s.19(1)

s.24(1)

Labour Program Federal Contractors Program

OFFICIAL USE ONLY	
Agreement N°:	

Agreement to Implement Employment Equity

	ODCANIZATION			
Legal Name of Organization	ORGANIZATION	Parent compan	y is located outsid	e Canada
Institut National D'OPTIQUE		T drent compan	y 10 100atou outolu	o odnada
			Yes	✓ No
Operating Name (if different from Legal Name of Organization)		Procurement I	Business Numbe	r
			f employees in Ca	nada 187
Organization's North American Industry Classification System (NAICS) Code Nº	· ·	-Time/Temporary) panization's NAICS	S Code Number please
541710	,	visit: http://www		bjects-sujets/standard-
Official use only (if information above is incorrect)				
Official use only (if information above is incorrect) Procurement Business Number Tota	l number of employees in Canad	da	Organization's	s NAICS Code No
1300				
	HEAD OFFICE		•	
Address (building number, street, suite, etc.)	City		Province	Postal Code
2740 EINSTEIN	QC		QC	G1P 4S4
	Telephone Numbe		Fax Number	
	(418) 657-70	06	(418) 65	7-7009
EMPL	OYMENT EQUITY CONT	ACT		
Name (print)	Title			
XARINE ROMAIN	HR CONSULTA	NT		
Felephone Number (418)657-7006,2220	E-mail Address KARINE.ROMA	TNATNO CA		
(110,00,,000,		11,011,0101		
	CERTIFICATION			
he above-named organization:having a combined workforce of 100 or more perman	ent full-time, permanent part	time and tempo	orary employees	having worked
12 weeks or more in Canada, AND	cite fair time, permanent part	time and tempt	nary employees	maving worked
• intending to bid on, or being in receipt of, a federal go		contract, standi	ng offer or contr	act issued under a
Supply Arrangement, valued at \$1,000,000 or more (i	• ,			
lereby certifies its commitment to implement or maintain strument, in keeping with the Federal Contractors Proc				
lease refer to: http://www.esdc.gc.ca/eng/labour/equality	•			
	nt Employment Equity uncov	ers misrepreser	ntation on the pa	rt of the organization
		o. oo. op. ooo.	nation on the po	o o.ga _ a
mportant note: If an audit of the Agreement to Impleme he procurement instrument(s) with the Government of Ca				
mportant note: If an audit of the Agreement to Impleme	anada may be terminated.			
mportant note: If an audit of the Agreement to Impleme the procurement instrument(s) with the Government of Ca	SIGNATORY	n an executive r	oosition with leas	al authority to sign a
mportant note: If an audit of the Agreement to Implement procurement instrument(s) with the Government of Ca	SIGNATORY	n an executive p	position with lega	al authority to sign a
mportant note: If an audit of the Agreement to Impleme ne procurement instrument(s) with the Government of Castronian Castronian (see Executive Office Contract on behalf of the organization.	SIGNATORY	n an executive p	position with lega	al authority to sign a
mportant note: If an audit of the Agreement to Impleme ne procurement instrument(s) with the Government of Castonian Contract on behalf of the organization. Identify Larrivée	SIGNATORY er OR an authorized person in Title V.P.FINANCE		oosition with lega	al authority to sign a
mportant note: If an audit of the Agreement to Impleme the procurement instrument(s) with the Government of Castron (see Executive Office Contract on behalf of the organization. Identify LARRIVÉE Telephone Number	SIGNATORY er OR an authorized person in Title V.P.FINANCE E-mail Address	S		al authority to sign a
mportant note: If an audit of the Agreement to Impleme the procurement instrument(s) with the Government of Carlon Contract on behalf of the organization. NOTE: The signatory must be the Chief Executive Office contract on behalf of the organization. NAME (print) NARTIN LARRIVÉE Telephone Number (418) 6577006	SIGNATORY er OR an authorized person in title V.P.FINANCE E-mail Address MARTIN.LARR	S		al authority to sign a
mportant note: If an audit of the Agreement to Impleme the procurement instrument(s) with the Government of Ca	SIGNATORY er OR an authorized person in Title V.P.FINANCE E-mail Address MARTIN.LARR Date	S		al authority to sign a
mportant note: If an audit of the Agreement to Impleme ne procurement instrument(s) with the Government of CalloTE: The signatory must be the Chief Executive Office contract on behalf of the organization. Iame (print) IARTIN LARRIVÉE elephone Number 418) 6577006	SIGNATORY er OR an authorized person in title V.P.FINANCE E-mail Address MARTIN.LARR	S		al authority to sign a



National Optics Institute (Certificate # 050430)

EMPLOYMENT EQUITY: EMPLOYER IDENTIFICATION, SUMMARY REPORT AND CERTIFICATION

Period covered by tre^{20.ft/the}07-07-07to2019-07-31 rEaXpApACtIT20U1D6E-07-07to2019-07-31

Geographic regions

(INDICATE THE NUMBER OF EMPLOYEES IN EACH REGION).

