



s.19(1)

s.24(1)

Labour Program  
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

## Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization 2536-4589 Quebec inc.	Parent company is located outside Canada  <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Groupe Excelso	Business Number ██████████ PG0001
Organization's North American Industry Classification System (NAICS) Canada 2012 Code Number. To find your organization's four-digit NAICS code please visit: <a href="http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&amp;TYD=1184647222">http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&amp;TYD=1184647222</a>	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 4975, rue Rideau, bureau 195	City Quebec	Province Qc	Postal Code G2E 5H5
Telephone Number 418-871-6147			

EMPLOYMENT EQUITY CONTACT		
Name (print) Ariane Gouin	Title Human Resources Assistant	
Telephone Number 418-871-6147 x1019	E-mail Address ariane.gouin@excelso.ca	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> <li>• having a combined workforce of 100 or more permanent full-time and/or permanent part-time employees 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 contact the Labour Program at the email address provided at the bottom of this form.
<p><b>Important note:</b> If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.</p>

SIGNATORY		
<p><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.</p>		
Name (print) Sylvain Pare	Title President	
Telephone Number 418-871-6147	E-mail Address sylvain.pare@excelso.ca	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French
[Redacted Signature]	Date (YYYY-MM-DD) 2016-03-04	

The information you provide on this form is collected under the authority of section 42 of the *Employment Equity Act* to determine your eligibility for the Federal Contractors Program (FCP).

Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.

The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.

RETURN INSTRUCTIONS
<p><b>IMPORTANT</b></p> <ul style="list-style-type: none"> <li>• The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: <a href="mailto:ee-eme@hrsdcc-rhdcc.gc.ca">ee-eme@hrsdcc-rhdcc.gc.ca</a></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) **Excelso** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **10000411**, 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) February 12, 2020, for the following reason(s):  
  
(Please describe) **Difficulty obtaining the recommended response rate (80%) because of increased staff movement (significant labour shortages in the food-services market) and a busy period.**
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: **Sylvain Paré**

Position Title: **President**

Email address: **sylvain.pare@excelso.ca / ariane.gouin@excelso.ca**

Telephone number: **418-871-6147**

Business address: **4975 rue Rideau, bureau 195, Québec, Qc G2E 5H5**

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

Date: **2019-11-18**



2536-4589 Québec Inc. (Certificate # 10000411)

EMPLOYMENT EQUITY: EMPLOYER IDENTIFICATION, SUMMARY REPORT AND CERTIFICATION

Period covered by te 2017-03-06 to 2020-02-11 Expiry date 2017-03-06 to 2020-02-11

Geographic regions

(INDICATE THE NUMBER OF EMPLOYEES IN EACH REGION).

	Province				Census Metropolitan Area	
	Permanent full time	Permanent part-time	Temporary	Total number of employees		
Ontario	2	0	0	2	Montreal	12215 0 137
Quebec	279	42	0	321	Saguenay	60 0 6
<b>Total number of employees in Canada</b>				323	Quebec	12725 0 152
					Sherbrooke	30 0 3
					Trois-Rivières	40 0 4
					Thunder Bay	20 0 2
					Qc minus CMAs	172 0 19
					<b>Total number of employees as of Canada</b>	323

**FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES**  
Full time / National

Reporting period 2017-03-06 to 2020-02-11

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Middle management and other directors</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	23	7	16							1		1
	<b>Total</b>	23	7	16							1		1
<b>Professionals</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	2		2									
	<b>Total</b>	2		2									
<b>Supervisors</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	5	2	3									
	<b>Total</b>	5	2	3									
<b>Administrative and main office staff</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	7		7									
	<b>Total</b>	7		7									

**FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES**  
Full time / National

Reporting period 2017-03-06 to 2020-02-11

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Specialized sales and service personnel</b> Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	81	35	46				1		1	3	3	
	<b>Total</b>	81	35	46				1		1	3	3	
<b>Skilled workers and artisans</b> Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Clerical staff</b> Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	2		2									
	<b>Total</b>	2		2									
<b>Intermediate sales and service personnel</b> Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	8	6	2									
	<b>Total</b>	8	6	2									



2536-4589 Québec Inc. (Certificate # 10000411)

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES  
Full time / National

Reporting period 2017-03-06 to 2020-02-11

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Skilled Manual Workers</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	7	6	1									
	<b>Total</b>	7	6	1									
<b>Other sales and service personnel</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	145	29	116							6	1	5
	<b>Total</b>	145	29	116							6	1	5
<b>Total number of employees</b>		281	86	195				1		1	10	4	6



FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES  
Part-time / National

Reporting period 2017-03-06 to 2020-02-11

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and main office staff</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Specialized sales and service personnel</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	2	1	1									
	<b>Total</b>	2	1	1									
<b>Intermediate sales and service personnel</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	3	1	2									
	<b>Total</b>	3	1	2									
<b>Skilled Manual Workers</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	3	1	2									
	<b>Total</b>	3	1	2									



FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES  
Part-time / National

Reporting period 2017-03-06 to 2020-02-11

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Other sales and service personnel</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	33	13	20				1	1		1	1	
	<b>Total</b>	33	13	20				1	1		1	1	
<b>Total number of employees</b>		42	17	25				1	1		1	1	



**2536-4589 Québec Inc. (Certificate # 10000411)**  
**FEDERAL CONTRACT PROGRAMS: EMPLOYEE PROFILE**  
**Full time / National**  
**Reporting period 2017-03-06 to 2020-02-11**

Salary Range	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Less than \$15,000</b>	<b>281</b>	<b>86</b>	<b>195</b>				<b>1</b>		<b>1</b>	<b>10</b>	<b>4</b>	<b>6</b>
<b>Total number of employees</b>	<b>281</b>	<b>86</b>	<b>195</b>				<b>1</b>		<b>1</b>	<b>10</b>	<b>4</b>	<b>6</b>



2536-4589 Québec Inc. (Certificate # 10000411)

FEDERAL CONTRACT PROGRAMS: EMPLOYEE PROFILE

Part-time / National

Reporting period 2017-03-06 to 2020-02-11

Salary Range	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Less than \$5,000	42	17	25				1	1		1	1	
<b>Total number of employees</b>	<b>42</b>	<b>17</b>	<b>25</b>				<b>1</b>	<b>1</b>		<b>1</b>	<b>1</b>	

**CONTRACT PROGRAMS: RECRUITMENTS**

Full time / National

Reporting period 2017-03-06 to 2020-02-11

Occupational Category	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle management and other directors	6	1	5									
Administrative and main office staff	4		4									
Specialized sales and service personnel	21	10	11				1		1	2	2	
Skilled Manual Workers	1		1									
Other sales and service personnel	40	6	34							3		3
<b>Total number of employees hired</b>	<b>72</b>	<b>17</b>	<b>55</b>				<b>1</b>		<b>1</b>	<b>5</b>	<b>2</b>	<b>3</b>

**CONTRACT PROGRAMS: RECRUITMENTS**

**Part-time / National**

**Reporting period 2017-03-06 to 2020-02-11**

Occupational Category	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Other sales and service personnel</b>	<b>10</b>	<b>4</b>	<b>6</b>							<b>1</b>	<b>1</b>	
<b>Total number of employees hired</b>	<b>10</b>	<b>4</b>	<b>6</b>							<b>1</b>	<b>1</b>	

**CONTRACT PROGRAMS: CEASES OF EMPLOYMENT**

Full time / National

Reporting period 2017-03-06 to 2020-02-11

Occupational Category	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle management and other directors	17	3	14									
Professionals	1		1									
Supervisors	1		1									
Administrative and main office staff	4		4									
Specialized sales and service personnel	49	28	21							2	1	1
Intermediate sales and service personnel	2		2									
Skilled Manual Workers	3	2	1									
Other sales and service personnel	116	26	90							4		4
Total number of employees whose employment was terminated	193	59	134							6	1	5

**CONTRACT PROGRAMS: CEASES OF EMPLOYMENT**

**Part-time / National**

**Reporting period 2017-03-06 to 2020-02-11**

Occupational Category	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle management and other directors	1		1									
Specialized sales and service personnel	1	1										
Intermediate sales and service personnel	1	1										
Other sales and service personnel	28	7	21				1	1		2	1	1
Total number of employees whose employment was terminated	31	9	22				1	1		2	1	1

Workplace Equity Information Management System - 2536-4589 Québec Inc.

Default Workforce Analysis System - Detailed Report

Date: 2020-02-11

Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Availability		Difference #	Place of recruitment
			#	%	%	#		
<b>02: Middle management and other directors</b>	National	23	16	69.6 %	39.4 %	9	7	National
<b>03: Professionals</b>		2	2	100.0 %	61.3 %	1	1	
1111: Auditors and Accountants	National	1	1	100.0 %	56.0 %	1	0	National
1123: Advertising, marketing and public relations professionals	National	1	1	100.0 %	66.6 %	1	0	National
<b>05: Supervisors</b>		5	3	60.0 %	51.1 %	3	0	
Employment Equity Occupational Group	Montreal	2	0	0.0 %	50.5 %	1	-1	Montreal
Employment Equity Occupational Group	Quebec	3	3	100.0 %	51.5 %	2	1	Quebec
<b>07: Administrative and Senior Clerical Staff</b>		8	7	87.5 %	80.5 %	6	1	
Employment Equity Occupational Group	Montreal	1	1	100.0 %	80.9 %	1	0	Montreal
Employment Equity Occupational Group	Quebec	7	6	85.7 %	80.4 %	6	0	Quebec
<b>08: Specialized sales and service personnel</b>		83	47	56.6 %	36.1 %	30	17	
6321 : Chefs	Quebec	39	14	35.9 %	28.6 %	11	3	Quebec
6322: Cooks	Ontario	1	1	100.0 %	37.2 %	0	1	Ontario
6322: Cooks	Quebec	43	32	74.4 %	43.0 %	18	14	Quebec
<b>09: Skilled workers and artisans</b>		1	0	0.0 %	3.0 %	0	0	
7332: Equipment Repairers and Servicers	Quebec	1	0	0.0 %	3.0 %	0	0	Quebec
<b>10 : Office staff</b>		2	2	100.0 %	60.1 %	1	1	
Employment Equity Occupational Group	Montreal	1	1	100.0 %	61.6 %	1	0	Montreal
Employment Equity Occupational Group	Quebec	1	1	100.0 %	58.6 %	1	0	Quebec
<b>11: Intermediate sales and service personnel</b>		11	4	36.4 %	63.9 %	7	-3	
Employment Equity Occupational Group	Montreal	10	4	40.0 %	63.2 %	6	-2	Montreal
Employment Equity Occupational Group	Qc minus CMAs	1	0	0.0 %	71.7 %	1	-1	Qc minus CMAs
<b>12: Skilled Manual Workers</b>		10	3	30.0 %	13.9 %	1	2	
Employment Equity Occupational Group	Montreal	3	1	33.3 %	15.9 %	0	1	Montreal



Workplace Equity Information Management System - 2536-4589 Québec Inc.

