Analysis- Summary Report). As you can see we have made genuine efforts in reaching our overall goals by 80%.		
	2021	-278	-14	5.0			0.043	11711.6			0.043	11,712		Unfortunately we were not aware that we would be evaluated on the formula Hires+Promotions- Terminations= New Entrants. We placed a major focus on hires, as "Hires Required" was the reference that was documented on the FCP tools used. Going forward we will keep an eye on the Hires and Promotions as they relate to Terminations.  Please note that the company did not commit to long term goals in the first FCP Compliance Assessment.		

**Federal Contractors Program Achievement Report**

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

**Wood Canada Limited**

**[Date: 2018-07-20]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities			EE Result				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
		#	Representation	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference			
01 Senior Managers	2016	21	2	9.5	10.1	2	0	94.3																	
	2018	18	1	5.6	10.1	2	-1	55.0	2	0	0.0	0	0	3	1	33.3	0	1	9	2	22.2	1	1		
02 Middle & Other Managers	2016	688	90	13.1	15.0	103	-13	87.2																	
	2018	305	56	18.4	15.0	46	10	122.4	59	14	23.7	9	5	31	7	22.6	4	3	189	29	15.3	25	4		
03 Professionals	2016	1,883	415	22.0	26.5	499	-84	83.2																	
	2018	1,551	461	29.7	24.2	375	86	122.8	538	204	37.9	130	74	268	73	27.2	59	14	814	230	28.3	179	51		
04 Semi-Professionals & Technicians	2016	1,055	153	14.5	19.0	200	-47	76.3																	
	2018	892	201	22.5	18.3	163	38	123.1	412	112	27.2	75	37	83	15	18.1	12	3	519	120	23.1	75	45		
05 Supervisors	2016	29	3	10.3	13.8	4	-1	75.0																	
	2018	20	1	5.0	23.5	5	-4	21.3	3	0	0.0	1	-1	6	0	0.0	1	-1	4	0	0.0	0	0		

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	Goals												Comments	
		New Entrants				Short-term Goals				Long-term Goals					
		Flow Data		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities			
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
01 Senior Managers	2018	-4	-1	25.0	0	0.0	0.000	0.0	0	0	0.000	0	0	0.000	In the first assessment Wood did not commit to hiring visible minorities in the 01 Senior Managers EEOG. 2 employees were hired, however unfortunately the gap has increased from 0 to negative 1.
	2021	-4	-1	25.0	10.100	247.5	10.100	248							
02 Middle & Other Managers	2018	-99	-8	8.1	16	-50.0	0.140	5,772.0	0	0	0.000	0	0	0.000	In 2016 there was a gap of negative 13 in group 02 Middle & Other Managers. We were successful in moving the gap from a negative to a positive 10. Wood has hired 14 visible minorities in this group compared to the goal of 16 employees we committed to.
	2021	-99	-8	8.1	8.000	101.0	8.000	101							
03 Professionals	2018	-8	47	-587.5	85	55.3	0.272	-215,992.6	0	0	0.000	0	0	0.000	In 2016 there was a gap of negative 84 in EEOG 03 Professionals. We were successful in moving the gap from a negative to a positive 86. Analyzing hires alone, we have hired 204 visible minorities this category compared to the goal of 85 we committed to.
	2021	-8	47	-587.5	11.800	-4978.8	11.800	-4,979							
04 Semi-Professionals & Technicians	2018	-24	7	-29.2	39	17.9	0.220	-13257.6	0	0	0.000	0	0	0.000	Wood was successful in moving the gap from a negative 47 to a positive 38 in EEOG 04 Semi-Professionals & Technicians. Wood has hired 112 visible minorities compared to the goal of 40 we committed to.
	2021	-24	7	-29.2	9.000	-324.1	9.000	-324							
05 Supervisors	2018	5	0	0.0	1	0.0	0.130	0.0	0	0	0.000	0	0	0.000	The company had committed to hiring 1 visible minority in EEOG 05 Supervisors. Unfortunately the gap has increased from negative 1 to negative 4 as we did not hire any employees in this category.
	2021	5	0	0.0	23.500	0.0	23.500	0							

