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ANNUAL REPORT 2015 ▶ 2016

# ANNUAL REPORT 2015 ▶ 2016

**Diversity** makes good  
business sense.

## MESSAGE FROM THE CHAIRPERSON

I am delighted to report that Manitoba Start has now served 30,174 unique clients since beginning operations in October 2010. For every client served, the effect is greater.

For every career counseling session and work placement, a newcomer develops confidence and courage that benefits family and friends.

For every business hiring an immigrant professional, a workplace gains in diversity and global experience.

For every newcomer reaching for a career dream, a community grows in possibility.

In 2015-2016, Manitoba Start served 6,866 first-time and returning immigrant clients and formed partnerships. Partnerships are an important focus for us and new partnerships increased by an overall 64% for a total of 911 businesses in support of newcomers achieving employment.

Over 4,000 clients registered for Manitoba Start Career Services, and 60% were successfully employed or accessing employment and education opportunities by fiscal year-end.

I look forward to the year ahead and the next milestones Manitoba Start staff, clients and partners will reach together. Thank you for your support!



**Alejandra Mozes**

*Board of Directors  
Manitoba Start*

## MESSAGE FROM THE EXECUTIVE DIRECTOR

One of the most rewarding aspects of my role as Executive Director is finding new opportunities to expand Manitoba Start's programming and services, and increase the number of newcomers entering the labour market in pre-arrival career paths.

At the start of 2015, we set goals to build new partnerships and increase direct and assisted placement results. We exceeded our goal and achieved 3,282 placements through a combined effort between our Career Services and Job Matching teams.

We are pleased to have expanded Manitoba Start's flagship program: Workstart. This program enables newcomer youth (18–30) to complete up to 8 weeks of work experience relevant to their career goals and to gain Canadian work experience. This program consistently generates high-level employment outcomes. Due to

the success of work experience for immigrant youth, we had been keen to expand this service to benefit clients age 31 and older.

In 2015-2016, we received the unprecedented green light to open this program to a cohort of immigrant professionals over 32. Forty-one (41) newcomers completed this inaugural program; 37 secured full-time employment by the end of their work experience in positions such as Estimating Engineer, Traffic and Customs Coordinator and Industrial Electrician Apprentice.

We are also proud to introduce our new strategic Framework for Manitoba Start. It was certainly a collective effort between our staff, funders, and Board of Directors to create a Vision and Mission that truly captured the direction Manitoba Start is headed towards.

As we go forward with 2016-2017, I'm excited about the opportunities ahead for quality growth in services, collaboration with funders and partners, and connecting employers to a world-class workforce.



**Judith Hayes**

*Executive Director  
Manitoba Start*

## BOARD OF DIRECTORS 2016 ▶ 2017

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## Strategic Framework

### VISION

A stronger Manitoba workforce built on cultural diversity and global talent.

### MISSION

To welcome and empower newcomers as they build their careers in Manitoba by establishing and strengthening connections between skilled newcomers and businesses for mutual success and prosperity.

### VALUES

- **Cultural competence**  
Demonstrating an understanding and respect for different cultures
- **Solution-driven approach**  
Finding innovative ways to deliver programs and services
- **Partnerships**  
Collaborating with others
- **Learning-centred philosophy**  
Supporting and encouraging ongoing continuous learning by all
- **International training and expertise**  
Benefiting from and enhancing newcomers' skills





## Core Services

### Centralized Intake

Manitoba Start is the first step for all new immigrants, including successful Manitoba Provincial Nominee Program applicants. Each year, over 6,000 newcomers from more than 120 countries visit Manitoba Start to connect to settlement, orientation, language, and employment services.

### Career Services

Manitoba Start is the leading provider of career development services to newcomers to the Province. Newcomers benefit from employment workshops, personalized career coaching, resumé development, interview skills practice, job search assistance, and networking opportunities to achieve their professional goals.