Default Workforce Analysis System - Detailed Report

Date: 2020-02-11

Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Availability		Difference #	Place of recruitment
			#	%	%	#		
Employment Equity Occupational Group	Qc minus CMAs	1	0	0.0 %	16.1 %	0	0	Qc minus CMAs
Employment Equity Occupational Group	Quebec	6	2	33.3 %	12.5 %	1	1	Quebec
<b>13: Other sales and service personnel</b>		<b>178</b>	<b>136</b>	<b>76.4 %</b>	<b>50.0 %</b>	<b>89</b>	<b>47</b>	
Employment Equity Occupational Group	Montreal	70	52	74.3 %	50.0 %	35	17	Montreal
Employment Equity Occupational Group	Qc minus CMAs	9	8	88.9 %	56.2 %	5	3	Qc minus CMAs
Employment Equity Occupational Group	Quebec	92	71	77.2 %	49.1 %	45	26	Quebec
Employment Equity Occupational Group	Saguenay	2	1	50.0 %	53.2 %	1	0	Saguenay
Employment Equity Occupational Group	Sherbrooke	2	1	50.0 %	55.8 %	1	0	Sherbrooke
Employment Equity Occupational Group	Thunder Bay	1	1	100.0 %	56.8 %	1	0	Thunder Bay
Employment Equity Occupational Group	Trois-Rivières	2	2	100.0 %	54.4 %	1	1	Trois-Rivières
<b>Total</b>		<b>323</b>	<b>220</b>	<b>68.1 %</b>	<b>45.8 %</b>	<b>147</b>	<b>73</b>	

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2016 Census and internal employer data



Workplace Equity Information Management System - 2536-4589 Québec Inc.

**Default Workforce Analysis System - Detailed Report**

Date: 2020-02-11

**Aboriginal**

Employment Equity Occupational Group	Internal location	All employees #	Aboriginal Representation		Availability %	Difference #	Place of recruitment	
			#	%				
<b>02: Middle management and other directors</b>	National	23	0	0.0%	2.7%	1	-1	National
<b>03: Professionals</b>		2	0	0.0%	1.8%	0	0	
1111: Auditors and Accountants	National	1	0	0.0%	1.4%	0	0	National
1123: Advertising, marketing and public relations professionals	National	1	0	0.0%	2.1%	0	0	National
<b>05: Supervisors</b>		5	0	0.0%	1.5%	0	0	
Employment Equity Occupational Group	Montreal	2	0	0.0%	0.8%	0	0	Montreal
Employment Equity Occupational Group	Quebec	3	0	0.0%	2.0%	0	0	Quebec
<b>07: Administrative and Senior Clerical Staff</b>		8	0	0.0%	1.3%	0	0	
Employment Equity Occupational Group	Montreal	1	0	0.0%	0.8%	0	0	Montreal
Employment Equity Occupational Group	Quebec	7	0	0.0%	1.4%	0	0	Quebec
<b>08: Specialized sales and service personnel</b>		83	0	0.0%	2.2%	2	-2	
6321 : Chefs	Quebec	39	0	0.0%	1.7%	1	-1	Quebec
6322: Cooks	Ontario	1	0	0.0%	4.5%	0	0	Ontario
6322: Cooks	Quebec	43	0	0.0%	2.6%	1	-1	Quebec
<b>09: Skilled workers and artisans</b>		1	0	0.0%	2.6%	0	0	
7332: Equipment Repairers and Servicers	Quebec	1	0	0.0%	2.6%	0	0	Quebec
<b>10 : Office staff</b>		2	0	0.0%	1.3%	0	0	
Employment Equity Occupational Group	Montreal	1	0	0.0%	1.0%	0	0	Montreal
Employment Equity Occupational Group	Quebec	1	0	0.0%	1.6%	0	0	Quebec
<b>11: Intermediate sales and service personnel</b>		11	0	0.0%	1.1%	0	0	
Employment Equity Occupational Group	Montreal	10	0	0.0%	0.8%	0	0	Montreal
Employment Equity Occupational Group	Qc minus CMAs	1	0	0.0%	4.2%	0	0	Qc minus CMAs
<b>12: Skilled Manual Workers</b>		10	0	0.0%	1.7%	0	0	
Employment Equity Occupational Group	Montreal	3	0	0.0%	1.0%	0	0	Montreal



Workplace Equity Information Management System - 2536-4589 Québec Inc.

Default Workforce Analysis System - Detailed Report

Date: 2020-02-11

Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Aboriginal Representation		Aboriginal Availability		Difference	Place of recruitment
			#	%	%	#		
Employment Equity Occupational Group	Qc minus CMAs	1	0	0.0%	4.1%	0	0	Qc minus CMAs
Employment Equity Occupational Group	Quebec	6	0	0.0%	1.6%	0	0	Quebec
<b>13: Other sales and service personnel</b>		178	0	0.0%	1.8%	3	-3	
Employment Equity Occupational Group	Montreal	70	0	0.0%	1.0%	1	-1	Montreal
Employment Equity Occupational Group	Qc minus CMAs	9	0	0.0%	5.9%	1	-1	Qc minus CMAs
Employment Equity Occupational Group	Quebec	92	0	0.0%	1.8%	2	-2	Quebec
Employment Equity Occupational Group	Saguenay	2	0	0.0%	4.6%	0	0	Saguenay
Employment Equity Occupational Group	Sherbrooke	2	0	0.0%	1.5%	0	0	Sherbrooke
Employment Equity Occupational Group	Thunder Bay	1	0	0.0%	14.9%	0	0	Thunder Bay
Employment Equity Occupational Group	Trois-Rivières	2	0	0.0%	1.7%	0	0	Trois-Rivières
<b>Total</b>		323	0	0.0%	1.9%	6	-6	

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2016 Census and internal employer data

Workplace Equity Information Management System - 2536-4589 Québec Inc.

Default Workforce Analysis System - Detailed Report

Date: 2020-02-11

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Difference #	Place of recruitment
			Representation #	Availability %	Representation %	Availability %		
<b>02: Middle management and other directors</b>	National	23	1	4.3%	17.6%	4	-3	National
<b>03: Professionals</b>		2	0	0.0%	25.6%	1	-1	
1111: Auditors and Accountants	National	1	0	0.0%	32.3%	0	0	National
1123: Advertising, marketing and public relations professionals	National	1	0	0.0%	18.8%	0	0	National
<b>05: Supervisors</b>		5	0	0.0%	10.1%	1	-1	
Employment Equity Occupational Group	Montreal	2	0	0.0%	20.4%	0	0	Montreal
Employment Equity Occupational Group	Quebec	3	0	0.0%	3.2%	0	0	Quebec
<b>07: Administrative and Senior Clerical Staff</b>		8	0	0.0%	4.8%	0	0	
Employment Equity Occupational Group	Montreal	1	0	0.0%	14.6%	0	0	Montreal
Employment Equity Occupational Group	Quebec	7	0	0.0%	3.3%	0	0	Quebec
<b>08: Specialized sales and service personnel</b>		83	3	3.6%	28.4%	24	-21	
6321 : Chefs	Quebec	39	3	7.7%	38.7%	15	-12	Quebec
6322: Cooks	Ontario	1	0	0.0%	34.3%	0	0	Ontario
6322: Cooks	Quebec	43	0	0.0%	18.8%	8	-8	Quebec
<b>09: Skilled workers and artisans</b>		1	0	0.0%	6.8%	0	0	
7332: Equipment Repairers and Servicers	Quebec	1	0	0.0%	6.8%	0	0	Quebec
<b>10 : Office staff</b>		2	0	0.0%	12.2%	0	0	
Employment Equity Occupational Group	Montreal	1	0	0.0%	20.4%	0	0	Montreal
Employment Equity Occupational Group	Quebec	1	0	0.0%	4.1%	0	0	Quebec
<b>11: Intermediate sales and service personnel</b>		11	0	0.0%	24.4%	3	-3	
Employment Equity Occupational Group	Montreal	10	0	0.0%	26.6%	3	-3	Montreal
Employment Equity Occupational Group	Qc minus CMAs	1	0	0.0%	1.5%	0	0	Qc minus CMAs
<b>12: Skilled Manual Workers</b>		10	0	0.0%	10.3%	1	-1	
Employment Equity Occupational Group	Montreal	3	0	0.0%	26.1%	1	-1	Montreal

Workplace Equity Information Management System - 2536-4589 Québec Inc.

Default Workforce Analysis System - Detailed Report

Date: 2020-02-11

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Differ ence#	Place of recruitment
			Representation #	Availability %	Representation %	Availability %		
Employment Equity Occupational Group	Qc minus CMAs	1	0	0.0%	1.2%	0	0	Qc minus CMAs
Employment Equity Occupational Group	Quebec	6	0	0.0%	3.9%	0	0	Quebec
<b>13: Other sales and service personnel</b>		<b>178</b>	<b>7</b>	<b>3.9%</b>	<b>15.3%</b>	<b>27</b>	<b>-20</b>	
Employment Equity Occupational Group	Montreal	70	6	8.6%	28.3%	20	-14	Montreal
Employment Equity Occupational Group	Qc minus CMAs	9	0	0.0%	1.9%	0	0	Qc minus CMAs
Employment Equity Occupational Group	Quebec	92	1	1.1%	7.7%	7	-6	Quebec
Employment Equity Occupational Group	Saguenay	2	0	0.0%	1.6%	0	0	Saguenay
Employment Equity Occupational Group	Sherbrooke	2	0	0.0%	5.8%	0	0	Sherbrooke
Employment Equity Occupational Group	Thunder Bay	1	0	0.0%	5.5%	0	0	Thunder Bay
Employment Equity Occupational Group	Trois-Rivières	2	0	0.0%	4.4%	0	0	Trois-Rivières
<b>Total</b>		<b>323</b>	<b>11</b>	<b>3.4%</b>	<b>18.7%</b>	<b>61</b>	<b>-50</b>	

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2016 Census and internal employer data



Workplace Equity Information Management System - 2536-4589 Québec Inc.