**Federal Contractors Program Achievement Report**

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

**Wood Canada Limited**

**[Date: 2018-07-20]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
07 Administrative & Senior Clerical	2016	354	59	16.7	13.7	48	11	121.7																	
	2018	215	53	24.7	18.6	40	13	132.5	62	14	22.6	12	2	19	6	31.6	3	3	149	35	23.5	25	10		
10 Clerical Personnel	2016	216	41	19.0	18.2	39	2	104.3																	
	2018	169	41	24.3	28.8	49	-8	84.2	59	19	32.2	17	2	9	3	33.3	2	1	147	28	19.0	28	0		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	-68	-15	22.1	0	0.0	0.0	0.0	0	0	0.0	0	In 2016 there was a positive gap of 11 in EEOG 07 Administrative & Senior Clerical. We have since increased the positive gap from 11 to 13.	
	2021	-68	-15	22.1			6.0	367.6			6.0	368		
10 Clerical Personnel	2018	-79	-6	7.6	3	-200.0	0.1	10849.9	0	0	0.0	0	Wood had committed to hiring 3 visible minority employees in this EEOG. We surpassed this goal as 19 employees were hired. Unfortunately, the gap increased from positive 2 to negative 8 in the subsequent compliance.	
	2021	-79	-6	7.6			28.8	26.4			28.8	26		

**Federal Contractors Program Achievement Report**

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

**Wood Canada Limited**

**[Date: 2018-07-20]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
Total	2016	4,247	763	18.0	21.1	896	-133	85.1																	
	2018	3,170	814	25.7	21.4	678	136	120.0	1,135	363	32.0	243	120	419	105	25.1	75	30	1,832	444	24.2	329	115		

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	#	%	%	%	#	%	%	#	%	%		
Total	2018	-278	24	-8.6	144	16.7	0.000	0.0	0	0	0.000	0	In 2016 First Compliance Assessment, it was forecasted that there would be a 0.5% growth rate and a 5.025% turnover rate. This was equivalent to 260 "Hires Required" for the visible minorities category. The company had committed to hiring 144 visible minorities which was 55% of the "Hires Required" number.	
	2021	-278	24	-8.6			11.300	-76.4			11.300	-76	When reviewing the Flow Data Analysis we can see that 363 visible minorities hired between the first and subsequent assessment. Furthermore, the gap went from an impressive negative 132 to a positive 134 (figures taken from the 2016 & 2018 Workforce Analysis-Summary Report). Wood has made genuine efforts in reaching our overall goals.  Unfortunately we were not aware that we would be evaluated on the formula Hires+Promotions- Terminations= New Entrants. As "Hires Required" was the reference documented on the FCP tools used, we placed a major focus on hires. Going forward we will keep an eye on the Hires and Promotions as they relate to Terminations.  Please note that the company did not commit to long term goals in the first FCP Compliance Assessment.	

Federal Contractors Program Achievement Report

Part 8: Reasonable Efforts

Wood Canada Limited

[Date: 2018-07-20]

Efforts

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

Required measures:

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

Other measures:

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

Wood Canada Limited is committed to being an inclusive and a diverse employer and has remained diligent in making best efforts to advance our Employment Equity program. Our aim is to continue to identify potential barriers and to actively develop strategies to handle any constraints. Our company has numerous internal policies, programs and procedures that support equitable employment and promotes an inclusive environment for all our staff and clientele.

**Policies/Procedures**

Important policies/procedures to highlight include our Code of Business Conduct, Equal Employment Opportunity Procedure, Leaves of Absence Policy (supporting maternity, paternity & family required leaves) and telecommuting Procedure. These policies & procedures are designed to support all employees throughout their employment with the company regardless of their status. It covers a wide variety of situations such as hiring and internal movement within the company, family and lifestyle accommodations, work life balance and workplace conduct.

**Programs**

Wood also offer programs such as our company wide mentoring program, employee/family assistance program (through our benefit plan), and a career development program that is open to all staff to participate in to promote wellness, and growth and development. The mentoring program alone is aimed at developing skills required to access promotional opportunities, and many staff from the designated groups participate with the aim of furthering and advancing their careers. MindTools is another resource available at no cost to all employees. This is an online tool that all employees can access as needed to aid in their ongoing development.

It provides multiple learning & development tools on a variety of topics, from developing career & leadership skills, communication strategies, building relationships and working on teams.

**Outreach Programs**

Wood also is involved with outreach programs and community partnerships that are aimed at attracting candidates from designated groups to specific occupations.

• A primary example of this is our Operation Minerva which allows girls in Grade 8 middle school to job shadow females in STEM careers to learn more about the industry.

• Indigenous Outreach- Wood has a long history of working for and with Indigenous groups and businesses across Canada, and recognizing the importance of growing existing relationships. We focus on effectively addressing Indigenous concerns throughout our operations, and providing opportunities for Indigenous participation on projects. As part of this recognition, we are a member of the following organizations: Canadian Council for Aboriginal Business (CCAB) & Indigenous Works (formerly the Aboriginal Human Resource Council's Leadership Circle).

Outreach Example: As of 2017, we developed an Indigenous participation and outreach plan to engage Indigenous businesses and workers in Port Hope Area Initiative projects being undertaken by Wood. This has included inviting Indigenous-owned businesses to bid on scopes of work and targeted outreach (phone, email, letter) to First Nation and Métis communities whose traditional territory overlaps the project area.