### Job Matching

Manitoba Start addresses employers' hiring needs by connecting employers to highly skilled, job-ready newcomers. Thousands of internationally educated professionals and skilled workers immigrate to Manitoba each year. Manitoba Start matches qualified individuals with employers' specific job requirements through direct engagement, employer cafés, and job fairs.

### Diversity Management Solutions and Business Supports

**Diversity and Intercultural Training** provides employers with customized tools and human resources supports to attract and retain a diverse workforce and create more inclusive workplaces.

**English at Work** delivers on-site, job-specific language training so that employees can communicate confidently and be more engaged.



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# Intake Services

## Demographic Overview of New Clients at Intake: 2015/16

TOP 10 Source Countries	Clients	%*
Philippines	1433	25%
India	1172	20%
Syria	339	6%
China, People's Republic	264	5%
Nigeria	248	4%
Eritrea	205	3.5%
Russia	191	3.3%
Ethiopia	185	3.2%
Ukraine	180	3.1%
Pakistan	163	2.8%

During the last fiscal year, Intake Services welcomed 5,809 newcomers to Manitoba Start, and provided them with an overview of and referrals to various settlement, language upgrading, and employment support services. In addition to this number, 1,057 clients returned to access a second or third consultation with their Intake Officer, for a combined total of 6,866 first and secondary assessments.

At Intake, newcomers discuss their specific settlement needs with an intake Advisor and work together to prepare a service pathway that reflects the newcomer's assessed needs and priorities. Newcomers also receive information and referrals to settlement supports available to them, including through partner agencies such as the entry Program and WELARC. Staff works towards bringing consistency in delivering information that is both relevant and timely for newcomers, therefore eliminating duplication of services and building a seamless referral pathway between partner agencies that enhances accessibility.

## Welcoming Syrian Refugees

Manitoba Start in partnership with Welcome Place and Accueil Francophone, welcomed and registered a total of 336 Syrian Refugees between November 2015 and March 2016 with the help of Arabic speaking staff and interpreters:

Intake registered **252** clients in 19 off-site visits and 84 clients at Manitoba Start

**317** clients were booked for Entry program

**197** direct referrals were made to WELARC for language assessments

**8** clients were also referred to Employment Services and 2 completed



# Career Services

Manitoba Start is the leading provider of career development services to newcomers to the Province. 4,142 newcomers benefit from employment preparation workshop, personalized career coaching, qualification recognition guidance, resume development, interview skills practice, job search assistance, and networking opportunities to achieve their professional goals.



We are proud to work with talented, internationally educated newcomers. Over 65% of clients have at least a Bachelor's degree and have an average of 14.4 years of education.

2015-16 Registrations:  
**4,142**

Education and/or Employed:  
**2,860**

Actively Job Searching:  
**441**

Other:  
**841**

Career Services curriculum is based on career development frameworks that support actively creating the life one wants to live, and the work one wants to do. Topics are linked to the immigrant experience and focus on developing the Essential and Employability skills. Modules covered throughout the 1- and 2-week workshops offered at Manitoba Start are:

- Change and Transition
- Career Planning
- Effective Work Search
- Writing Resumes
- Career Portfolio
- Writing Cover Letters
- Completing Applications
- Outstanding Interviews
- Success in the Workplace
- Understanding Regulated Professions and Trades

# Qualification Recognition CENTRE OF EXCELLENCE

1,407 (professionals) of the 4,142 newcomers to Manitoba have pre-arrival occupations that are regulated in Canada. For these individuals, it is key to their career planning process to understand what it means for an occupation to be regulated and how qualification recognition plays out in terms of real-life processes and in the context of career decisions.

Qualification Recognition guidance was provided to all newcomers accessing services at Manitoba Start. A more in-depth and individualized career plan is offer to explore employment opportunities to those that have a regulated or trades background.

Our thanks to the regulators and professional associations who partnered with Manitoba Start over the last year to provide current information about their registration and licensing process.



# JOB MATCHING UNIT

Manitoba Start offers a full spectrum of staffing solutions to connect Manitoba employers with internationally educated professionals who are ready to enter the workforce.