Default Workforce Analysis System - Detailed Report

Date: 2020-02-11

Persons with disabilities

Employment Equity Occupational Group	Internal location	All employees #	Persons with disabilities				Differ ence#	Place of recruitment
			Representation #	Availability %	Availability %	#		
01/02 : Executives	National	23	0	0.0%	5.0%	1	-1	National
03: Professionals	National	2	0	0.0%	8.9%	0	0	National
05: Supervisors	National	5	0	0.0%	27.5%	1	-1	National
07: Administrative and Senior Clerical Staff	National	8	0	0.0%	10.0%	1	-1	National
08: Specialized sales and service personnel	National	83	1	1.2%	8.0%	7	-6	National
09: Skilled workers and artisans	National	1	0	0.0%	7.8%	0	0	National
10 : Office staff	National	2	0	0.0%	9.3%	0	0	National
11: Intermediate sales and service personnel	National	11	0	0.0%	10.8%	1	-1	National
12: Skilled Manual Workers	National	10	0	0.0%	10.3%	1	-1	National
13: Other sales and service personnel	National	178	1	0.6%	10.7%	19	-18	National
<b>Total</b>		<b>323</b>	<b>2</b>	<b>0.6%</b>	<b>9.8%</b>	<b>31</b>	<b>-29</b>	

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2017 Canadian Disability Survey and internal employer data.



**Default Workforce Analysis System - Detailed Report**

Date: 2020-02-11

**Default Data for Workforce Analysis - Women, Aboriginal Peoples and Visible Minorities**

<b>Employment Equity Occupational Group</b>	<b>Perform an analysis by</b>	<b>Place of recruitment</b>
<b>02: Middle and Other Managers 03: Professionals</b>	<b>EEOG</b>	<b>National</b>
	<b>NOC</b>	<b>National</b>
<b>05: Supervisors</b>	<b>EEOG</b>	<b>CMA</b>
<b>07: Administrative and Senior Clerical Staff</b>	<b>EEOG</b>	<b>CMA</b>
<b>08: Specialized sales and service personnel</b>	<b>CNP</b>	<b>Provincial</b>
<b>09: Skilled workers and artisans</b>	<b>CNP</b>	<b>Provincial</b>
<b>10 : Office staff</b>	<b>EEOG</b>	<b>CMA</b>
<b>11: Intermediate sales and service personnel</b>	<b>EEOG</b>	<b>CMA</b>
<b>12: Skilled Manual Workers</b>	<b>EEOG</b>	<b>CMA</b>
<b>13: Other sales and service personnel</b>	<b>EEOG</b>	<b>CMA</b>



**Default Workforce Analysis System - Detailed Report**

Date: 2020-02-11

**Default Data for Workforce Analysis - Persons with Disabilities**

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01/02 : Executives	CPEME	National
03: Professionals	CPEME	National
05: Supervisors	CPEME	National
07: Administrative and Senior Clerical Personnel	CPEME	National
08: Specialized Sales and Service Personnel	CPEME	National
09: Skilled Workers and Craftspeople	CPEME	National
10 : Clerical staff	CPEME	National
1111: Intermediate sales and service personnel	CPEME	National
12: Skilled manual workers	CPEME	National
13: Other sales and service personnel	CPEME	National
	CPEME	
	CPEME	
	CPEME	
	CPEME	



Workplace Equity Information Management System - 2536-4589 Québec Inc.

Default Workforce Analysis System - Summary Report

Date: 2020-02-11

Women

Employment Equity Occupational Group	All employees #	Representation		Women Availability		Difference #
		#	%	%	#	
02: Middle management and other directors	23	16	69.6 %	39.4 %	9	7
03: Professionals	2	2	100.0 %	61.3 %	1	1
05: Supervisors	5	3	60.0 %	51.1 %	3	0
07: Administrative and Senior Clerical Staff	8	7	87.5 %	80.5 %	6	1
08: Specialized sales and service personnel	83	47	56.6 %	36.1 %	30	17
09: Skilled workers and artisans	1	0	0.0 %	3.0 %	0	0
10 : Office staff	2	2	100.0 %	60.1 %	1	1
11: Intermediate sales and service personnel	11	4	36.4 %	63.9 %	7	-3
12: Skilled Manual Workers	10	3	30.0 %	13.9 %	1	2
13: Other sales and service personnel	178	136	76.4 %	50.0 %	89	47
<b>Total</b>	<b>323</b>	<b>220</b>	<b>68.1 %</b>	<b>45.8 %</b>	<b>147</b>	<b>73</b>

The total does not necessarily equal the sum of the components due to rounding.





Workplace Equity Information Management System - 2536-4589 Québec Inc.

Default Workforce Analysis System - Summary Report

Date: 2020-02-11

Aboriginal

Employment Equity Occupational Group	All employees #	Aboriginal Representation		Aboriginal Availability		Difference #
		#	%	%	#	
02: Middle management and other directors	23	0	0.0%	2.7%	1	-1
03: Professionals	2	0	0.0%	1.8%	0	0
05: Supervisors	5	0	0.0%	1.5%	0	0
07: Administrative and Senior Clerical Staff	8	0	0.0%	1.3%	0	0
08: Specialized sales and service personnel	83	0	0.0%	2.2%	2	-2
09: Skilled workers and artisans	1	0	0.0%	2.6%	0	0
10 : Office staff	2	0	0.0%	1.3%	0	0
11: Intermediate sales and service personnel	11	0	0.0%	1.1%	0	0
12: Skilled Manual Workers	10	0	0.0%	1.7%	0	0
13: Other sales and service personnel	178	0	0.0%	1.8%	3	-3
<b>Total</b>	<b>323</b>	<b>0</b>	<b>0.0%</b>	<b>1.9%</b>	<b>6</b>	<b>-6</b>

The total does not necessarily equal the sum of the components due to rounding.



Workplace Equity Information Management System - 2536-4589 Québec Inc.

Default Workforce Analysis System - Summary Report

Date: 2020-02-11

Members of Visible Minorities

Employment Equity Occupational Group	All employees #	Members of Visible Minorities Representation Availability				Difference #
		#	%	%	#	
02: Middle management and other directors	23	1	4.3%	17.6%	4	-3
03: Professionals	2	0	0.0%	25.6%	1	-1
05: Supervisors	5	0	0.0%	10.1%	1	-1
07: Administrative and Senior Clerical Staff	8	0	0.0%	4.8%	0	0
08: Specialized sales and service personnel	83	3	3.6%	28.4%	24	-21
09: Skilled workers and artisans	1	0	0.0%	6.8%	0	0
10 : Office staff	2	0	0.0%	12.2%	0	0
11: Intermediate sales and service personnel	11	0	0.0%	24.4%	3	-3
12: Skilled Manual Workers	10	0	0.0%	10.3%	1	-1
13: Other sales and service personnel	178	7	3.9%	15.3%	27	-20
<b>Total</b>	<b>323</b>	<b>11</b>	<b>3.4%</b>	<b>18.7%</b>	<b>61</b>	<b>-50</b>

The total does not necessarily equal the sum of the components due to rounding.

Workplace Equity Information Management System - 2536-4589 Québec Inc.  
**Default Workforce Analysis System - Summary Report**  
 Date: 2020-02-11

**Persons with disabilities**

Employment Equity Occupational Group	All employees #	Persons with disabilities Representation Availability				Differ ence #
		#	%	%	#	
01/02 : Executives	23	0	0.0%	5.0%	1	-1
03: Professionals	2	0	0.0%	8.9%	0	0
05: Supervisors	5	0	0.0%	27.5%	1	-1
07: Administrative and Senior Clerical Staff	8	0	0.0%	10.0%	1	-1
08: Specialized sales and service personnel	83	1	1.2%	8.0%	7	-6
09: Skilled workers and artisans	1	0	0.0%	7.8%	0	0
10 : Office staff	2	0	0.0%	9.3%	0	0
11: Intermediate sales and service personnel	11	0	0.0%	10.8%	1	-1
12: Skilled Manual Workers	10	0	0.0%	10.3%	1	-1
13: Other sales and service personnel	178	1	0.6%	10.7%	19	-18
<b>Total</b>	<b>323</b>	<b>2</b>	<b>0.6%</b>	<b>9.8%</b>	<b>31</b>	<b>-29</b>

The total does not necessarily equal the sum of the components due to rounding.



**Default Workforce Analysis System - Summary Report**

Date: 2020-02-11

**Default Data for Workforce Analysis - Women, Aboriginal Peoples and Visible Minorities**

<b>Employment Equity Occupational Group</b>	<b>Perform an analysis by</b>	<b>Place of recruitment</b>
<b>02: Middle and Other Managers 03: Professionals</b>	<b>EEOG</b>	<b>National</b>
	<b>NOC</b>	<b>National</b>
<b>05: Supervisors</b>	<b>EEOG</b>	<b>CMA</b>
<b>07: Administrative and Senior Clerical Staff</b>	<b>EEOG</b>	<b>CMA</b>
<b>08: Specialized sales and service personnel</b>	<b>CNP</b>	<b>Provincial</b>
<b>09: Skilled workers and artisans</b>	<b>CNP</b>	<b>Provincial</b>
<b>10 : Office staff</b>	<b>EEOG</b>	<b>CMA</b>
<b>11: Intermediate sales and service personnel</b>	<b>EEOG</b>	<b>CMA</b>
<b>12: Skilled Manual Workers</b>	<b>EEOG</b>	<b>CMA</b>
<b>13: Other sales and service personnel</b>	<b>EEOG</b>	<b>CMA</b>



**Default Workforce Analysis System - Summary Report**

Date: 2020-02-11

**Default Data for Workforce Analysis - Persons with Disabilities**

<b>Employment Equity Occupational Group</b>	<b>Perform an analysis by</b>	<b>Place of recruitment</b>
01/02 : Executives	CPEME	National
03: Professionals	CPEME	National
05: Supervisors	CPEME	National
07: Administrative and Senior Clerical Personnel	CPEME	National
08: Specialized Sales and Service Personnel	CPEME	National
09: Skilled Workers and Craftspeople	CPEME	National
10 : Clerical staff	CPEME	National
1111: Intermediate sales and service personnel	CPEME	National
12: Skilled manual workers	CPEME	National
13: Other sales and service personnel	CPEME	National
	CPEME	
	CPEME	
	CPEME	
	CPEME	