**Accommodation**

Wood is supportive of providing accommodations to staff in the workplace as necessary, and is committed to creating an inclusive environment where all people are involved, respected, connected, encouraged, cared for and welcomed. This is communicated through our Global Diversity and Inclusion policy that is available to all staff and reviewed during our employee onboarding sessions.

Moreover, we have a thorough policy specific to Ontario pertaining to AODA (Accessibility for Ontarians with Disabilities Act). The policy ensures Wood is compliant in meeting accessibility needs

of persons with disabilities. All of our staff and contractors are trained on the procedure at the time of hire, and our local offices are outfitted with accommodation request forms for the visiting public, client and stakeholders, and our internal staff. Our web content, emergency plans, feedback processes, employment hiring practices, and customer service structure is compliant with the integrated accessibility standards regulation for Ontario. We also work to provide equipment accommodations in the workplace for any requested physical requirements, such as standing desks, ergonomically assessed stations etc.

#### Recruitment

The Canadian recruiting team was made aware of the short term hiring goals that were set back in the first FCP Compliant Assessment and have been taking the required strides to increase representation whenever possible.

Wood has an active membership with Equitek Employment Equity Solutions. This is an outreach strategy for Canadian corporations seeking to make their employment opportunities available to qualified job seekers from all of the underrepresented demographics across Canada. Our aim is to reach qualified, diverse candidates who may otherwise have been overlooked by traditional recruitment methods. As such we have ensured that there is room in our recruitment budget for the annual cost of Equitek. We have also made efforts to integrate Equitek as part of the education for the Canadian recruiting team as well as our hiring managers.

Also, when Office and Branch Managers are trained we educate them in the following areas of recruitment: the Dos and Don'ts during interviews, having consistent interview techniques and implementing a consistent approach in documenting interview notes.

#### Talent Management

Our Talent Management group have rolled out many initiatives and training material that is considerate of diversity and inclusion:

- Our performance management survey includes ratings against behaviors. An example of the questions/statements include:

- "We embrace diversity and inclusion";

- "I build teams with different backgrounds and value their diverse thinking" -a question directed to managers

- MOXIE - Global recognition for Professional Women's Network

- Pathway to People Management is an engagement module which includes resources and a section on creating an inclusive and diverse work team

- Project Management Skills training includes the following topics: "Multicultural management and the seven dimensions, inclusion insights, diversity and inclusion critical skills, selecting the right team"

- Leadership Potential Inventory Assessment (LPI) is used to assess managers and identify high potential (HiPos) employees. This identification assessment promotes bias free nomination and confirmation of top talent in the organization. It helps to increase objectivity and reduces bias in the process.

#### Initiatives

Our Human Resources teams have been heavily involved with promoting and supporting equitable, diversity and inclusive initiatives. HR recently conducted educational sessions with all of our management teams on diversity and employment equity. Sessions were offered across the country ensuring that all existing and new managers were trained on the topics and understood its importance and relevance to maintaining an inclusive work environment. Furthermore, HR shares the employment equity statistics with the management team on an ongoing basis.

HR educates all staff at the time of onboarding. Company procedures are reviewed with new hires within their first week of employment and all new employees are provided with an employment equity questionnaire that allows them to self-identify. In 2018 our Canadian population was resurveyed which allowed all staff to self-identify and account for any changes or additions that had not been captured previously. HR also ensures that in the exit interviews conducted with all outgoing employees, we work to identify any barriers within the workplace that may not have been readily identifiable.

Our EAP provider shares resources and posters on health and wellness on a continuous basis. These materials are used as a support tools to share with employees and posted in lunch rooms and high traffic areas. Similar to the safety moment concept, it is encouraged that diversity moments are shared at all team meetings.

#### Operational Support

Besides receiving support and endorsement from our HR leadership team, we also have our operations managers providing support on Employment Equity initiatives. We have two Regional Managers on the Employment Equity team.

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

It is important to understand the constraints and operating environment that Amec Foster Wheeler has faced since the first compliance assessment. The Mining & Oil/Gas Industries have taken a downturn since 2016. This has impacted hiring for a large portion of our Canadian operations. The unpredictability in our industry has also impacted the type of roles we have been hiring for i.e. contract or temporary vs. permanent positions to fill short term needs and requirements. Contract and temporary hires are not factored into the Federal Contractor Program and would not be included in the numbers we report. In addition, when opportunities arise the company often rehires previous employees based on their experience and familiarity with our clients/projects/specific tasks.

The acquisition of Amec Foster Wheeler by Wood Canada Limited on October 9 2017 has greatly impacted the company. In its inception, the mandate was business as usual (BAU) allowing us to continue to operate as two separate entities. However, operational integration activities were quickly put into gear which resulted in major changes from the merging of two very large global companies.