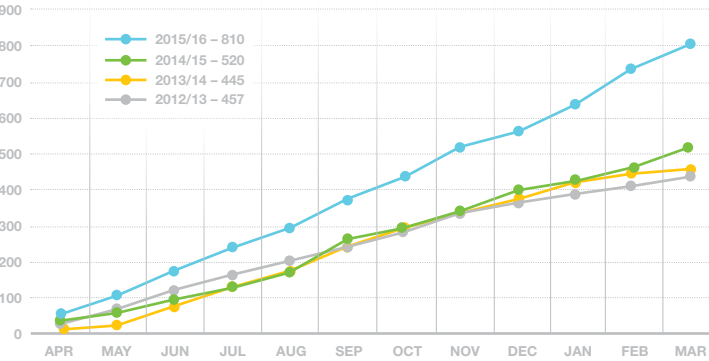
Tapping into the abilities and new perspectives of skilled immigrants helps business to expand their market reach, maintain a competitive edge and build a forward-thinking, productive and diverse workforce.

The Job Matching Unit added 553 new business partnerships for a total 911 established partnerships, and hosted 34 Employer Engagement Events in 2015/2016. Together with the Career Services Team, we had a combined total of 3,282 direct and assisted placements that entered the Manitoba Labour Market. Below is a list of our Top Employers and example of positions they hired:

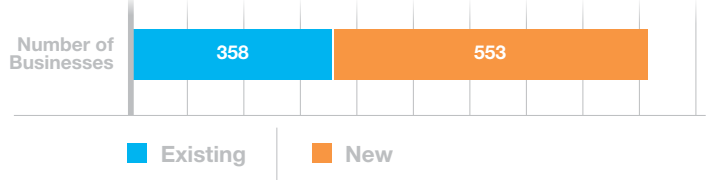
- Epic Opportunities** = Disability Support Worker
- Loblaws** = Financial Analysts, Junior Accountant, Financial Managers, Senior Financial Analysts, Account Receivables Coordinator, Warehouse Worker
- New Flyer Industries Ltd** = Manufacturing Technologist, Manufacturing Engineering Coordinator, Product Data Analyst, Mechanical Designer, Traffic and Customs Coordinator, Technical Sales Manager
- PRICE Industries** = IT Support Technician, Production Assembler, Application Support Specialist, Shipper/Receiver
- Shaw Communications Inc.** = Customer Solutions Expert, Technical Service Representative
- St. Amant** = Residential Support Worker, Instructional Assistant
- The Great-West Life Assurance Company** = Claims Examiner, Accounts Payable Administrator, File Processor, Disability Benefits Administrator, Junior Data Processing Administrator, System Architect
- TransX Limited** = Junior Accountant, Accounts Receivable Analyst, Network Administrator, Administrative Assistant
- Vital Life** = Home Support Worker, Resource Aide/Assistant

Out of 3,282 placements, as a unit, we directly placed 810 clients into the Manitoba Labour Market which has become a record 56% increase from last fiscal year. We have had a highly successful 2015/2016.

## Change to 2015/2016 Fiscal Year Department Outcomes



## Employer Partnership Number of Businesses Engaged in 2015/16



## Through the Job Matching Unit, we provide:

- Matching organizations' hiring needs with job-ready, skilled immigrants who have the specific experience businesses require;
- Advertising for job postings;
- Pre-screening of selected candidates;
- Coordination of work experience opportunities that fill employers' HR needs and may lead to full-time employment; and
- Post-hiring follow-up to facilitate a seamless workplace transition;
- Opportunities to meet and recruit skilled immigrants through information sessions and hiring events



# WORKStart



**In 2015-2016, Manitoba Start ran two successful work experience programs with the objective of transitioning clients to career-related opportunities in the Manitoba Labour Market:**

- The WorkStart program provided immigrant youth with 8 weeks of paid work experience in various roles that are a match with previous work and education background, skills and interests. Work placements were supplemented with Friday employability skills sessions on Canadian workplace expectations, culture, and communication, to assist with participants' transition to current job opportunities with host organizations. Through referrals from the Career Services team and marketing from the Job Matching Unit, a total of 83 participants completed the program with 77 (93%) resulting in employment outcome.