	!	Province			Census Metro	politan Area		
	Permanent full time	Permanent part- time	Temporary	Total number of employees				
Ontario2		0	0	2	Quebec1980		0	198
Quebec198		0	0	198	Hamilton20		0	2
Total number of emp in Canada	ployees			200	Total number of employees in Canada	•		200



Employment and Social Emploi et Développement Development Canada social Canada

National Optics Institute (Certificate # 050430)

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES Full time / National

Reporting period 2016-07-07 to 2019-07-31

Occupational Category			employees			Aboriginal			ons with disa	oilities	Members	of Visible M	inorities
Salary Range	Quarte		Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1	r	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Senior Management	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	6	6										
	Total	6	6										
Middle management and other directors	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	20	13	7									
	Total	20	13	7									
Professionals	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	98	79	19							4	3	1
	Total	98	79	19							4	3	, 1
Semi-professional and technical staff	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	50	46	4							1	1	
	Total	50	46	4							1	1	

Page 1 of 3 Canada

Form 2 A

National Optics Institute (Certificate # 050430)

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES Full time / National

Reporting period 2016-07-07 to 2019-07-31

Occupational Category			employees			Aboriginal			ons with disal			s of Visible M	
Salary Range	Quarte		Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1	r	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Administrative and main office staff	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	5	3	2									
	Total	5	3	2									
Specialized sales and service personnel	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	4	3	1									
	Total	4	3	1									
Skilled workers and artisans	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	9	6	3									
	Total	9	6	3									
Clerical staff	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	8	3	5									
	Total	8	3	5									

Employment and Social Emploi et Développement Development Canada social Canada

National Optics Institute (Certificate # 050430)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES Full time / National

Reporting period 2016-07-07 to 2019-07-31

Occupational Category		All	employees			Aboriginal		Perso	ns with disat	oilities	Members	of Visible Mi	inorities
Salary Range	Quarte	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1	r	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Total number of employees		200	159	41							5	4	1

National Optics Institute (Certificate # 050430) FEDERAL

CONTRACT PROGRAMS: SALARY PROFILE Full time / National

Reporting period 2016-07-07 to 2019-07-31

	Al	All employees			Aboriginal		Pers	sons with disab	ilities	Members of Visible Minorities			
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	
Less than \$15,000	200	159	41							5	4	1	
Total number of employees	200	159	41							5	4	1	

National Optics Institute (Certificate # 050430) FEDERAL

CONTRACT PROGRAMS: RECRUITMENTS

Full time / National

Reporting period 2016-07-07 to 2019-07-31

	Al	l employees			Aboriginal		Pers	ons with disab	lities	Members of Visible Minorities			
Occupational Category	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	
Senior Management	4	4											
Middle management and other directors	8	5	3										
Professionals	31	20	11	1	1					2	1	1	
Semi-professional and technical staff	21	19	2							1	1	1	
Foremen	6	4	2										
Administrative and main office staff	6	2	4										
Specialized sales and service personnel	2	2											
Skilled workers and artisans	1	1											
Clerical staff	4	1	3										
Total number of employees hired	83	58	25	1	1					3	2	1	

National Optics Institute (Certificate # 050430) FEDERAL

CONTRACT PROGRAMS: TERMINATION OF EMPLOYMENT

Full time / National

Reporting period 2016-07-07 to 2019-07-31

	All employees				Aboriginal		Pers	sons with disabi	lities	Members of Visible Minorities			
Occupational Category	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12	
Senior Management	2	2											
Middle management and other directors	5	2	3										
Professionals	28	18	10	1	1								
Semi-professional and technical staff	15	12	3										
Foremen	8	6	2										
Administrative and main office staff	7		7										
Clerical staff	4	2	2										
Other manual workers	1	1											
Total number of employees whose employment was terminated	70	43	27	1	1								