- Any reorganization or other corporate structural changes.

With the downturn in our industry and the Wood acquisition there have been (and continue to be) significant changes in leadership and corporate structure across the country. Many leaders have either departed or transitioned into new roles in the company. Divisions have been integrated with one another and the company has an entirely new executive leadership team. It is important to understand that former leaders from legacy Amec Foster Wheeler that were previously engaged and involved with employment equity are no longer with the company. However, we have assembled an Employment Equity team with key stakeholders in the various functional areas (i.e. HR Systems, Recruitment, Talent Management, HRBP and Operations Managers) who are now responsible for the program.

- Acquisitions, mergers or transfers of employees.

The Wood Group acquisition of Amec Foster Wheeler, has affected some staffing decisions in offices and the appointments of specific Wood Group leaders to roles previously held by Amec FW



employees. In addition, duplicate roles within the two companies are being analysed for redundancies. This has affected our turnover and retention rates and these trends will continue in the near future until both companies are fully integrated.

Legacy Amec Foster Wheeler has a significantly larger presence in Canada compared to legacy Wood who has approximately 200 employees. For the purposes of the subsequent compliance assessment, the Wood employee population has been excluded from this assessment as they have not collectively participated in the program as of yet. The legacy Wood business in Canada has been advised of legacy Amec Foster Wheeler's participation in the Federal Contractors Program and the intent is to include those employees in our submissions for future assessments. To that end, we have included key Wood partners in our Employment Equity Program meetings. This reasoning was also shared with our Labour Program Officer, Maurice Yakibonge.

In the first compliance assessment, we included employees that belonged to a Canadian division called Nuclear Canada and Nuclear Services. Since then this business line has been sold. Therefore it is very important to highlight that 2018's numbers do not include the Nuclear Group which amounts to approximately 409 employees.

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

While we are committed to decreasing gaps between designated group members and external availability, it is forecasted that we will continue to have low growth rates and termination turnover replacement rates over the next 3 years. The termination figures between the first and subsequent compliance assessment show that the company decreased its headcount from 4,247 to 3,170. In total there were 1,832 terminations. The termination numbers are as follows in our designated groups: 567 Women, 29 Aboriginal Peoples, 28 Persons with Disabilities and 444 Visible Minorities. If we drill down further on the Flow Data Analysis it shows that EEOG 03 Professionals and 04 Semi-Professionals & Technicians were the most affected.

We have had significant layoffs in our IS and IT groups as Legacy Wood made the executive decision to outsource our IT resources to IBM consultants in India. In the future, the trend will be to continue to outsource domestic roles to high efficiency centres in India and other parts of the world. This cost saving strategy will most definitely affect our growth and turnover rates.

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

N/A

- Other.

There are a few other considerations we would like to highlight:

- A significant portion of our professional and management positions require engineering degrees, yet approximately 15% of engineering graduates are women. In Canada, the vast majority of engineers are male, rendering the available pool less than the stated availability.
- Furthermore, staffing decisions are not always within company control, often time's clients will specifically direct the company to hire specific individuals for their project. This then reduces the company's ability to consider protected groups.

#### Additional Details

Please provide any additional information (optional):

The reporting period effective dates used for the subsequent FCP compliance assessment is April 07 2016 to July 20 2018. The initial FCP compliance assessment had concluded on April 07, 2016. This is the date Amec Foster Wheeler received the Notification of Compliance-Closing Letter for the first assessment.

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** Wood Canada Limited

**Primary Location:** Oakville, Ontario

**Number of Employees:** 3170

- Alberta - 923
- Ontario - 801
- British Columbia - 754
- Newfoundland and Labrador - 187
- Saskatchewan - 181
- Nova Scotia - 99
- Quebec - 96
- New Brunswick - 66
- Manitoba - 61
- Northwest Territories - 2

**Organization Overview:**

**NAICS: 5241** – Support Activities for Mining

Wood Canada Limited provides project, engineering and technical services to energy and industrial markets. They use multiple data points to monitor climate change and warn people about storms, floods and lightning. They have developed new technologies in order to revolutionize mining, drilling and corrosion prevention.

**Key Dates – First Year Assessment**

Initiated: 2015-10-27  
 Received: 2016-03-16  
 Closed: 2016-04-07  
 WFA: 2016-03-16  
 Extension granted: 2016-02-27

**Key Dates – Subsequent Assessment**

Initiated: 2018-07-30  
 Received: 2018-08-31  
 WFA: 2018-07-20  
 Extension granted: 2018-08-31

**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

Comments:

- The period reported on the Achievement report is 2016-04-07 to 2018-07-20.
- The data from the current workforce analysis included in the Achievement table is consistent with that found in Forms 1 to 6 from WEIMS.