- The Work Experience program targeting non-youth was a ground breaking initiative to provide supported placements to clients who do not qualify for WorkStart. Targeting positions in career-related opportunities where participants can showcase their talents to employers, 41 clients completed the program and 40 (98%) secured jobs after placement.

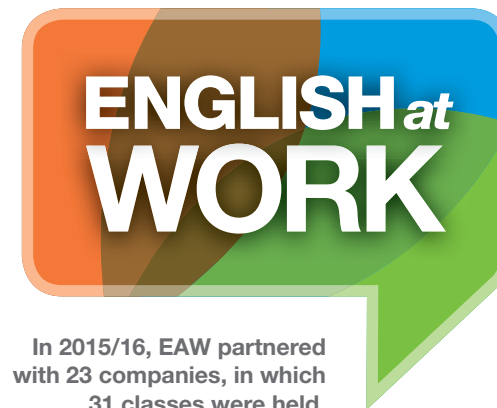


## Top Placement Organizations

- Poseidon Care Centre
- Deer Lodge Centre
- St. Amant Centre
- Home Instead
- Infinite View Accounting
- Medisystem Alentex
- New Flyer Industries
- Zenith Logistics
- Lion's Personal Care Home

## Top Employers

- Poseidon Care Centre
- Deer Lodge Centre
- St. Amant Centre
- Epic Opportunities
- Home Instead
- Medisystem Alentex
- Lion's Personal Care Home
- New Flyer Industries



**In 2015/16, EAW partnered with 23 companies, in which 31 classes were held.**

**There was 2734 hours of instruction.**

**There were 333 students.**

**The companies were found in the following industries, Healthcare, Government Services, Manufacturing, Childcare, Aerospace, Clothing Manufacturing, Industrial Graphic Design, Banking, Tourism, and IT.**

**The objective of the English at Work program is to provide working newcomers, a chance to improve their English skills be received English and cultural training with a lesson plan that is built around knowledge that is necessary to be a successful employee within their organization.**

Through the English at Work program, the organization improves its' communication in the workplace, fostering a more inclusive environment, which improves company moral and retention. The EAW program is free of charge for the first year, with the organization covering 50% of the instructors cost in the following years. The organization has to provide the employee with the time to attend the classes and cover the employee's wage for at least 50% of that time, but many cover 100%.

The EAW classess this year provided students ranged from pre-CLB (those learning basic English) to university level english, a wealth of classroom training from learning safety manuals, equipment/hand tools operation, naming raw materials, completing forms and reports, learning workplace expectations and culture and communicating orally at work.

With immigration high on the Provincial government's agenda, highly talented and skilled newcomer professionals will continue to be an important source for future staffing initiatives.

## Diversity AND Intercultural TRAINING PROGRAM

### Internal Workshops 25 workshops delivered to 417 clients

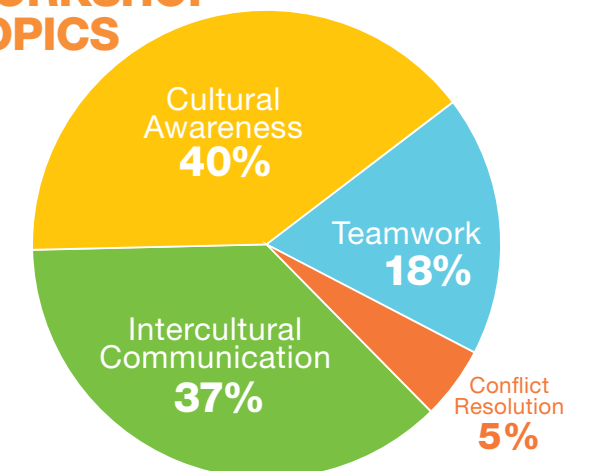
The 3-hour Canadian Workplace Culture workshop sessions were delivered to Manitoba Start clients to provide awareness of Canadian workplace culture and how it may differ from their home countries. These sessions are to help newcomers learn how to integrate quicker and successfully in the workplace and consequently retain their roles.