Default Workforce Analysis System - Detailed Report

Date: 2019-07-31

Women

						Diago of voorwitment		
Employment Equity Occupational Group	Internal location	All employees #	Repres #	sentation %	Availab %	oility #	Differ ence _#	Place of recruitment
01: Senior Management	National	6	0	0.0 %	27.6 %	2	-2	National
02: Middle management and other directors	National	20	7	35.0 %	39.4 %	8	-1	National
03: Professionals		98	19	19.4 %	20.4 %	20	-1	
1112: Financial and investment analysts	National	1	1	100.0 %	44.9 %	0	1	National
1121: Human Resources Professionals	National	1	1	100.0 %	73.2 %	1	0	National
1123: Advertising, marketing and public relations professionals	National	2	2	100.0%	66.6 %	1	1	National
2111 : Physicists and astronomers	National	52	7	13.5 %	18.2 %	9	-2	National
2112 : Chemists	National	3	2	66.7 %	41.9 %	1	1	National
2115: Other Physical Science Professionals	National	5	1	20.0 %	23.5 %	1	0	National
2121 : Biologists and related scientific personnel	National	1	0	0.0 %	52.8 %	1	-1	National
2132 : Mechanical engineers	National	8	0	0.0 %	9.5 %	1	-1	National
2133 : Electrical and electronic engineers	National	9	1	11.1 %	10.7 %	1	0	National
2148: Other engineers, n.e.c.	National	8	3	37.5 %	19.9 %	2	1	National
2171 : IT Analysts and Consultants	National	1	0	0.0 %	27.7 %	0	0	National
2173 : Engineers and software designers	National	6	1	16.7 %	16.0 %	1	0	National
4163: Economic Development Officers, Marketing Researchers and Consultants	National	1	0	0.0 %	51.3 %	1	-1	National
04: Semi-professional and technical staff		50	4	8.0 %	10.0 %	5	-1	
2211: Chemical technologists and technicians	Quebec	1	0	0.0 %	54.4 %	1	-1	Quebec
2232 : Mechanical Engineering Technologists and Technicians	Quebec	4	0	0.0 %	8.6 %	0	0	Quebec
2241 : Electronic and Electrical Engineering Technologists and Technicians	Quebec	32	1	3.1 %	8.4 %	3	-2	Quebec
2243: Industrial Instrument Technicians and Mechanics	Quebec	4	0	0.0 %	3.9 %	0	0	Quebec
2281 : Computer Network Technicians	Quebec	9	3	33.3 %	14.0 %	1	2	Quebec
07: Administrative and Senior Clerical Staff		5	2	40.0 %	80.4 %	4	-2	
Employment Equity Occupational Group	Quebec	5	2	40.0 %	80.4 %	4	-2	Quebec

Page 1 of 9



Default Workforce Analysis System - Detailed Report

Date: 2019-07-31

Women

14/----

					Women			
Employment Equity Occupational Group	Internal	All employees	Repres	sentation	Availab	oility	Differ	Place of recruitment
	location	#	#	%	%	#	ence _#	
08: Specialized sales and service personnel		4	1	25.0 %	28.9 %	1	0	
6221: Technical Sales Specialists - Wholesale Trade	Ontario	2	1	50.0 %	27.9 %	1	0	Ontario
6221: Technical Sales Specialists - Wholesale Trade	Quebec	2	0	0.0 %	29.9 %	1	-1	Quebec
09: Skilled workers and artisans		9	3	33.3 %	5.1%	0	3	
7231 : Machinists and Machining and Tooling Inspectors	Quebec	9	3	33.3 %	5.1%	0	3	Quebec
10 : Office staff		8	5	62.5 %	58.6 %	5	0	
Employment Equity Occupational Group	Quebec	8	5	62.5 %	58.6 %	5	0	Quebec
		200	41	20.5 %	22.4 %	45	-4	