**ASSESSMENT OF REASONABLE PROGRESS**

In the previous assessment many gaps were found in different EEOG's in each designated group. The organization set short-term and long-term goals in numerical format only in their previous assessment.

**Women**

01	Senior Managers	Goal not met (0.0% achieved)
02	Middle & Other Managers	Goal not met (12.0% achieved)
04	Semi-Professionals & Technicians	Goal met (273.7% achieved)
07	Administration & Senior Clerical	Goal met (169.6% achieved)
10	Clerical Personnel	Goal met (162.5% achieved)

**Assessment/Observations**

- The company had set five goals in numerical format and three were achieved over 80%.
- EEOG 01 – Out of the five new entrants, none were women. The market availability is 27.4%. The company had set a goal of hiring / promoting two persons and did not hire or promote anyone from this designated group in this EEOG and did not meet the goal.
- EEOG 02 - Out of the 90 new entrants, 18 were women. The market availability is 38.9%. The company had set a goal of hiring / promoting 150 persons and they hired / promoted 18 and thus they achieved 12.0% of the goal set. Although they did not meet the goal, they reduced the gap from 168 to 51.
- EEOG 04 - Out of the 495 new entrants, 104 were women. The market availability is 20.0%. The company had set a goal of hiring / promoting 38 persons and they hired / promoted 104 and thus they achieved 273.7% of the goal set. They were successful in eliminating the gap completely.
- EEOG 07 - Out of the 81 new entrants, 78 were women. The market availability is 82.8%. The company had set a goal of hiring / promoting 46 persons and they hired / promoted 78 and thus they achieved 169.6 % of the goal set. They were successful in eliminating the gap completely.
- EEOG 10 - Out of the 68 new entrants, 39 were women. The market availability is 70.9%. The company had set a goal of hiring / promoting 24 persons and they hired / promoted

39 and thus they achieved 162.5% of the goal set. They were successful in eliminating the gap completely.

### **Aboriginal Peoples**

01	Senior Managers	Goal not set (0.0 % achieved)
02	Middle & Other Managers	Goal met (100.0 % achieved)
03	Professionals	Goal met (600.0 % achieved)
04	Semi-Professionals & Technicians	Goal met (320.0 % achieved)
05	Supervisors	Goal not met (0.0 % achieved)
07	Administrative & Senior Clerical	Goal met (300.0 % achieved)
10	Clerical Personnel	Goal met (100.0 % achieved)

### Assessment/Observations

- The company had set six goals in numerical format and five were achieved over 80%. One goal was not set in the previous assessment.
- EEOG 01 - Out of the five new entrants, none were Aboriginal persons. The market availability is 2.9%. Reasonable effort could not be assessed since no goal was set.
- EEOG 02 - Out of the 90 new entrants, two were Aboriginal persons. The market availability is 2.2%. The company had set a goal of hiring / promoting two persons and by hiring / promoting two, achieved 100.0% of the goal set and reduced the gap from seven to four.
- EEOG 03 - Out of the 806 new entrants, six were Aboriginal persons. The market availability is 1.0%. The company had set a goal of hiring / promoting one person and by hiring / promoting six, achieved 600.0 % of the goal set and reduced the gap from three to two.
- EEOG 04 - Out of the 495 new entrants, 16 were from this designated group. The market availability is 3.1%. The company had set a goal of hiring / promoting five persons and by hiring / promoting 16, achieved 320.0 % of the goal set and were able to reduce the gap from 18 to eight.
- EEOG 05 - Out of the nine new entrants, none were Aboriginal persons. The market availability is 13.9%. The company had set a goal of hiring / promoting one person and did not hire or promote anyone from this designated group. Thus did not meet the goal. They did reduce the gap from two to one.
- EEOG 07 - Out of the 81 new entrants, three were Aboriginal persons. The market availability is 3.6%. The company had set a goal of hiring / promoting one person and by hiring / promoting three, achieved 300.0% of the goal set and were able to eliminate the gap.
- EEOG 10 - Out of the 68 new entrants, two were Aboriginal persons. The market availability is 4.2%. The company had set a goal of hiring / promoting two persons and by hiring / promoting two, achieved 100.0 % of the goal set and were able to reduce the gap from seven to three.