**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**2536-4589 Québec Inc.**

**2020-02-11**

Start Date of Flow Data		
YYYY	MM	DD
2017	03	09

End Date of Flow Data		
YYYY	MM	DD
2020	02	11

**Data from Form 4 - Employees Hired**

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**Data from Form 5 - Employees Promoted**

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**Data from Form 6 - Employees Terminated**

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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	0	0	0	0
02 Middle & Other Managers	6	5	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	4	4	0	0
08 Skilled Sales & Service Personnel	21	11	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	1	1	0	0
13 Other Sales & Service Personnel	40	34	10	6
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>72</b>	<b>55</b>	<b>10</b>	<b>6</b>

	Table 5: Women			
	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

	Table 9: Women			
	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
	0	0	0	0
	17	14	1	1
	1	1	0	0
	0	0	0	0
	1	1	0	0
	0	0	0	0
	4	4	0	0
	49	21	1	0
	0	0	0	0
	0	0	0	0
	2	2	1	0
	3	1	0	0
	116	90	28	21
	0	0	0	0
<b>Total</b>	<b>193</b>	<b>134</b>	<b>31</b>	<b>22</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**2536-4589 Québec Inc.**

**2020-02-11**

Start Date of Flow Data		
YYYY	MM	DD
2017	03	09

End Date of Flow Data		
YYYY	MM	DD
2020	02	11

**Data from Form 4 - Employees Hired**

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**Data from Form 5 - Employees Promoted**

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**Data from Form 6 - Employees Terminated**

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**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	6	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	4	0	0	0
08 Skilled Sales & Service Personnel	21	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0
13 Other Sales & Service Personnel	40	0	10	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>72</b>	<b>0</b>	<b>10</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
0	0	0	0
17	0	1	0
1	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
4	0	0	0
49	0	1	0
0	0	0	0
0	0	0	0
2	0	1	0
3	0	0	0
116	0	28	0
0	0	0	0
<b>193</b>	<b>0</b>	<b>31</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**2536-4589 Québec Inc.**

**2020-02-11**

Start Date of Flow Data		
YYYY	MM	DD
2017	03	09

End Date of Flow Data		
YYYY	MM	DD
2020	02	11

**Data from Form 4 - Employees Hired**

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**Table 3: Persons with Disabilities**

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

**Data from Form 5 - Employees Promoted**

↓ ↓ ↓ ↓

**Table 7: Persons with Disabilities**

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

**Data from Form 6 - Employees Terminated**

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**Table 11: Persons with Disabilities**

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

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	6	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	4	0	0	0
08 Skilled Sales & Service Personnel	21	1	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0
13 Other Sales & Service Personnel	40	0	10	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>72</b>	<b>1</b>	<b>10</b>	<b>0</b>

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

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	17	0	1	0
03 Professionals	1	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	4	0	0	0
08 Skilled Sales & Service Personnel	49	0	1	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	2	0	1	0
12 Semi-Skilled Manual Workers	3	0	0	0
13 Other Sales & Service Personnel	116	0	28	1
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>193</b>	<b>0</b>	<b>31</b>	<b>1</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**2536-4589 Québec Inc.**

**2020-02-11**

Start Date of Flow Data		
YYYY	MM	DD
2017	03	09

End Date of Flow Data		
YYYY	MM	DD
2020	02	11

**Data from Form 4 - Employees Hired**



**Table 4: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#

**Data from Form 5 - Employees Promoted**



**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
	#	#	#	#

**Data from Form 6 - Employees Terminated**



**Table 12: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	6	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	4	0	0	0
08 Skilled Sales & Service Personnel	21	2	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0
13 Other Sales & Service Personnel	40	3	10	1
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>72</b>	<b>5</b>	<b>10</b>	<b>1</b>

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

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	17	0	1	0
03 Professionals	1	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	4	0	0	0
08 Skilled Sales & Service Personnel	49	2	1	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	2	0	1	0
12 Semi-Skilled Manual Workers	3	0	0	0
13 Other Sales & Service Personnel	116	4	28	2
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>193</b>	<b>6</b>	<b>31</b>	<b>2</b>

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Part 3: Goals

2536-4589 Québec Inc.

2020-02-11

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EEOG)		First/Previous Short-term Goals																		
		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			YYYY-MM-DD	Annually		Over 3 Years	From - To					
		2017-03-09	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2017-03-09	Annually	Over 3 Years	#	#	%	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	%	#	#	%	%	#	#	%	%		
01	Senior Managers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
02	Middle & Other Managers	35	-13.1%		0	62.1%		0	0	0.0%	0	-11	0	38.9%	11	11	71.4%	71.4%		
03	Professionals	3	-12.6%		0	40.0%		0	0	0.0%	0	-1	0	58.9%	1	1	100.0%	100.0%		
04	Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
05	Supervisors	6	-5.9%		0	18.2%		0	0	0.0%	0	-1	0	52.0%	1	1	66.7%	66.7%		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	8	0.0%		0	50.0%		0	0	0.0%	0	-1	0	80.9%	1	1	87.5%	87.5%		
08	Skilled Sales & Service	113	-9.8%		0	51.0%		0	0	0.0%	0	-17	0	34.7%	17	17	49.6%	49.6%		
09	Skilled Crafts & Trades	1	0.0%		0	0.0%		0	0	0.0%	0	0	0	3.9%	0	0	0.0%	0.0%		
10	Clerical Personnel	2	0.0%		0	0.0%		0	0	0.0%	0	-1	0	62.1%	1	1	100.0%	100.0%		
11	Intermediate Sales & Service	14	-7.7%		0	24.0%		0	0	0.0%	0	3	0	63.6%	-3	-3	42.9%	42.9%		
12	Semi-Skilled Manual	12	-5.9%		0	27.3%		0	0	0.0%	0	-1	0	14.4%	1	1	25.0%	25.0%		
13	Other Sales & Service	283	-14.3%		0	62.5%		0	0	0.0%	0	-63	0	53.1%	63	63	75.3%	75.3%		
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
Total		477	-12.2%		0	56.0%		0	0	0.0%	0	-92	0	47.5%	92	92	66.9%	66.9%		

† 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 2: Women

Employment Equity Occupational Group (EEOG)		Women				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.0	0	0.0	
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	1	0.0	2	0.0	OK, realistic.
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	

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14	Other Manual Workers	0	0.0	0	0.0
Total		1		2	

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Part 3: Goals

2536-4589 Québec Inc.

2020-02-11

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

First/Previous 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			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2017-03-09	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-03-09	Annually	Over 3 Years	2017	2020	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	%	#	%	%	%	#	#	%	%	
01 Senior Managers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	35	-13.1%		0	62.1%		0	0	0	0.0%	0	1	0	2.2%	-1	-1	0.0%	0.0%	
03 Professionals	3	-12.6%		0	40.0%		0	0	0	0.0%	0	0	0	1.6%	0	0	0.0%	0.0%	
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
05 Supervisors	6	-5.9%		0	18.2%		0	0	0	0.0%	0	0	0	1.1%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	8	0.0%		0	50.0%		0	0	0	0.0%	0	0	0	0.7%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	113	-9.8%		0	51.0%		0	0	0	0.0%	0	2	0	1.6%	-2	-2	0.0%	0.0%	
09 Skilled Crafts & Trades	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	1.1%	0	0	0.0%	0.0%	
10 Clerical Personnel	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.7%	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	14	-7.7%		0	24.0%		0	0	0	0.0%	0	0	0	1.3%	0	0	0.0%	0.0%	
12 Semi-Skilled Manual	12	-5.9%		0	27.3%		0	0	0	0.0%	0	0	0	1.0%	0	0	0.0%	0.0%	
13 Other Sales & Service	283	-14.3%		0	62.5%		0	0	0	0.0%	0	5	0	1.6%	-5	-5	0.0%	0.0%	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	477	-12.2%		0	56.0%		0	0	0	0.0%	0	8	0	1.6%	-8	-8	0.0%	0.0%	

† 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 4: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	1	0.0	OK, realistic.
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	2	0.0	OK, realistic.
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	3	0.0	2	0.0	OK, realistic.



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14	Other Manual Workers	0	0.0	0	0.0
Total		3		5	

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Part 3: Goals

2536-4589 Québec Inc.

2020-02-11

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		First/Previous Short-term Goals																		
		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		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
		2017-03-09	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2017-03-09	Annually	Over 3 Years	#	2017	2020	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01/02	Managers	35	-6.5%		0	31.0%		0	0	0	0.0%	0	2	0		4.3%	-2	-2	0.0%	0.0%
03	Professionals	3	-12.6%		0	40.0%		0	0	0	0.0%	0	0	0		3.8%	0	0	0.0%	0.0%
04	Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
05	Supervisors	6	-5.9%		0	18.2%		0	0	0	0.0%	0	1	0		13.9%	-1	-1	0.0%	0.0%
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	8	0.0%		0	50.0%		0	0	0	0.0%	0	0	0		3.4%	0	0	0.0%	0.0%
08	Skilled Sales & Service	113	-9.8%		0	51.0%		0	0	0	0.0%	0	4	0		3.5%	-4	-4	0.0%	0.0%
09	Skilled Crafts & Trades	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		3.8%	0	0	0.0%	0.0%
10	Clerical Personnel	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		7.0%	0	0	0.0%	0.0%
11	Intermediate Sales & Service	14	-7.7%		0	24.0%		0	0	0	0.0%	0	1	0		5.6%	-1	-1	0.0%	0.0%
12	Semi-Skilled Manual	12	-5.9%		0	27.3%		0	0	0	0.0%	0	1	0		4.8%	-1	-1	0.0%	0.0%
13	Other Sales & Service	283	-14.3%		0	62.5%		0	0	2	0.0%	0	16	0		6.3%	-16	-16	0.7%	0.7%
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total		477	-12.2%		0	56.0%		0	0	2	0.0%	0	24	0		5.5%	-24	-24	0.4%	0.4%

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	0	0.0	2	0.0	OK, realistic.
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	1	0.0	OK, realistic.
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	1	0.0	3	0.0	OK, realistic.
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	1	0.0	0	0.0	OK, realistic.
12	Semi-Skilled Manual	0	0.0	1	0.0	OK, realistic.
13	Other Sales & Service	10	0.0	6	0.0	Additional costs related to training and supervising these resources.
14	Other Manual Workers	0	0.0	0	0.0	
Total		12		13		

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Part 3: Goals

2536-4589 Québec Inc.