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

Sources: 2016 Census and internal employer data



Default Workforce Analysis System - Detailed Report

Date: 2019-07-31

Aboriginal

				Ab	original			
Employment Equity Occupational Group	Internal location	All employees #	Represe #	ntation %	Availab %	ility #	Differ ence _#	Place of recruitment
01: Senior ManagementNational		6	0	0.0 %	3.2 %	0	0	National
02: Middle and Other ManagersNational		20	0	0.0 %	2.7 %	1 🎚	-1	National
03: Professionals		98	0	0.0 %	0.9 %	1	-1	
1112: Financial and Investment AnalystsNational		1	0	0.0 %	0.8 %	0	0	National
1121: Human Resources ProfessionalsNational		1	0	0.0 %	3.1 %	0	0	National
1123: Advertising, Marketing and Public Relations ProfessionalsNational		2	0	0.0 %	2.1 %	0	0	National
2111: Physicists and AstronomersNational		52	0	0.0 %	0.5 %	0	0	National
2112 : ChemistsNational		3	0	0.0 %	0.7 %	0	0	National
2115: Other Physical Science ProfessionalsNational		5	0	0.0 %	1.4 %	0	0	National
2121 : Biologists and related scientific personnel		1	0	0.0 %	1.8 %	0	0	National
2132 : Mechanical EngineersNational		8	0	0.0 %	1.0 %	0	0	National
2133 : Electrical and Electronics EngineersNational		9	0	0.0 %	1.0 %	0	0	National
2148: Other Engineers, n.e.c. National		8	0	0.0 %	2.1%	0	0	National
2171 : Analysts and consultants in computer scienceNational		1	0	0.0 %	1.3 %	0	0	National
2173 : Engineers and software designersNational		6	0	0.0 %	0.6 %	0	0	National
4163: Economic Development Officers, Marketing Researchers and Consultants National		1	0	0.0 %	2.0 %	0	0	National
04: Semi-professional and technical staff		50	0	0.0 %	1.5 %	1	-1	
2211 : Chemical technologists and techniciansQuébec		1	0	0.0 %	1.4 %	0	0	Quebec
2232 : Mechanical Engineering Technologists and TechniciansQuébec		4	0	0.0 %	1.0 %	0	0	Quebec
2241 : Technologists and technicians in electronic and electrical engineering Quebec City		32	0	0.0 %	1.6 %	1	-1	Quebec
2243 : Industrial Instrument Technicians and MechanicsQuébec		4	0	0.0 %	2.4 %	0	0	Quebec
2281 : Computer Network TechniciansQuébec		9	0	0.0 %	1.1 %	0	0	Quebec
07: Administrative and Senior Clerical Staff		5	0	0.0 %	1.4 %	0	0	
Employment Equity Occupational CategoryQuébec		5	0	0.0 %	1.4 %	0	0	Quebec

Default Workforce Analysis System - Detailed Report

Date: 2019-07-31

Aboriginal

	Aborig						ooriginal			
Employment Equity Occupational Group	Internal	All employees	Repres	entation	Availab	oility	Differ	Place of recruitment		
	location	#	#	%	%	#	ence _#			
08: Specialized sales and service personnel		4	0	0.0 %	1.2 %	0	0			
6221: Technical Sales Specialists - Wholesale Trade	Ontario	2	0	0.0 %	1.2 %	0	0	Ontario		
6221: Technical Sales Specialists - Wholesale Trade	Quebec	2	0	0.0 %	1.1 %	0	0	Quebec		
09: Skilled workers and artisans		9	0	0.0 %	0.9 %	0	0			
7231: Machinists and Machining and Tooling Inspectors	Quebec	9	0	0.0 %	0.9 %	0	0	Quebec		
10 : Office staff		8	0	0.0 %	1.6 %	0	0			
Employment Equity Occupational Group	Quebec	8	0	0.0 %	1.6 %	0	0	Quebec		
Total		200	0	0.0 %	1.3 %	3	-3			

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

Sources: 2016 Census and internal employer data



Default Workforce Analysis System - Detailed Report

Date: 2019-07-31

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorit				orities	Differ	Place of recruitment	
	location	#	#	%	%	#	ence#	
01: Senior Management	National	6	0	0.0 %	11.5 %	1	-1	National
02: Middle management and other directors	National	20	0	0.0 %	17.6 %	4	-4	National
03: Professionals		98	4	4.1 %	27.0 %	26	-22	
1112: Financial and investment analysts	National	1	0	0.0 %	37.8 %	0	0	National
1121: Human Resources Professionals	National	1	0	0.0 %	16.7 %	0	0	National
1123: Advertising, marketing and public relations professionals	National	2	0	0.0 %	18.8 %	0	0	National
2111 : Physicists and astronomers	National	52	2	3.8 %	20.7 %	11	-9	National
2112 : Chemists	National	3	1	33.3 %	44.1 %	1	0	National
2115: Other Physical Science Professionals	National	5	0	0.0 %	31.3 %	2	-2	National
2121: Biologists and related scientific personnel	National	1	0	0.0 %	20.7 %	0	0	National
2132 : Mechanical engineers	National	8	0	0.0 %	30.7 %	2	-2	National
2133 : Electrical and electronic engineers	National	9	0	0.0 %	39.6 %	4	-4	National
2148: Other engineers, n.e.c.	National	8	1	12.5 %	27.2 %	2	-1	National
2171 : IT Analysts and Consultants	National	1	0	0.0 %	38.6 %	0	0	National
2173 : Engineers and software designers	National	6	0	0.0 %	46.7 %	3	-3	National
4163: Economic Development Officers, Marketing Researchers and Consultants	National	1	0	0.0 %	25.7 %	0	0	National
04: Semi-professional and technical staff		50	1	2.0 %	11.7 %	6	-5	
2211 : Chemical technologists and technicians	Quebec	1	0	0.0 %	19.3 %	0	0	Quebec
2232: Mechanical Engineering Technologists and Technicians	Quebec	4	0	0.0 %	9.0 %	0	0	Quebec
2241: Electronic and Electrical Engineering Technologists and Technicians	Quebec	32	0	0.0 %	11.4 %	4	-4	Quebec
2243 : Industrial Instrument Technicians and Mechanics	Quebec	4	0	0.0 %	3.9 %	0	0	Quebec
2281 : Computer Network Technicians	Quebec	9	1	11.1 %	16.5 %	1	0	Quebec
07: Administrative and Senior Clerical Staff		5	0	0.0 %	3.3 %	0	0	
Employment Equity Occupational Group	Quebec	5	0	0.0 %	3.3 %	0	0	Quebec