**Persons with Disabilities**

01/ 02	Managers	Goal not met (0.0 % achieved)
03	Professionals	Goal met (116.7 % achieved)
04	Semi-Professionals & Technicians	Goal met (150.0 % achieved)
05	Supervisors	Goal not set
07	Administrative & Senior Clerical	Goal not set
10	Clerical Personnel	Goal not met (0.0 % achieved)

**Assessment/Observations**

- The company had set four goals in numerical format and two were achieved over 80%. Two goals were not set in the previous assessment.
- EEOG 01 & 02 - Out of the 95 new entrants, none were persons with disabilities. The market availability is 4.3%. The company had set a goal of hiring / promoting two persons and did not hire or promote anyone and thus did not meet the goal. They reduced the gap though from 19 to seven.
- EEOG 03 - Out of the 806 new entrants, seven were persons with disabilities. The market availability is 3.8%. The company had set a goal of hiring / promoting six persons and by hiring / promoting seven, they achieved 116.7% of the goal set and also reduced the gap from 53 to 39.
- EEOG 04 - Out of the 495 new entrants, six were persons with disabilities. The market availability is 4.6%. The company had set a goal of hiring / promoting four persons and by hiring / promoting six, achieved 150.0% of the goal set and also reduced the gap from 34 to 25.
- EEOG 05 - Out of the nine new entrants, none were persons with disabilities. The market availability is 13.9%. Reasonable effort could not be assessed since no goal was set. They reduced the gap from four to three.
- EEOG 07 - Out of the 81 new entrants, one was a person with disabilities. The market availability is 3.4%. Reasonable effort could not be assessed since no goal was set. They reduced the gap from three to two.
- EEOG 10 - Out of the 68 new entrants, none were persons with disabilities. The market availability is 7.0%. The company had set a goal of hiring / promoting one person, and thus did not meet the goal. They reduced the gap from 11 to nine.

**Members of Visible Minorities**

02	Middle & Other Managers	Goal met (131.3 % achieved)
03	Professionals	Goal met (325.9 % achieved)
04	Semi-Professionals & Technicians	Goal met (325.6 % achieved)
05	Supervisors	Goal not met (0.0 % achieved)

### Assessment/Observations

- The company had set 4 goals in numerical format and 3 were achieved over 80%, while did not achieve one.
- EEOG 02 - Out of the 90 new entrants, 21 were from this designated group. The market availability is 10.1 %. The company had set a goal of hiring / promoting 16 persons and by hiring / promoting 21 persons, achieved 131.3 % of the goal. They were successful in eliminating the gap completely.
- EEOG 03 - Out of the 806 new entrants, 277 were from this designated. The market availability is 26.5 %. The company had set a goal of hiring / promoting 85 persons and by hiring / promoting 277 persons, achieved 325.9 % of the goal. They were successful in eliminating the gap completely.
- EEOG 04 - Out of the 495 new entrants, 127 were from this designated group in this EEOG. The market availability is 19.0 %. The company had set a goal of hiring / promoting 39 persons and by hiring / promoting 127 persons, achieved 325.6 % of the goal. They were successful in eliminating the gap completely.
- EEOG 05 - Out of the 9 new entrants, none were from this designated group. The market availability is 13.8 %. The company had set a goal of hiring / promoting 1 person and they hired or promoted none. Thus did not meet the goal.

### ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- This assessment covers the data from 2016-04-07 to 2018-07-20. During their initial assessment, the organization had set 19 short term goals and 13 goals were met above 80%, while no goals were set for three in the previous assessment.
- The Wood Group acquisition of Amec Foster Wheeler, has affected some staffing decisions in offices and the appointments of specific Wood Group leaders to roles previously held by Amec FW employees. In addition, duplicate roles within the two companies are being analysed for redundancies. This has affected the turnover and retention rates and these trends will continue in the near future until both companies are fully integrated.
- In the first compliance assessment, employees that belonged to a Canadian division called Nuclear Canada and Nuclear Services were also included. Since then this business line has been sold. Therefore it is very important to highlight that 2018's numbers do not include the Nuclear Group which amounts to approximately 409 employees.
- The Company has several initiatives already in place – such as talent management, Indigenous outreach, operation Minerva, recruitment and etc. for hiring and retaining employees from all four designated groups.

## ASSESSMENT OF SHORT-TERM GOALS

- All short and long-term goals are set in numerical and percentage format. For the purpose of this assessment only percentage format will be used.
- Unless indicated otherwise, all short and long-term goals have been set as per the labour market availability.

### Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-3	27.4	27.4	11.1	27.4
02	Middle & Other Managers	-51	38.9	38.9	22.3	38.9
10	Clerical	-8	50.0	50.0	64.5	69.5

#### Observations:

- Although availability is higher in EEOG 10, and no goal was required to be set by the company since the present representation is 64.5%. The company still decided to set short and long-term goals to be 50.0%.
- If the organization achieves these goals it will either eliminate or reduce the gaps.

### Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-1	2.9	2.9	0.0	2.9
02	Middle & Other Managers	-4	2.2	2.2	1.0	2.2
03	Professionals	-2	1.3	1.3	1.2	1.3
04	Semi-Professionals & Tech	-8	3.0	3.0	2.1	3.0
05	Supervisors	-1	3.7	3.7	0.0	3.7
10	Clerical Personnel	-3	3.1	3.1	1.2	3.1

Observations:

- If the organization achieves these goals it will either eliminate or reduce the gaps.