### External Workshops 40 workshops delivered to 976 clients

A variety of tailored workshops to many different industries at the foundations and supervisory level.

Conducted training in Winnipeg and rural areas including Brandon, Neepawa and La Broquerie

## WORKSHOP TOPICS



## INDUSTRIES

Healthcare	8%
Food Production	7%
Manufacturing	5%
Justice	3%
Social Services	25%
Business	25%
Education	27%







**18** Speed Mentoring Sessions held  
and Industry Insights and 8 Workplace Tours

**5,643** coaching sessions  
held to support clients in job search and career planning initiatives

**65%**  
of clients have at least a Bachelor's degree and an average of **14.4 years** of education

As of March 31, 2016 Manitoba Start has served **30,174** new immigrants since October 2010

**5,809** first-time clients served;  
**1,057** returned to access a second or third consultation

**4,142** newcomers registered for Manitoba Start Career Services

**41** For the first time, immigrant non-youth (over 31 years of age) participated in work experience programs

**83** immigrant youth were provided with up to 8 weeks of work experience; 77 had employment outcomes

**3,282** clients entered the workforce  
**51%** of these were pre-arrival and new career path jobs related.

**25** Diversity and Intercultural Training sessions

19 off-site registrations for Syrian refugees and registered over **250** clients

**1,442** referrals were made by Career Services to the Job Matching Unit in response to job postings

**2,418** newcomers pursuing education and/or employment opportunities

**147** exploratory visits for clients who have applied to the Provincial Nominee Program and/or considering moving to Manitoba

**333** clients benefited from English at Work training

34 Employer Cafés were held with **121** hiring outcomes



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**2015 - 2016**

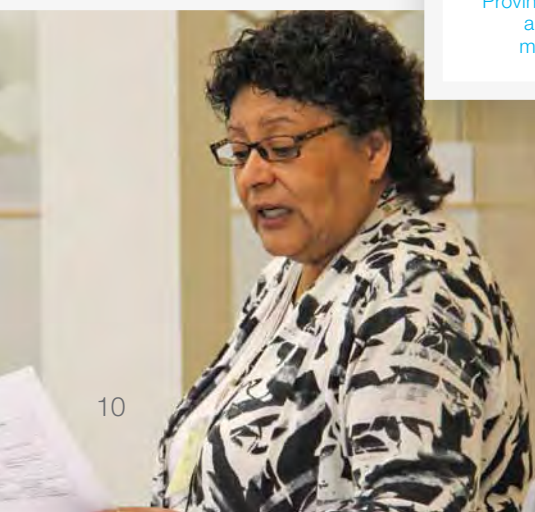
**810** placements achieved  
the Job Matching Unit - a **56%** increase from 2014/2015

**911** established partnerships for employment purpose

**63** supplementary workshops were run including information sessions for internationally educated nurses and computer refreshers

**23** organizations hosted the English at Work program

**214** employment preparation workshops were completed; attended by **2,770** clients





# Diversity Partnership

## Manitoba Hydro



**Manitoba Hydro and Manitoba Start have formed a partnership to offer employees and supervisors an opportunity to participate in customized individual cultural job coaching.**

Cross-cultural coaching is a powerful tool for organizations that are committed to investing in the development and assists both managers and employees to better understand and adapt to new ways of interacting in the workplace.

Within the coaching relationship, individuals are challenged about their accepted cultural assumptions and are presented opportunities to practice other ways of responding to situations that arise in the workplace. Some common topics that are addressed through coaching are listed below:

- Impact of Culture on Workplace Communication
- Inclusive Communication in a Diverse Workplace
- Optimizing and working within a Diverse Work Team
- Resolving Conflict in Diverse work environments



## Program Framework

### Cultural Coaching Outline:

- Customized to meet both organizational and individual employee needs
- Documented measureable outcomes and regular feedback to ensure the coaching is meeting the needs of all stakeholders.
- Assessments to determine suitability for coaching as well as cultural competence
- A list of recommendations and activities employees can use to continue their professional development of cultural competency will be provided upon completion.
- Coaching sessions last between one-half and 2 hours and ideally occurs bi-weekly, either in person or via telephone.