Default Workforce Analysis System - Detailed Report

Date: 2019-07-31

Members of Visible Minorities

						Members of Visible Minorities				
Employment Equity Occupational Group	Internal location	All employees #	Repres #	entationAv %	ailability %	#	Differ ence	Place of recruitment		
08: Specialized sales and service personnel		4	0	0.0 %	16.8 %	1	-1			
6221: Technical Sales Specialists - Wholesale Trade	Ontario	2	0	0.0 %	22.8 %	0	0	Ontario		
6221: Technical Sales Specialists - Wholesale Trade	Quebec	2	0	0.0 %	10.9 %	0	0	Quebec		
09: Skilled workers and artisans		9	0	0.0 %	11.4 %	1	-1			
7231: Machinists and Machining and Tooling Inspectors	Quebec	9	0	0.0 %	11.4 %	1	-1	Quebec		
10 : Office staff		8	0	0.0 %	4.1 %	0	0			
Employment Equity Occupational Group	Quebec	8	0	0.0 %	4.1 %	0	0	Quebec		
Total		200	5	2.5 %	19.4 %	39	-34			

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

Sources: 2016 Census and internal employer data



Default Workforce Analysis System - Detailed Report

Date: 2019-07-31

Persons with disabilities

				Persons	with disabilit	ties	
Employment Equity Occupational Group	Internal	All employees	Repres	entationAva	ailability	Diffe	r Place of recruitment
	location	#	# % %		% %		*
01/02 : Executives	National	26	0	0.0 %	5.0 %	1	1 National
03: Professionals	National	98	0	0.0 %	8.9 %	9 .	9 National
04: Semi-professional and technical staff	National	50	0	0.0 %	7.6 %	4 .	4 National
07: Administrative and Senior Clerical Staff	National	5	0	0.0 %	10.0 %	1	National
08: Specialized sales and service personnel	National	4	0	0.0 %	8.0 %	0	0 National
09: Skilled workers and artisans	National	9	0	0.0 %	7.8 %	1	National
10 : Office staff	National	8	0	0.0 %	9.3 %	1	National
Total		200	0	0.0 %	8.0 %	17 -1	<u> </u>

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: 2019-07-31

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

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01: Senior Management	EEOG	National
02: Middle management and other directors	EEOG	National
03: Professionals	CNP	National
04: Semi-professional and technical staff	CNP	Provincial
06 : Foremen	CNP	Provincial
07: Administrative and Senior Clerical Staff	EEOG	CMA
08: Specialized sales and service personnel	CNP	Provincial
09: Skilled workers and artisans	CNP	Provincial
10 : Office staff	EEOG	CMA
14: Other manual workers	EEOG	СМА



Default Workforce Analysis System - Detailed Report

Date: 2019-07-31

Default Data for Workforce Analysis - Persons with Disabilities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01/02 : Executives	СРЕМЕ	National
3. : Professionals	CPEME	National
4.: Semi-professional and technical staff 06 :	CPEME	National
Foremen	СРЕМЕ	National
07: Administrative and Senior Clerical Personnel 08:	СРЕМЕ	National
Specialized Sales and Service Personnel 09: Skilled	СРЕМЕ	National
Workers and Craftspeople	СРЕМЕ	National
10 : Office staff	СРЕМЕ	National
14: Other manual workers	СРЕМЕ	National
	СРЕМЕ	
	СРЕМЕ	
	СРЕМЕ	