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Part 3: Goals

2536-4589 Québec Inc.

2020-02-11

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	First/Previous Short-term Goals																		
	All Employees								Members of Visible Minorities										
	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			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2017-03-09	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	Annually	Over 3 Years	#	#	%	%	#	#	%	%	
#	%	%	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%		
01	Senior Managers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02	Middle & Other Managers	35	-13.1%		0	62.1%		0	1	0.0%	0	4	0	15.0%	-4	-4	2.9%	2.9%	
03	Professionals	3	-12.6%		0	40.0%		0	0	0.0%	0	1	0	24.0%	-1	-1	0.0%	0.0%	
04	Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
05	Supervisors	6	-5.9%		0	18.2%		0	0	0.0%	0	0	0	7.1%	0	0	0.0%	0.0%	
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	8	0.0%		0	50.0%		0	0	0.0%	0	0	0	2.8%	0	0	0.0%	0.0%	
08	Skilled Sales & Service	113	-9.8%		0	51.0%		0	3	0.0%	0	20	0	20.5%	-20	-20	2.7%	2.7%	
09	Skilled Crafts & Trades	1	0.0%		0	0.0%		0	0	0.0%	0	0	0	6.5%	0	0	0.0%	0.0%	
10	Clerical Personnel	2	0.0%		0	0.0%		0	0	0.0%	0	0	0	9.7%	0	0	0.0%	0.0%	
11	Intermediate Sales & Service	14	-7.7%		0	24.0%		0	0	0.0%	0	2	0	17.6%	-2	-2	0.0%	0.0%	
12	Semi-Skilled Manual	12	-5.9%		0	27.3%		0	0	0.0%	0	1	0	5.5%	-1	-1	0.0%	0.0%	
13	Other Sales & Service	283	-14.3%		0	62.5%		0	10	0.0%	0	24	0	12.0%	-24	-24	3.5%	3.5%	
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total		477	-12.2%		0	56.0%		0	14	0.0%	0	53	0	14.1%	-53	-53	2.9%	2.9%	

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments	
	Short-term Goals		Long-term Goals			
	#	%	#	%		
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	1	0.0	3	0.0	OK, realistic.
03	Professionals	0	0.0	1	0.0	OK, realistic.
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	1	0.0	19	0.0	The company has significant market shares in areas
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	1	0.0	1	0.0	OK, realistic.
12	Semi-Skilled Manual	0	0.0	1	0.0	OK, realistic.
13	Other Sales & Service	15	0.0	9	0.0	The company has significant market shares in areas

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14	Other Manual Workers	0	0.0	0	0.0
Total		18		34	

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Part 3: Goals

2536-4589 Québec Inc.

2020-02-11

Data for Subsequent/Current Goals

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

Table 9: Women

Employment Equity Occupational Group (EEOG)	Subsequent/Current Short-term Goals																			
	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			YYYY-MM-DD	Annually	Over 3 Years		From - To	YYYY - YYYY					
	2020-02-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2020-02-11	Annually	Over 3 Years		2020	2023	%	#	#	%	%		
#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%		
01 Senior Managers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
02 Middle & Other Managers	23	-13.1%		0	62.1%		0	0	0.0%	0	16	0.0%	0	-7	0	39.4%	7	7	69.6%	69.6%
03 Professionals	2	-12.6%		0	40.0%		0	0	0.0%	0	2	0.0%	0	-1	0	61.3%	1	1	100.0%	100.0%
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	5	-5.9%		0	18.2%		0	0	0.0%	0	3	0.0%	0	0	0	51.1%	0	0	60.0%	60.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	8	0.0%		0	50.0%		0	0	0.0%	0	7	0.0%	0	-1	0	80.5%	1	1	87.5%	87.5%
08 Skilled Sales & Service	83	-9.8%		0	51.0%		0	0	0.0%	0	47	0.0%	0	-17	0	36.1%	17	17	56.6%	56.6%
09 Skilled Crafts & Trades	1	0.0%		0	0.0%		0	0	0.0%	0	0	0.0%	0	0	0	3.0%	0	0	0.0%	0.0%
10 Clerical Personnel	2	0.0%		0	0.0%		0	0	0.0%	0	2	0.0%	0	-1	0	60.1%	1	1	100.0%	100.0%
11 Intermediate Sales & Service	11	-7.7%	10.0%	3	24.0%	20.0%	7	10	4	20.0%	2	7	5	50.0%	63.9%	-3	-2	36.4%	50.0%	
12 Semi-Skilled Manual	10	-5.9%		0	27.3%		0	0	0.0%	0	3	0.0%	0	-2	0	13.9%	2	2	30.0%	30.0%
13 Other Sales & Service	178	-14.3%		0	62.5%		0	0	0.0%	0	136	0.0%	0	-47	0	50.0%	47	47	76.4%	76.4%
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
Total	323	-12.2%		0	56.0%		0	0	0.0%	0	220	0.0%	0	-72	0	45.8%	72	72	68.1%	68.1%

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

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

Table 10: Women

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	%	%	%	%	
01 Senior Managers		0.0		0.0	
02 Middle & Other Managers		0.0		0.0	
03 Professionals		0.0		0.0	
04 Semi-Professionals & Tech		0.0		0.0	
05 Supervisors		0.0		0.0	
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical		0.0		0.0	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		0.0		0.0	
10 Clerical Personnel		0.0		0.0	
11 Intermediate Sales & Service		50.0		50.0	OK, realistic.
12 Semi-Skilled Manual		0.0		0.0	
13 Other Sales & Service		0.0		0.0	
14 Other Manual Workers		0.0		0.0	

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Total		0.0	0.0
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Part 3: Goals

2536-4589 Québec Inc.

2020-02-11

Data for Subsequent/Current Goals

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

Table 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
			Actual	Projected		Actual	Projected				From - To	YYYY - YYYY								
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2020-02-11	Annually	Over 3 Years	2020	2023	%	#	#	%	%		
		#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01	Senior Managers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02	Middle & Other Managers	23	-13.1%	1.0%	1	62.1%	3.0%	2	3	3.0%	0	1	0	2.7%	2.7%	-1	-1	0.0%	0.0%	
03	Professionals	2	-12.6%		0	40.0%		0	0	0.0%	0	0	0	1.8%	0	0	0	0.0%	0.0%	
04	Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
05	Supervisors	5	-5.9%		0	18.2%		0	0	0.0%	0	0	0	1.5%	0	0	0	0.0%	0.0%	
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	8	0.0%		0	50.0%		0	0	0.0%	0	0	0	1.3%	0	0	0	0.0%	0.0%	
08	Skilled Sales & Service	83	-9.8%	2.0%	5	51.0%	3.0%	7	12	3.0%	0	2	0	2.2%	2.2%	-2	-2	0.0%	0.0%	
09	Skilled Crafts & Trades	1	0.0%		0	0.0%		0	0	0.0%	0	0	0	2.6%	0	0	0	0.0%	0.0%	
10	Clerical Personnel	2	0.0%		0	0.0%		0	0	0.0%	0	0	0	1.3%	0	0	0	0.0%	0.0%	
11	Intermediate Sales & Service	11	-7.7%		0	24.0%		0	0	0.0%	0	0	0	1.1%	0	0	0	0.0%	0.0%	
12	Semi-Skilled Manual	10	-5.9%		0	27.3%		0	0	0.0%	0	0	0	1.7%	0	0	0	0.0%	0.0%	
13	Other Sales & Service	178	-14.3%	10.0%	53	62.5%	20.0%	107	160	20.0%	0	4	3	1.8%	1.8%	-3	-1	0.0%	1.3%	
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
Total		323	-12.2%		0	56.0%		0	0	0.0%	0	6	0		1.9%	-6	-6	0.0%	0.0%	

† 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 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	%	%	%	%	
01	Senior Managers	0.0		0.0	
02	Middle & Other Managers	2.7		2.7	OK, realistic.
03	Professionals	0.0		0.0	
04	Semi-Professionals & Tech	0.0		0.0	
05	Supervisors	0.0		0.0	
06	Supervisors: Crafts & Trades	0.0		0.0	
07	Administrative & Sr Clerical	0.0		0.0	
08	Skilled Sales & Service	2.2		2.2	OK, realistic.
09	Skilled Crafts & Trades	0.0		0.0	
10	Clerical Personnel	0.0		0.0	
11	Intermediate Sales & Service	0.0		0.0	
12	Semi-Skilled Manual	0.0		0.0	
13	Other Sales & Service	1.8		1.8	OK, realistic.
14	Other Manual Workers	0.0		0.0	



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Part 3: Goals

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Total		0.0	0.0
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Part 3: Goals

2536-4589 Québec Inc.

2020-02-11

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees	Persons with Disabilities																		
		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
			Actual	Projected		Actual	Projected				From - To	YYYY - YYYY								
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	YYYY-MM-DD	Annually	Over 3 Years	2020	2023	%	#	#	%	%		
		2020-02-11	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01/02	Managers	23	-6.5%	1.0%	1	31.0%	3.0%	2	3	0	3.0%	0	1	0	5.0%	5.0%	-1	-1	0.0%	0.0%
03	Professionals	2	-12.6%		0	40.0%		0	0	0	0.0%	0	0	0	8.9%	0	0	0.0%	0.0%	
04	Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
05	Supervisors	5	-5.9%	0.0%	0	18.2%	0.0%	0	0	0	0.0%	0	1	0	27.5%	27.5%	-1	-1	0.0%	0.0%
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	8	0.0%	1.0%	0	50.0%	3.0%	1	1	0	3.0%	0	1	0	10.0%	10.0%	-1	-1	0.0%	0.0%
08	Skilled Sales & Service	83	-9.8%	2.0%	5	51.0%	3.0%	7	12	1	3.0%	0	6	1	8.0%	8.0%	-6	-5	1.2%	2.3%
09	Skilled Crafts & Trades	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	7.8%	0	0	0.0%	0.0%	
10	Clerical Personnel	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	9.3%	0	0	0.0%	0.0%	
11	Intermediate Sales & Service	11	-7.7%	10.0%	3	24.0%	20.0%	7	10	0	20.0%	0	2	1	10.8%	10.8%	-1	-1	0.0%	7.1%
12	Semi-Skilled Manual	10	-5.9%	0.0%	0	27.3%	0.0%	0	0	0	0.0%	0	1	0	10.3%	10.3%	-1	-1	0.0%	0.0%
13	Other Sales & Service	178	-14.3%	10.0%	53	62.5%	20.0%	107	160	1	20.0%	1	25	17	10.7%	10.7%	-18	-8	0.6%	7.4%
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total		323	-12.2%		0	56.0%		0	0	2	0.0%	0	30	0	9.8%	-30	-30	0.6%	0.6%	

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

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + 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	5.0	5.0	OK, realistic.
03	Professionals	0.0	0.0	
04	Semi-Professionals & Tech	0.0	0.0	
05	Supervisors	27.5	27.5	OK, realistic.
06	Supervisors: Crafts & Trades	0.0	0.0	
07	Administrative & Sr Clerical	10.0	10.0	OK, realistic.
08	Skilled Sales & Service	8.0	8.0	OK, realistic.
09	Skilled Crafts & Trades	0.0	0.0	
10	Clerical Personnel	0.0	0.0	
11	Intermediate Sales & Service	10.8	10.8	OK, realistic.
12	Semi-Skilled Manual	10.3	10.3	OK, realistic.
13	Other Sales & Service	10.7	10.7	Additional costs related to training and supervising these resources.
14	Other Manual Workers	0.0	0.0	
Total		0.0	0.0	

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2536-4589 Québec Inc.