# Manitoba Start 2016 Diversity Conference

Developing A World-Class Workforce



**We are proud to have launched the Manitoba Start Diversity Conference which took place May 10-11, 2016 in our own Manitoba Start building. This conference brought together business professionals and educators who are dedicated to increasing intercultural competence and valuing diversity.**

We had the honour of having Paul Holmes, Author, Workplace Integration Series, Speaker & Diversity Consultant and Dr. Neil McDonald, Diversity Researcher, Educator/Trainer & Author, as guest speakers.

Diversity means valuing and embracing the experience, skills and ideas that each person brings to workplaces and classrooms. The work of diversity is creating an environment where the unique

potential of each individual is respected and nurtured, creating a cycle of upward growth and change thereby increasing an organization's competitive edge. Newcomers bring innovation, creativity, and their international expertise expands market possibilities as they attract culturally diverse clients here at home and leverage global connections abroad.

**In today's world, understanding and building on diversity is the cornerstone of success in our businesses and learning institutes. Integrating diversity into how we are and how things are done takes planning, commitment and action.**





# MANITOBA Start EMPLOYER AWARDS

LOCAL BUSINESS

GLOBAL TALENT

We are privileged to work with Manitoba employers who increasingly recognize the benefits of an inclusive approach to recruitment in order to access the world-class talent locally available. At our 2nd Annual Employer Awards held on May 12, 2016, we celebrated the pivotal role that employers play in driving change and building inclusivity within an increasingly diverse society, starting with the workplace.



**Trevor Wilson**

Global Human Equity Strategist  
and Author, *Diversity at Work:  
The Business Case for Equity* and  
*The Human Equity Advantage*

Our keynote speaker was Trevor Wilson who is a dynamic speaker, a visionary thought leader and a global diversity and Human Equity™ strategist, and the author of “Diversity at Work: The Business Case for Equity” and “The Human Equity Advantage: Beyond Diversity to Talent Optimization.”

He is sought out as much for his knowledge and expertise as he is for his style, executive presence, and ability to coach executives to be the best and most equitable leaders.

**Each year, thousands of immigrants come to Manitoba with a range of professional skills and experience—everything from engineering to IT to health care to trades to management as they come with commitment and determination to work hard and contribute to Manitoba’s economy.**

**Their international expertise expands market possibilities as they attract culturally diverse clients here at home and leverage global connections abroad.**

## CONGRATULATIONS to the Manitoba Start Employer Awards 2016 Recipients!

The Manitoba Start Employer Awards recognize business community leaders who hire internationally educated professionals from Manitoba Start’s talent pool of skilled immigrants and employ a diverse workforce.

### Employer Partner of the Year

#### LARGE BUSINESS:

The Credit Unions

Assiniboine Credit Union, Steinbach Credit Union,  
Cambrian Credit Union, and Westoba Credit Union

St.Amant Inc.

#### SMALL/MEDIUM BUSINESS:

Epic Opportunities

### New Employer Partner of the Year

#### LARGE BUSINESS:

Prairie Mountain Health  
Shaw Communications

#### SMALL/MEDIUM BUSINESS:

Indigo Park

### Champion Employer Partner of the Year

#### LARGE BUSINESS:

Deer Lodge Centre  
The Great-West Life Assurance Company  
New Flyer Industries

#### SMALL/MEDIUM BUSINESS:

MediSystem Winnipeg



# Thank you to our Event Sponsors

Our events would not be possible if it was not for the generous support of our sponsors. We are extremely grateful for their help in making the Diversity Conference and Employer Awards Banquet a resounding success! We are proud to have partnered with them in their commitment to diversity.