Default Workforce Analysis System - Summary Report

Date: 2019-07-31

Women

				Women		
Employment Equity Occupational Group	All employees	Repres	entation	Availal	oility	Differ
	#	#	%	%	#	ence _#
01: Senior Management	6	0	0.0 %	27.6 %	2	-2
02: Middle management and other directors	20	7	35.0 %	39.4 %	8	-1
03: Professionals	98	19	19.4 %	20.4 %	20	-1
04: Semi-professional and technical staff	50	4	8.0 %	10.0 %	5	-1
07: Administrative and Senior Clerical Staff	5	2	40.0 %	80.4 %	4	-2
08: Specialized sales and service personnel	4	1	25.0 %	28.9 %	1	0
09: Skilled workers and artisans	9	3	33.3 %	5.1 %	0	3
10 : Office staff	8	5	62.5 %	58.6 %	5	0
Total	200	41	20.5 %	22.4 %	45	-4
i otai	200	41	20.5 70	ZZ.77 70	+5	***



Default Workforce Analysis System - Summary Report

Date: 2019-07-31

Aboriginal

			Abo	original			
Employment Equity Occupational Group	All employees	Repres	entation	Availab	ility	Differ	
	#	#	%	%	#	ence _#	
01: Senior Management	6	0	0.0 %	3.2 %	0	0	
02: Middle management and other directors	20	0	0.0 %	2.7 %	1	-1	
03: Professionals	98	0	0.0 %	0.9 %	1	-1	
04: Semi-professional and technical staff	50	0	0.0 %	1.5 %	1	-1	
07: Administrative and Senior Clerical Staff	5	0	0.0 %	1.4 %	0	0	
08: Specialized sales and service personnel	4	0	0.0 %	1.2 %	0	0	
09: Skilled workers and artisans	9	0	0.0 %	0.9 %	0	0	
10 : Office staff	8	0	0.0 %	1.6 %	0	0	
Total	200	0	0.0 %	1.3 %	3 🕷	-3	



Default Workforce Analysis System - Summary Report

Date: 2019-07-31

Members of Visible Minorities

Employment Equity Occupational Group	All employees #		lembers of entationAv %	Visible Mino ailability %	orities #	Differ ence
01: Senior Management	6	0	0.0 %	11.5 %	1	-1
02: Middle management and other directors	20	0	0.0 %	17.6 %	4	-4
03: Professionals	98	4	4.1 %	27.0 %	26	-22
04: Semi-professional and technical staff	50	1	2.0 %	11.7 %	6	-5
07: Administrative and Senior Clerical Staff	5	0	0.0 %	3.3 %	0	0
08: Specialized sales and service personnel	4	0	0.0 %	16.8 %	1	-1
09: Skilled workers and artisans	9	0	0.0 %	11.4 %	1	-1
10 : Office staff	8	0	0.0 %	4.1 %	0	0
Total	200	5	2.5 %	19.4 %	39	-34



Default Workforce Analysis System - Summary Report

Date: 2019-07-31

Persons with disabilities

Family was to Favilia, Occupational Casus	All ampleuses	Renres	Persons entationAva	with disabili	ities	Differ	
Employment Equity Occupational Group	All employees #	#	%	%	#	ence#	
01/02 : Executives	26	0	0.0 %	5.0 %	1	-1	
03: Professionals	98	0	0.0 %	8.9 %	9	-9	
04: Semi-professional and technical staff	50	0	0.0 %	7.6 %	4	-4	
07: Administrative and Senior Clerical Staff	5	0	0.0 %	10.0 %	1	-1	
08: Specialized sales and service personnel	4	0	0.0 %	8.0 %	0	0	
09: Skilled workers and artisans	9	0	0.0 %	7.8 %	1	-1	
10 : Office staff	8	0	0.0 %	9.3 %	1	-1	
Total	200	0	0.0 %	8.0 %	17	-17	



Default Workforce Analysis System - Summary Report

Date: 2019-07-31

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

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01: Senior Management	EEOG	National
02: Middle management and other directors	EEOG	National
03: Professionals	CNP	National
04: Semi-professional and technical staff	CNP	Provincial
06 : Foremen	CNP	Provincial
07: Administrative and Senior Clerical Staff	EEOG	CMA
08: Specialized sales and service personnel	CNP	Provincial
09: Skilled workers and artisans	CNP	Provincial
10 : Office staff	EEOG	CMA
14: Other manual workers	EEOG	СМА