### **Persons with Disabilities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
01/02	Managers	-7	4.3	4.3	2.2	4.3
03	Professionals	-39	3.8	3.8	1.3	3.8
04	Semi-Professionals & Technicians	-25	4.6	4.6	1.8	4.6
05	Supervisors	-3	13.9	13.9	0.0	13.9
07	Administrative & Clerical	-2	3.4	3.4	2.3	3.4
10	Clerical Personnel	-9	7.0	7.0	1.8	7.0

Observations:

- If the organization achieves these goals it will either eliminate or reduce the gaps.

### **Members of Visible Minorities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
01	Senior Managers	-1	10.1	10.1	5.6	10.1
05	Supervisors	-3	23.5	23.5	5.0	23.5
10	Clerical Personnel	-8	28.8	28.8	24.3	28.8

Observations:

- If the organization achieves these goals it will either eliminate or reduce the gaps.



## 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:

- The Company already has several initiatives such as talent management, Indigenous outreach, operation Minerva, recruitment and etc. in place for hiring and retaining employees from all four designated groups.
- Wood Canada Limited. has quite a few gaps in all four designated groups, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals from these designated groups.
- Also, along with the other initiatives the company may also want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of individuals specifically for EEOG 02 in women and EEOG 03 & 04 in persons with disabilities group.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

**Name of Analyst: Neena Sharan**

**Date: September 17, 2018**

**From:** Sharan, Neena N [NC] **On Behalf Of** EE-EME

**Sent:** October 22, 2018 3:37 PM

**To:** 'lillian.hamilton@woodplc.com' <lillian.hamilton@woodplc.com>; 'Valere, Bianca' <bianca.valere@woodplc.com>; Woodall, Diane (HR) <diane.woodall@woodplc.com>; Gomez, Adriana <adriana.gomez@woodplc.com>

**Subject:** Government of Canada Agreement Number: 061589 – Notification of Compliance with the Federal Contractors Program

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

Dear Lillian Hamilton:

I am writing to inform you that the subsequent compliance assessment initiated on June 13, 2018 has been completed. As a result of the assessment, Wood Canada Limited has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of the Wood Canada Limited employment equity program.

- The Company already has several initiatives such as talent management, Indigenous outreach, operation Minerva, recruitment and etc. in place for hiring and retaining employees from all four designated groups.
- Wood Canada Limited. has quite a few gaps in all four designated groups, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals from these designated groups.
- Also, along with the other initiatives the company may also want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of individuals specifically for EEOG 02 in women and EEOG 03 & 04 in persons with disabilities group.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intl4%40-eng.jsp?&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intl4%40-eng.jsp?&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

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 13, 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, Wood Canada Limited will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

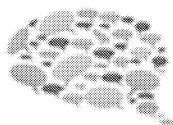
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at [ee-eme@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish Wood Canada Limited continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.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:** Valere, Bianca <bianca.valere@woodplc.com>  
**Sent:** April 24, 2018 6:26 PM  
**To:** Yakibonge, Maurice [NC] <maurice.yakibonge@labour-travail.gc.ca>  
**Cc:** Hamilton, Lillian <lillian.hamilton@woodplc.com>  
**Subject:** Agreement 061589- Wood Canada Limited

Hi Maurice,

We have completed the Application for Extension Form and submitted it to ee-eme@hrsdc-rhdcc.gc.ca. In addition, below is the information you requested.

- October 9th 2017: The date Amec Foster Wheeler Americas Limited was acquired.
- April 16th, 2018: The date of the company name change from “Amec Foster Wheeler Americas Limited” to “Wood Canada Limited”
- Business Number: 773289-9
- Attached is a copy of the Certificate of Amendment issued by Corporations Canada

**Additional Note:**

Please note that effective October 9th, 2017, Amec Foster Wheeler was acquired by Wood. For the purposes of the current compliance assessment, we intend to exclude the Wood employee population from this compliance assessment as we have not collectively participated in the program as of yet.


Although high level integrations have been ongoing since October, we have been operating as two separate entities and have only now started to initiate our operational integration activities. As you can appreciate, merging two large global companies is a significant undertaking.

The legacy Wood business in Canada has been advised of legacy Amec Foster Wheeler’s participation in the Federal Contractors’ Program and the intent is to include those employees in our submissions for future assessments. To that end, we have now included key Wood partners in our biweekly meetings.