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Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Members of Visible Minorities											
	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			YYYY-MM-DD	Annually	Over 3 Years		2020	2023					
	2020-02-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	%	%	%	%	#	#	%	%		
	#	%	%	#	%	%	#	#	#	%	%	#	%	%	%	#	#	%	%	
01 Senior Managers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	23	-13.1%	1.0%	1	62.1%	3.0%	2	3	1	3.0%	0	3	1	17.6%	17.6%	-3	-2	4.3%	8.3%	
03 Professionals	2	-12.6%	0.0%	0	40.0%	0.0%	0	0	0	0.0%	0	1	0	25.6%	25.6%	-1	-1	0.0%	0.0%	
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
05 Supervisors	5	-5.9%	1.0%	0	18.2%	3.0%	0	0	0	3.0%	0	1	0	10.1%	10.1%	-1	-1	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	8	0.0%		0	50.0%		0	0	0	0.0%	0	0	0	4.8%	4.8%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	83	-9.8%	2.0%	5	51.0%	3.0%	7	12	3	3.0%	0	22	3	28.4%	28.4%	-21	-19	3.6%	6.8%	
09 Skilled Crafts & Trades	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	6.8%	6.8%	0	0	0.0%	0.0%	
10 Clerical Personnel	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	12.2%	12.2%	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	11	-7.7%	10.0%	3	24.0%	20.0%	7	10	0	20.0%	0	3	2	24.4%	24.4%	-3	-1	0.0%	14.3%	
12 Semi-Skilled Manual	10	-5.9%	0.0%	0	27.3%	0.0%	0	0	0	0.0%	0	1	0	10.3%	10.3%	-1	-1	0.0%	0.0%	
13 Other Sales & Service	178	-14.3%	10.0%	53	62.5%	20.0%	107	160	7	20.0%	4	32	24	15.3%	15.3%	-20	-8	3.9%	11.7%	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	323	-12.2%		0	56.0%		0	0	11	0.0%	0	49	0	18.7%	18.7%	-49	-49	3.4%	3.4%	

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	%	%	%	%	
01 Senior Managers	0.0		0.0		
02 Middle & Other Managers	17.6		17.6		OK, realistic.
03 Professionals	25.6		25.6		OK, realistic.
04 Semi-Professionals & Tech	0.0		0.0		
05 Supervisors	10.1		10.1		OK, realistic.
06 Supervisors: Crafts & Trades	0.0		0.0		
07 Administrative & Sr Clerical	0.0		0.0		
08 Skilled Sales & Service	28.4		28.4		The company has significant market shares in areas where there are fewer visible minorities (particularly Quebec City and Trois-Rivières).
09 Skilled Crafts & Trades	0.0		0.0		
10 Clerical Personnel	0.0		0.0		
11 Intermediate Sales & Service	24.4		24.4		OK, realistic.
12 Semi-Skilled Manual	10.3		10.3		OK, realistic.
13 Other Sales & Service	15.3		15.3		The company has significant market shares in areas where there are fewer visible minorities (particularly Quebec City and Trois-Rivières).
14 Other Manual Workers	0.0		0.0		

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Part 3: Goals

2536-4589 Québec Inc.

2020-02-11

Total		0.0	0.0
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Federal Contractors Program Achievement Report

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Part 4: Results - Women

2536-4589 Québec Inc.

2020-02-11

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	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2017	0	0	0.0	0.0	0	0	0.0																	
	2020	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2017	35	25	71.4	38.9	14	11	183.6																	
	2020	23	16	69.6	39.4	9	7	176.6	6	5	83.3	2	3	0	0	0	0	0	0	18	15	83.3	13	2	
03 Professionals	2017	3	3	100.0	58.9	2	1	169.8																	
	2020	2	2	100.0	61.3	1	1	163.1	0	0	0.0	0	0	0	0	0	0.0	0	0	1	1	100.0	1	0	
04 Semi-Professionals & Technicians	2017	0	0	0.0	0.0	0	0	0.0																	
	2020	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
05 Supervisors	2017	6	4	66.7	52.0	3	1	128.2																	
	2020	5	3	60.0	51.1	3	0	117.4	0	0	0.0	0	0	0	0	0	0.0	0	0	1	1	100.0	1	0	
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0.0	0	0	0.0																	
	2020	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
02 Middle & Other Managers	2020	-12	5	-41.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	-12	5	-41.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
03 Professionals	2020	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
04 Semi-Professionals & Technicians	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
05 Supervisors	2020	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
06 Supervisors: Crafts & Trades	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

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Part 4: Results - Women

2536-4589 Québec Inc.

2020-02-11

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	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#			
07 Administrative & Senior Clerical	2017	8	7	87.5	80.9	6	1	108.2																
	2020	8	7	87.5	80.5	6	1	108.7	4	4	100.0	3	1	0	0	0.0	0	0	0	4	4	100.0	4	1
08 Skilled Sales & Service Personnel	2017	113	56	49.6	34.7	39	17	142.8																
	2020	83	47	56.6	36.1	30	17	156.9	21	11	52.4	8	3	0	0	0.0	0	0	0	50	21	42.0	25	-4
09 Skilled Crafts & Trades Workers	2017	1	0	0.0	3.9	0	0	0.0																
	2020	1	0	0.0	3.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2017	2	2	100.0	62.1	1	1	161.0																
	2020	2	2	100.0	60.1	1	1	166.4	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2017	14	6	42.9	63.6	9	-3	67.4																
	2020	11	4	36.4	63.9	7	-3	56.9	0	0	0.0	0	0	0	0	0.0	0	0	0	3	2	66.7	1	1
12 Semi-Skilled Manual Workers	2017	12	3	25.0	14.4	2	1	173.6																
	2020	10	3	30.0	13.9	1	2	215.8	1	1	100.0	0	1	0	0	0.0	0	0	0	3	1	33.3	1	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			
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2020	0	4	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	4	0.0		0.0	0.0			0.0	0.0			
08 Skilled Sales & Service Personnel	2020	-29	11	-37.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	-29	11	-37.9		0.0	0.0			0.0	0.0			
09 Skilled Crafts & Trades Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0		0.0	0.0			0.0	0.0			
10 Clerical Personnel	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0		0.0	0.0			0.0	0.0			
11 Intermediate Sales & Service Personnel	2020	-3	0	0.0	1	0.0	0.0	0.0	2	0.0	0.0	0.0		
	2023	-3	0	0.0		50.0	0.0			50.0	0.0			
12 Semi-Skilled Manual Workers	2020	-2	1	-50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	-2	1	-50.0		0.0	0.0			0.0	0.0			

**Federal Contractors Program Achievement Report**

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**Part 4: Results - Women**

**2536-4589 Québec Inc.**

**2020-02-11**

<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			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	#				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	%	%	#	%	#	#	%	#	#	#	%	#	#	%	#	#	%	#	#	#			
13 Other Sales & Service Personnel	2017	283	213	75.3	53.1	150	63	141.7																
	2020	178	136	76.4	50.0	89	47	152.8	50	40	80.0	25	15	0	0	0.0	0	0	0	144	111	77.1	108	3
14 Other Manual Workers	2017	0	0	0.0	0.0	0	0	0.0																
	2020	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2017	477	319	66.9	47.5	227	92	140.8																
	2020	323	220	68.1	45.8	148	72	148.7	82	61	74.4	38	23	0	0	0.0	0	0	0	224	156	69.6	150	6

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			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2020	-94	40	-42.6	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2023	-94	40	-42.6			0.0	0.0			0.0	0.0	0.0	
14 Other Manual Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2023	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
Total	2020	-142	61	-43.0	1	6100.0	0.0	0.0	0.0	2	3050.0	0.0	0.0	
	2023	-142	61	-43.0			0.0	0.0			0.0	0.0	0.0	

Federal Contractors Program Achievement Report

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Part 5: Results - Aboriginal Peoples

2536-4589 Québec Inc.

2020-02-11

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	2017	0	0	0.0	0.0	0	0	0.0																
	2020	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2017	35	0	0.0	2.2	1	-1	0.0																
	2020	23	0	0.0	2.7	1	-1	0.0	6	0	0.0	0	0	0	0	0.0	0	0	0	18	0	0.0	0	0
03 Professionals	2017	3	0	0.0	1.6	0	0	0.0																
	2020	2	0	0.0	1.8	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
04 Semi-Professionals & Technicians	2017	0	0	0.0	0.0	0	0	0.0																
	2020	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
05 Supervisors	2017	6	0	0.0	1.1	0	0	0.0																
	2020	5	0	0.0	1.5	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0.0	0	0	0.0																
	2020	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	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	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
02 Middle & Other Managers	2020	-12	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2023	-12	0	0.0	2.7	0.0	0.0	0.0	2.7	0.0	0.0	0.0		
03 Professionals	2020	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	-1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
04 Semi-Professionals & Technicians	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
05 Supervisors	2020	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	-1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
06 Supervisors: Crafts & Trades	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		



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Part 5: Results - Aboriginal Peoples

2536-4589 Québec Inc.