Default Workforce Analysis System - Summary Report

Date: 2019-07-31

Default Data for Workforce Analysis - Persons with Disabilities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01/02 : Executives	СРЕМЕ	National
3. : Professionals	СРЕМЕ	National
4.: Semi-professional and technical staff 06 :	СРЕМЕ	National
Foremen	CPEME	National
07: Administrative and Senior Clerical Personnel 08:	CPEME	National
Specialized Sales and Service Personnel 09: Skilled	CPEME	National
Workers and Craftspeople	CPEME	National
10 : Office staff	CPEME	National
14: Other manual workers	СРЕМЕ	National
	СРЕМЕ	
	СРЕМЕ	
	СРЕМЕ	



Part 1: Workforce Analysis

Institut National d'Optique

January 29, 2020

Data from Su	bsequent/Curre Analysis	nt Workforce
1	1	\

Data fron	ı First/Previ	ious Workf	orce Anal	lysis
YYYY	Λ	ИΜ	D	D
2016		10	0	7

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2019	07	31

		Table 1: Women First/Previous Workforce Analysis		
Embr	by ment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	5	0	0.00
02	Middle & Other Managers	24	8	33.30
03	Professionals	88	18	20.50
04	Semi-Professionals & Technicians	44	4	9.10
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	5	4	80.00
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	11	4	36.40
10	Clerical Personnel	9	5	55.60
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		186	43	23.1

]	Table 5: Women		
Subsequent/Current Workforce Analysis			
All Employees	Women		
	Representation	Availability*	
#	#	%	
6	0	27.6	
20	7	39.4	
98	19	20.3	
50	4	10.0	
0	0	0.0	
0	0	0.0	
5	2	80.4	
4	1	28.9	
9	3	5.1	
8	5	58.6	
0	o	0.0	
0	o	0.0	
0	o	0.0	
o	o	0.0	
200	41	22.8	

* Source:			
2011 Natio	onal Househo	ld Survey	

* Source:		
2016 Censu	S	

Part 1: Workforce Analysis

Institut National d'Optique

January 29, 2020

Data from First/Previous Workforce Analysis ↓ ↓ ↓

Data from S	Subsequent/Curre Analysis	nt Workforce
Ţ	Ţ	Ţ

Data from Fi	rst/Previous Workt	force Analysis
YYYY	MM	DD
2016	10	07

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2019	07	31

		Table 2: Aboriginal Peoples		eoples
		First/Previous Workforce Analysis		
Emple	symant Equity Occupational Croup (FEOC)	All Employees	Aborigina	il Peoples
Embic	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	5	0	0.00
02	Middle & Other Managers	24	0	0.00
03	Professionals	88	0	0.00
04	Semi-Professionals & Technicians	44	0	0.00
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	5	0	0.00
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	11	0	0.00
10	Clerical Personnel	9	0	0.00
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total	•	186	0	0.0

Table 6: Aboriginal Peoples Subsequent/Current Workforce Analysis		
	Representation	Availability*
#	#	%
6	0	3.20
20	0	2.70
98	0	0.90
50	0	1.50
0	0	0.00
0	0	0.00
5	0	1.40
4	0	1.20
9	0	0.90
8	0	1.60
0	0	0.00
0	0	0.00
0	0	0.00
0	0	0.00
200	0	1.3

* Source:	
2011 National Household Survey	

* Source:	
2016 Census	

Part 1: Workforce Analysis

Institut National d'Optique

January 29, 2020

Data from Sub	osequent/Curre Analysis	ent Workforce
T	<u> </u>	

2016	1 O	07
27272727	rst/Previous Work	force Analysis

2019	07	31
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 3: Me	mbers of Visible	Minorities
		First/Previous Workforce Analysis		
		All Employees	Members of Vis	ible Minorities
rmpa	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	5	0	0.00
02	Middle & Other Managers	24	0	0.00
03	Professionals	88	2	2.30
04	Semi-Professionals & Technicians	44	0	0.00
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	5	0	0.00
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	11	0	0.00
10	Clerical Personnel	9	0	0.00
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total	•	186	2	1.1

Table 7: Members of Visible Minorities		
Subsequent/Current Workforce Analysis		
All Employees	Members of Visible Minor	
	Representation	Availability*
#	#	%
6	0	11.5
20	0	17.6
98	4	27.0
50	1	11.7
0	0	0.0
0	0	0.0
5	0	3.3
4	0	16.8
9	0	11.4
8	0	4.1
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
200	5	19.4