Thank you,

**Bianca Valere**  
Global Business Services/Human Resources  
T +1 (905) 403-3561  
[bianca.valere@amecfw.com](mailto:bianca.valere@amecfw.com)  
[www.woodplc.com](http://www.woodplc.com)

**wood.**

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**From:** [maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca) [<mailto:maurice.yakibonge@labour-travail.gc.ca>]  
**Sent:** April-19-18 10:36 AM  
**To:** [bianca.valere@woodplc.com](mailto:bianca.valere@woodplc.com)

**Cc:** [lillian.hamilton@woodplc.com](mailto:lillian.hamilton@woodplc.com)

**Subject:** RE: Application for Extension Form- Subsequent Compliance Assessment - Agreement 061589

Good morning Bianca,

Thank you for your email. It is possible to request an extension for the submission of the compliance assessment if you have valid reasons. Please find attached an application for requesting an extension. The application must be signed by a senior official of your organisation (CEO, President or vice-president or authorized manager). Please complete it and return it to us at [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

If you have any questions, please do not hesitate to contact me.

Kind regards,

Maurice Yakibonge

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[Maurice.Yakibonge@labour-travail.gc.ca](mailto:Maurice.Yakibonge@labour-travail.gc.ca) / Tel.: 819-654-6099

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[Maurice.Yakibonge@labour-travail.gc.ca](mailto:Maurice.Yakibonge@labour-travail.gc.ca) / Tel.: 819-654-6099



Rejoignez-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:** Valere, Bianca [<mailto:bianca.valere@woodplc.com>]

**Sent:** April-19-18 10:31 AM

**To:** Yakibonge, Maurice [NC]

**Cc:** Hamilton, Lillian

**Subject:** Application for Extension Form- Subsequent Compliance Assessment - Agreement 061589

Hi Maurice,

It was a pleasure speaking with you this morning. As we discussed could you please send me the updated Application for Extension Form. We will complete it and send it back to you as soon as possible.

I will also send you the details you require on the company acquisition shortly.

Thank you,

**Bianca Valere**

Global Business Services/Human Resources

T +1 (905) 403-3561  
[bianca.valere@amecfw.com](mailto:bianca.valere@amecfw.com)  
[www.woodplc.com](http://www.woodplc.com)

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## Certificate of Amendment

*Canada Business Corporations Act*

## Certificat de modification

*Loi canadienne sur les sociétés par actions*

Wood Canada Limited  
Wood Canada Limitée

Corporate name / Dénomination sociale

773289-9

Corporation number / Numéro de société

I HEREBY CERTIFY that the articles of the above-named corporation are amended under section 178 of the *Canada Business Corporations Act* as set out in the attached articles of amendment.

JE CERTIFIE que les statuts de la société susmentionnée sont modifiés aux termes de l'article 178 de la *Loi canadienne sur les sociétés par actions*, tel qu'il est indiqué dans les clauses modificatrices ci-jointes.

Virginie Ethier

Director / Directeur

2018-04-16

Date of amendment (YYYY-MM-DD)

Date de modification (AAAA-MM-JJ)



**Form 4**  
**Articles of Amendment**  
*Canada Business Corporations Act*  
*(CBCA) (s. 27 or 177)*

**Formulaire 4**  
**Clauses modificatrices**  
*Loi canadienne sur les sociétés par*  
*actions (LCSA) (art. 27 ou 177)*

1 Corporate name  
Dénomination sociale  
Amec Foster Wheeler Americas Limited  
Amec Foster Wheeler Amériques Limitée

2 Corporation number  
Numéro de la société  
773289-9

3 The articles are amended as follows  
Les statuts sont modifiés de la façon suivante

The corporation changes its name to:  
La dénomination sociale est modifiée pour :  
Wood Canada Limited  
Wood Canada Limitée

4 Declaration: I certify that I am a director or an officer of the corporation.  
Déclaration : J'atteste que je suis un administrateur ou un dirigeant de la société.

Original signed by / Original signé par  
Gregory R. Gerrish  
Gregory R. Gerrish  
905-403-3451

Misrepresentation constitutes an offence and, on summary conviction, a person is liable to a fine not exceeding \$5000 or to imprisonment for a term not exceeding six months or both (subsection 250(1) of the CBCA).

Faire une fausse déclaration constitue une infraction et son auteur, sur déclaration de culpabilité par procédure sommaire, est passible d'une amende maximale de 5 000 \$ et d'un emprisonnement maximal de six mois, ou l'une de ces peines (paragraphe 250(1) de la LCSA).

You are providing information required by the CBCA. Note that both the CBCA and the *Privacy Act* allow this information to be disclosed to the public. It will be stored in personal information bank number IC/PPU-049.

Vous fournissez des renseignements exigés par la LCSA. Il est à noter que la LCSA et la *Loi sur les renseignements personnels* permettent que de tels renseignements soient divulgués au public. Ils seront stockés dans la banque de renseignements personnels numéro IC/PPU-049.