2020-02-11

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							
#	#	%	%	#	#	%	#	%	#	%	#	#	#	%	#	#	#	#	%	#	#			
07 Administrative & Senior Clerical	2017	8	0	0.0	0.7	0	0	0.0																
	2020	8	0	0.0	1.3	0	0	0.0	4	0	0.0	0	0	0	0	0.0	0	0	0	4	0	0.0	0	0
08 Skilled Sales & Service Personnel	2017	113	0	0.0	1.6	2	-2	0.0																
	2020	83	0	0.0	2.2	2	-2	0.0	21	0	0.0	0	0	0	0	0.0	0	0	0	50	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2017	1	0	0.0	1.1	0	0	0.0																
	2020	1	0	0.0	2.6	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2017	2	0	0.0	0.7	0	0	0.0																
	2020	2	0	0.0	1.3	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2017	14	0	0.0	1.3	0	0	0.0																
	2020	11	0	0.0	1.1	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	3	0	0.0	0	0
12 Semi-Skilled Manual Workers	2017	12	0	0.0	1.0	0	0	0.0																
	2020	10	0	0.0	1.7	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	3	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0										
08 Skilled Sales & Service Personnel	2020	-29	0	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0		
	2023	-29	0	0.0										
09 Skilled Crafts & Trades Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0										
10 Clerical Personnel	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0										
11 Intermediate Sales & Service Personnel	2020	-3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	-3	0	0.0										
12 Semi-Skilled Manual Workers	2020	-2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	-2	0	0.0										

Federal Contractors Program Achievement Report

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Part 5: Results - Aboriginal Peoples

2536-4589 Québec Inc.

2020-02-11

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			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2017	283	0	0.0	1.6	5	-5	0.0																
	2020	178	0	0.0	1.8	3	-3	0.0	50	0	0.0	1	-1	0	0	0.0	0	0	0	144	0	0.0	0	0
14 Other Manual Workers	2017	0	0	0.0	0.0	0	0	0.0																
	2020	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2017	477	0	0.0	1.6	8	-8	0.0																
	2020	323	0	0.0	1.9	6	-6	0.0	82	0	0.0	2	-2	0	0	0.0	0	0	0	224	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2020	-94	0	0.0	3	0.0	0.0	0.0	2	0.0	0.0	0.0	
	2023	-94	0	0.0			1.8	0.0			1.8	0.0	
14 Other Manual Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2023	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2020	-142	0	0.0	3	0.0	0.0	0.0	5	0.0	0.0	0.0	
	2023	-142	0	0.0			0.0	0.0			0.0	0.0	

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Part 6: Results - Persons with Disabilities

2536-4589 Québec Inc.

2020-02-11

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	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							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01&02 Managers	2017	35	0	0.0	4.3	2	-2	0.0																
	2020	23	0	0.0	5.0	1	-1	0.0	6	0	0.0	0	0	0	0	0	0.0	0	0	0	18	0	0.0	0
03 Professionals	2017	3	0	0.0	3.8	0	0	0.0																
	2020	2	0	0.0	8.9	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0
04 Semi-Professionals & Technicians	2017	0	0	0.0	0.0	0	0	0.0																
	2020	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
05 Supervisors	2017	6	0	0.0	13.9	1	-1	0.0																
	2020	5	0	0.0	27.5	1	-1	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0.0	0	0	0.0																
	2020	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	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	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01&02 Managers	2020	-12	0	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0		
	2023	-12	0	0.0			5.0	0.0			5.0	0.0		
03 Professionals	2020	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	-1	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	2020	-1	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2023	-1	0	0.0			27.5	0.0			27.5	0.0		
06 Supervisors: Crafts & Trades	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

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Part 6: Results - Persons with Disabilities

2536-4589 Québec Inc.

2020-02-11

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	Persons with Disabilities				All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#			
07 Administrative & Senior Clerical	2017	8	0	0.0	3.4	0	0	0.0																
	2020	8	0	0.0	10.0	1	-1	0.0	4	0	0.0	0	0	0	0	0	0.0	0	0	0	4	0	0.0	0
08 Skilled Sales & Service Personnel	2017	113	0	0.0	3.5	4	-4	0.0																
	2020	83	1	1.2	8.0	7	-6	15.1	21	1	4.8	2	-1	0	0	0	0.0	0	0	0	50	0	0.0	0
09 Skilled Crafts & Trades Workers	2017	1	0	0.0	3.8	0	0	0.0																
	2020	1	0	0.0	7.8	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
10 Clerical Personnel	2017	2	0	0.0	7.0	0	0	0.0																
	2020	2	0	0.0	9.3	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
11 Intermediate Sales & Service Personnel	2017	14	0	0.0	5.6	1	-1	0.0																
	2020	11	0	0.0	10.8	1	-1	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	3	0	0.0	0
12 Semi-Skilled Manual Workers	2017	12	0	0.0	4.8	1	-1	0.0																
	2020	10	0	0.0	10.3	1	-1	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	0	3	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0			10.0	0.0			10.0	0.0		
08 Skilled Sales & Service Personnel	2020	-29	1	-3.4	1	100.0	0.0	0.0	3	33.3	0.0	0.0		
	2023	-29	1	-3.4			8.0	-43.1			8.0	-43.1		
09 Skilled Crafts & Trades Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2020	-3	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	-3	0	0.0			10.8	0.0			10.8	0.0		
12 Semi-Skilled Manual Workers	2020	-2	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2023	-2	0	0.0			10.3	0.0			10.3	0.0		

Federal Contractors Program Achievement Report

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Part 6: Results - Persons with Disabilities

2536-4589 Québec Inc.

2020-02-11

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2017	283	2	0.7	6.3	18	-16	11.2																	
	2020	178	1	0.6	10.7	19	-18	5.3	50	0	0.0	5	-5	0	0	0.0	0	0	0	144	1	0.7	1	0	0
14 Other Manual Workers	2017	0	0	0.0	0.0	0	0	0.0																	
	2020	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
Total	2017	477	2	0.4	5.5	26	-24	7.6																	
	2020	323	2	0.6	9.8	32	-30	6.3	82	1	1.2	8	-7	0	0	0.0	0	0	0	224	1	0.4	1	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2020	-94	0	0.0	10	0.0	0.0	0.0	6	0.0	0.0	0.0		
	2023	-94	0	0.0			10.7	0.0			10.7	0.0		
14 Other Manual Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2020	-142	1	-0.7	12	8.3	0.0	0.0	13	7.7	0.0	0.0		
	2023	-142	1	-0.7			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

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Part 7: Results - Members of Visible Minorities

2536-4589 Québec Inc.

2020-02-11

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	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							
#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	#				
01 Senior Managers	2017	0	0	0.0	0.0	0	0	0.0																	
	2020	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2017	35	1	2.9	15.0	5	-4	19.0																	
	2020	23	1	4.3	17.6	4	-3	24.7	6	0	0.0	1	-1	0	0	0	0.0	0	0	0	18	0	0.0	1	-1
03 Professionals	2017	3	0	0.0	24.0	1	-1	0.0																	
	2020	2	0	0.0	25.6	1	-1	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
04 Semi-Professionals & Technicians	2017	0	0	0.0	0.0	0	0	0.0																	
	2020	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
05 Supervisors	2017	6	0	0.0	7.1	0	0	0.0																	
	2020	5	0	0.0	10.1	1	-1	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0.0	0	0	0.0																	
	2020	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	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	
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0										
02 Middle & Other Managers	2020	-12	0	0.0	1	0.0	0.0	0.0	3	0.0	0.0	0.0		
	2023	-12	0	0.0			17.6	0.0			17.6	0.0		
03 Professionals	2020	-1	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2023	-1	0	0.0			25.6	0.0			25.6	0.0		
04 Semi-Professionals & Technicians	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	2020	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	-1	0	0.0			10.1	0.0			10.1	0.0		
06 Supervisors: Crafts & Trades	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

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Part 7: Results - Members of Visible Minorities

2536-4589 Québec Inc.

2020-02-11

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	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#					
07 Administrative & Senior Clerical	2017	8	0	0.0	2.8	0	0	0.0																	
	2020	8	0	0.0	4.8	0	0	0.0	4	0	0.0	0	0	0	0	0	0.0	0	0	0	4	0	0.0	0	0
08 Skilled Sales & Service Personnel	2017	113	3	2.7	20.5	23	-20	13.0																	
	2020	83	3	3.6	28.4	24	-21	12.7	21	2	9.5	6	-4	0	0	0	0.0	0	0	0	50	2	4.0	1	1
09 Skilled Crafts & Trades Workers	2017	1	0	0.0	6.5	0	0	0.0																	
	2020	1	0	0.0	6.8	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2017	2	0	0.0	9.7	0	0	0.0																	
	2020	2	0	0.0	12.2	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2017	14	0	0.0	17.6	2	-2	0.0																	
	2020	11	0	0.0	24.4	3	-3	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	3	0	0.0	0	0
12 Semi-Skilled Manual Workers	2017	12	0	0.0	5.5	1	-1	0.0																	
	2020	10	0	0.0	10.3	1	-1	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	0	3	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0										
08 Skilled Sales & Service Personnel	2020	-29	2	-6.9	1	200.0	0.0	0.0	19	10.5	0.0	0.0		
	2023	-29	2	-6.9			28.4	-24.3			28.4	-24.3		
09 Skilled Crafts & Trades Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2023	0	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2020	-3	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2023	-3	0	0.0			24.4	0.0			24.4	0.0		
12 Semi-Skilled Manual Workers	2020	-2	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2023	-2	0	0.0			10.3	0.0			10.3	0.0		

Federal Contractors Program Achievement Report

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Part 7: Results - Members of Visible Minorities

2536-4589 Québec Inc.

2020-02-11

<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						
#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	%	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2017	283	10	3.5	12.0	34	-24	29.4																
	2020	178	7	3.9	15.3	27	-20	25.7	50	4	8.0	8	-4	0	0	0.0	0	0	0	144	6	4.2	5	1
14 Other Manual Workers	2017	0	0	0.0	0.0	0	0	0.0																
	2020	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2017	477	14	2.9	14.1	67	-53	20.8																
	2020	323	11	3.4	18.7	60	-49	18.2	82	6	7.3	15	-9	0	0	0.0	0	0	0	224	8	3.6	7	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
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

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		
#	#	%	#	%	%	#	%	%	#	%			
13 Other Sales & Service Personnel	2020	-94	4	-4.3	15	26.7	0.0	0.0	9	44.4	0.0	0.0	
	2023	-94	4	-4.3	15.3	-27.8			15.3	-27.8			
14 Other Manual Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2023	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Total	2020	-142	6	-4.2	18	33.3	0.0	0.0	34	17.6	0.0	0.0	
	2023	-142	6	-4.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	



<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>2536-4589 Québec Inc.</b>
<b>2020-02-11</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

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

## 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.

We regularly request the co-operation of employment assistance and integration groups and organizations. However, given the labour shortage over the last few years, these organizations are hard pressed to refer candidates to us, despite our ever present needs.