**We would like to thank the following organizations:**

**Diversity Conference**  
May 10–11, 2016

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**Employer Awards 2016**  
May 12, 2016

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**For more information on future sponsorship opportunities, contact**  
Judith Hayes, Executive Director [Judith.hayes@manitobastart.com](mailto:Judith.hayes@manitobastart.com)

## Employer Spotlight



### Customized Hiring Solutions Lead to Business Growth

For over four decades, Epic Opportunities has provided service supports to individuals living with intellectual disabilities. Facing staffing challenges within the disability support field in late 2011, Epic Opportunities saw potential to build their workforce by accessing Manitoba Start's talent pool of qualified applicants.



Manitoba Start offered customized recruitment solutions and connected Epic Opportunities to candidates with a variety of skills, experiences, and worldviews. "The customized

screening tools we have developed with Manitoba Start increase our success of finding, in a timely way, the right applicants with the skills and abilities we look for at Epic Opportunities," said Oswald. "Participating in Employer Cafes and other events at Manitoba Start is a priority for us because it gives us access to internationally-trained professionals who can contribute their skills to our success."

As Epic Opportunities became more culturally diverse, Manitoba Start's Diversity and Intercultural Training Program provided tailor-made services to support Epic Opportunities' changing work environment, boost understanding of cultural differences, and further strengthen hiring practices. Multicultural staff now comprise 49% of Epic Opportunities' workforce. "Diverse teams bring new insight and creativity to problem-solving," Oswald said. "We're confident that our partnership with Manitoba Start has contributed to this growth."

Manitoba Start and Epic Opportunities continue to work together to meet Epic Opportunities' hiring needs. "The impact of utilizing Manitoba Start programs to contribute to Epic Opportunities' business is positive and exciting!" said Oswald.



**Epic Opportunities was the recipient of the 2016 Manitoba Start Employee Partner of the Year (Small/Medium Business) Award.**



### When Immigrants Gain Employment, Employers Gain Value

Shaw Communications was referred to Manitoba Start's employment solutions by another organization experiencing hiring success through



partnering with Manitoba Start. "We were attracted to the opportunity for recruitment solutions while also strengthening our core value of diversity and inclusion," said Jordan Heintz, HR Manager, Shaw Communications. "Manitoba Start took the time to understand our specific recruitment needs and to match applicants that had the right qualifications."



Through Manitoba Start, Shaw Communications connects with a multicultural, skilled talent pool and supports new

Canadians. "Building and sustaining teams that are as rich as the customers we serve is critical to how we deliver exceptional customer service," said Heintz. At events such as Employer Cafes and career information sessions, Shaw staff are able to interview and hire qualified candidates effectively. The outcome is mutual success: Shaw connects with qualified candidates and engages the community, and newcomers find employment in their new home.

Over the past year, Shaw Communications has hired 60 candidates from Manitoba Start. "Manitoba Start has brought value to our organization," said Heintz. "We recognize that Manitoba Start's efforts are a part of our success, and we look forward to our ongoing partnership."



**Shaw Communications was the recipient of the 2016 Manitoba Start New Employee Partner of the Year (Large Business) Award.**



# THANK YOU TO FUNDERS AND PARTNERS



**We are deeply grateful to our funders:** Labour and Immigration, Government of Manitoba (core funder); Citizenship and Immigration, Government of Canada; Service Canada, Government of Canada; MB4Youth, Child and Youth Opportunities, Government of Manitoba.

- Thanks to the support and goodwill of our funders and partners, we can provide career development resources to thousands of newcomers and offer staffing and diversity solutions to meet labour market needs.



May 18, 2016

## INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of  
Employment Solutions for Immigrants Inc.:

We have audited the accompanying financial statements of Employment Solutions for Immigrants Inc., which comprise the statement of financial position as at March 31, 2016, and the statements of operations and changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Employment Solutions for Immigrants Inc. as at March 31, 2016, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Scarrow & Donald LLP

Chartered Professional Accountants  
Winnipeg, Canada

For this communication, together with the work done to prepare this communication and for opinions we have formed, if any, we accept and assume responsibility only to the addressee of this communication, as specified in our letter of engagement.



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