The additional costs incurred by hiring foreign workers (who may regularly be included in designated groups) pose a significant barrier for hiring these types of workers.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

[Redacted]

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

[Redacted]

- Other.

Excelso has significant market shares in areas where there are few visible minorities.

**Additional Details**

Please provide any additional information (optional):

[Redacted]

## Federal Contractors Program Subsequent Conformity Assessment Report

**Employer's name:** 2536-4589 Quebec (Groupe Excelso)

**Main Location :** Quebec City, Quebec

**Number of employees:** 323

- Ontario : 2
- Quebec : 321

**Organizational Overview :**

NAICS 7222 - Limited Dining Services

The Excelso Group's business segment includes the retail sale of food and beverages prepared for consumption on site.

**Key Dates - First Year Evaluation**

Initiated : 12-12-2016  
Received : 13-03-2017  
Closed : 24-03-2017  
Analysis of  
the workforce : 09-03-2017

**Key Dates - Subsequent Evaluation**

Initiated : 12-12-2019  
Received : 12-02-2020  
Analysis of  
the workforce : 11-02-2020

**DATA VERIFICATION**

I have verified that the data provided in the subsequent evaluation package is consistent with the data provided in the previous submission:

Yes  No

Comments: None

I have verified that the data provided in the Achievement Report corresponds to the data in Forms 1 to 6:

Yes  No

Comments: None

**ASSESSMENT OF REASONABLE PROGRESS**

- The organization has set numerical targets, not percentage targets.
- The previous conformity assessment revealed 16 deviations and 9 targets were established. The previous assessment accepted that the company be declared compliant without setting targets for all areas of under-representation.

### **Women**

11	Intermediate sales staff and services	Target not met (0% achieved)
----	---------------------------------------	------------------------------

#### Evaluation/observations

- EEOG 11: There were no new entrants to this EEOG.

### **Aboriginal Peoples**

02	Middle management and others directors	No targets set
08	Specialized sales and service personnel services	No targets set
13	Other sales and service personnel services	Target not met (0% achieved)

#### Evaluation/observations

- EEOG 13: There were 50 newcomers, but none of them were Aboriginal. Given a Labour Market Availability (LMA) of 1.6%, this was to be expected.

### **Persons with disabilities**

01/02	Executives	No targets set
05	Supervisors	No targets set
08	Specialized sales and service personnel services	Objective 100% achieved
11	Intermediate sales and service personnel services	Target not met (0% achieved)
12	Skilled Manual Workers	No targets set
13	Other sales and service personnel services	Target not met (0% achieved)

#### Evaluation/observations

- EEOG 11: There were no new entrants to this EEOG.
- EEOG 13: Of the 50 newcomers to this EEOG, none were persons with disabilities. Given a LMA of 6.3%, this was to be expected.

### **Members of Visible Minorities**

02	Middle management and others directors	No targets set
03	Professionals	Target not met (0% achieved)
08	Specialized sales and service personnel services	200% target achieved
11	Intermediate sales and service personnel services	Target not met (0% achieved)
12	Skilled Manual Workers	No targets set
13	Other sales and service personnel	Target not met (27% achieved)

#### Evaluation/observations

- EEOG 03: There were no new entrants to this EEOG.
- EEOG 11: There were no new entrants to this EEOG.
- EEOG 13: There were 50 newcomers, 4 of whom were visible minorities. This represents a hiring rate of 8.0%. Given an LMA of 12.0%, one would have expected at least 6 members of a visible minority group.

#### ASSESSMENT OF REASONABLE EFFORTS

- It is not necessary to assess reasonable efforts since all objectives have been achieved at 80% or more.
- The organization had established nine goals and achieved two. This equates to a 22% target achievement rate, which is below the 80% threshold required to demonstrate reasonable effort.
  - With respect to the seven unmet objectives, there were no new entrants in four cases and insufficient hiring and promotion opportunities to expect reasonable progress in two cases. There were sufficient opportunities for hiring and promotion in one case to expect reasonable progress.
  - An assessment of reasonable efforts has been made and the organization has implemented all required actions and additional measures.

#### EVALUATION OF OBJECTIVES

- A target has been set for each representation gap identified by the workforce analysis. All short- and long-term goals were set as a percentage at a level at least equal to the LMA.

#### Women

Workforce Analysis Results	Objectives	Representation	DMT
----------------------------	------------	----------------	-----

Employment Equity Occupational Group (EEOG)		Difference	Short term	Long term		
			(1 à 3 years)	(+3 years)		
No	Description	Nbr	%	%	%	%
10	Clerical staff Observations : None	-3	50,0	50,0	36,4	63,9

**Aboriginal Peoples**

Workforce Analysis Results			Objectives		Representation	DMT
Employment Equity Occupational Group (EEOG)		Difference	Short term	Long term		
				(1 à 3 years)	(+3 years)	
No	Description	Nbr	%	%	%	%
01	Senior Management	-1	2,7	2,7	0	2,7
08	Specialized sales and service personnel	-2	1,3	1,3	0	1,3
08	Other sales and service personnel Observations : None services	-3	1,8	1,8	0	1,8

**Persons with disabilities**

Workforce Analysis Results			Objectives		Representation	DMT
Employment Equity Occupational Group (EEOG)		Difference	Short term	Long term		
				(1 à 3 years)	(+3 years)	
No	Description	Nbr	%	%	%	%
01/02	Executives	-1	5,0	5,0	0	5,0
06	Against masters	-1	27,5	27,5	0	27,5
07	Administrative and clerical staff main	-1	10,0	10,0	0	10,0
08	Specialized sales and service personnel services	-6	8,0	8,0	1,2	8,0
11	Intermediate sales staff and services	-1	10,8	10,8	0	10,8

12	Skilled Manual Workers	-1	10,3	10,3	0	10,3
13	Other sales and service personnel services	-18	10,7	10,7	0	10,7

Observations : None

### **Members of Visible Minorities**

Workforce Analysis Results		Objectives		Representation	DMT	
Employment Equity Occupational Group (EEOG)		Short term	Long term			
		Diff er en ce t	(1 à 3 years)	(+3 years)		
No	Description	Nbr	%	%	%	%
02	Middle management and other directors	-3	17,6	17,6	4,3	17,6
03	Professionals	-1	25,6	25,6	0	25,6
06	Against masters	-1	10,1	10,1	0	10,1
08	Specialized sales and service personnel services	-21	28,4	28,4	3,6	28,4
11	Intermediate sales staff and services	-3	24,4	24,4	0	24,4
12	Skilled Manual Workers	-1	10,3	10,3	0	10,3
13	Other sales and service personnel services	-20	15,3	15,3	3,9	15,3

### **RECOMMENDATION**

I recommend that the employer be declared :

conforme non compliant

After assessing the data submitted by the employer on its workforce and taking into account its particular circumstances, I recommend that the closing letter include the following :

- 2536-4589 Québec City met two of the nine objectives set during the first conformity assessment.
- The workforce analysis shows that women represent 68% of the total workforce while the other three designated groups are under-represented. There are no Aboriginal people in the company. Visible minorities represent 3.4% of the workforce while labour market availability is 18.7%. Persons with disabilities,



they are represented at 0.6% while labour market availability is 9.8%.

- We encourage you to put in place special measures to ensure the achievement of your objectives and to adjust the imbalance in the representation of designated group members.
- We recommend that 2536-4589 Quebec focus on the early stages of the recruitment process to ensure that there are no barriers to employment equity. If you have not already done so, you may wish to consider contacting organizations that work for access to employment of designated group members in your region to identify qualified candidates who could be considered the next time you begin a process to fill a vacancy.

**Analyst Name:** Maurice N. Yakibonge

**Date:** 25-05-2020

**From:** Yakibonge, Ntambwe Maurice N [NC]  
**Sent:** June 12 2020 16:24  
**To:** 'sylvain.pare@excelso.ca'  
**Cc:** 'ariane.gouin@excelso.ca'  
**Subject:** Government of Canada Agreement Number: 10000411  
AIEE – Notification of Compliance with the Federal Contractors Program

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

Dear Mr. Paré,

I am writing to inform you that the subsequent compliance assessment initiated on December 12, 2019, has been completed. As a result of the assessment, 2536-4589 Québec (Groupe Excelso) 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 2536-4589 Québec's (Groupe Excelso) employment equity program.

- 2536-4589 Québec met two of the nine goals set during the first compliance assessment.
- The workforce analysis indicates that women account for 68% of the total workforce, whereas the three other designated groups are under-represented. The organization does not have any Aboriginal people. Visible minorities account for 3.4% of the workforce, whereas the labour market availability is 18.7%. Persons with disabilities account for 0.6%, while the labour market availability is 9.8%.
- We encourage you to implement special measures to ensure that your goals are met and adjust the imbalance in the representation of designated group members.
- We recommend that 2536-4589 Québec concentrate on the first steps of the recruitment process to ensure that there are no barriers to prevent employment equity. If you have not already done so, you might consider contacting organizations that work in access to employment for designated group members in your area to identify qualified candidates who could be considered the next time you initiate a process to fill a vacant position.

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 December 12, 2022. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When 2536-4589 Québec (Groupe Excelso) 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, 2536-4589 Québec (Groupe Excelso) 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 [Welcome to the Workplace Equity Information Management System \(WEIMS\)](#) which can assist you in generating your workforce analysis. It also has other data analysis tools, such as the Achievement Report and a series of training modules.

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).

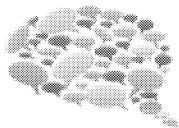
Your cooperation during the course of this compliance assessment was appreciated and we wish 2536-4589 Québec (Groupe Excelso) continued success in achieving a diverse and inclusive workplace.

Sincerely,

Équipe de l'équité en emploi / Workplace Equity Team

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

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



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