* Source:	
2011 National Household Surve	y

ľ	2016 Census	
L	2010 Census	

Part 1: Workforce Analysis

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Data from First/Previous Workforce Analysis

Data from Sub	osequent/Curr Analysis	ent Workforce
↓	\	↓

2016	10	07
YYYY	MM	DD
Data from Fi	rst/Previous Workf	force Analysis

2019	07	31
YYYY	MM	DD
Data from Subse	equent/Current Wo	rkforce Analysis

		Table 4: Persons with Disabilities				
		First/Previous Workforce Analysis				
Employment Equity Occupational Group (EEOG)		All Employees	Persons with	Disabilities		
			Representation	Availability*		
		#	#	%		
01/02	Managers	29	0	0.00		
03	Professionals	88	0	0.00		
04	Semi-Professionals & Technicians	44	0	0.00		
05	Supervisors	0	0	0.00		
06	Supervisors: Crafts & Trades	0	0	0.00		
07	Administrative & Senior Clerical Personnel	5	0	0.00		
08	Skilled Sales & Service Personnel	0	0	0.00		
09	Skilled Crafts & Trades Workers	11	0	0.00		
10	Clerical Personnel	9	0	0.00		
11	Intermediate Sales & Service Personnel	0	0	0.00		
12	Semi-Skilled Manual Workers	0	0	0.00		
13	Other Sales & Service Personnel	0	0	0.00		
14	Other Manual Workers	0	0	0.00		
Total		186	0	0.0		

Table 8: Persons with Disabilities						
Subsequent/Current Workforce Analysis						
All Employees	Persons with Disabilities					
	Representation	Availability*				
#	#	%				
26	0	5.00				
98	0	8.90				
50	0	7.60				
0	0	0.00				
0	0	0.00				
5	0	10.00				
4	0	8.00				
9	0	7.80				
8	0	9.30				
0	0	0.00				
0	o	0.00				
0	o	0.00				
0	o	0.00				
200	0	8.0				

* Source:				
2012 Canac	dian Survey	on Disab	ility	

40														
~ 50	urce:													
-														
							*********			*********	 	 	 	 ***
2017	Con	adia.	. c	*** / 2		T	\iaal	L:1:4						
2017	7 Can	adiai	ı Su	rve	v o	nΓ	isal	bilit	ν					

Part 2: Flow Data Analysis

Institut National d'Optique

January 29, 2020

2016	10	07
YYYY	MM	DD
Start	Date of Flov	v Data

2010	07	21
YYYY	MM	DD
End I	Date of Flow	Data

Data from Form 4 - Employees Hired

1

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

		•	•	•		
	Table 1: Women					
	Full-time /	National	Part-time / National			
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired		
	#	#	#	#		
01 Senior Managers	4	0	0	0		
02 Middle & Other Managers	8	3	0	0		
03 Professionals	31	11	0	0		
04 Semi-Professionals & Technicians	21	2	0	0		
05 Supervisors	6	2	0	0		
06 Supervisors: Crafts & Trades	0	0	0	0		
07 Administrative & Senior Clerical Personnel	6	4	0	0		
08 Skilled Sales & Service Personnel	2	0	0	0		
09 Skilled Crafts & Trades Workers	1	0	0	0		
10 Clerical Personnel	4	3	0	0		
11 Intermediate Sales & Service Personnel	0	0	0	0		
12 Semi-Skilled Manual Workers	0	0	0	0		
13 Other Sales & Service Personnel	0	0	0	0		
14 Other Manual Workers	0	0	0	0		
Total	83	25	0	0		

	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		
0	0	0	0		
0	0	0	0		
0	0	0	0		

	Table 9:	Women		
Full-time	/ National	Part-time / Nationa		
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated	
#	#	#	#	
2	0	0	0	
5	3	0	0	
28	10	0	0	
15	3	0	0	
8	2	0	0	
0	0	0	0	
7	7	0	0	
0	0	0	C	
0	0	0	C	
4	2	0	C	
0	0	0	C	
0	0	0	C	
0	0	0	0	
1	0	0	C	
70	27	0	0	

Part 2: Flow Data Analysis

Institut National d'Optique

January 29, 2020

2016	10	07
YYYY	MM	DD
Start	Date of Flov	v Data

7717	MM	00
End I	Date of Flow	Data

Data from Form 4 - Employees Hired

Table 2: Aboute at Baselon

Data from Form 5 - Employees Promoted

Table 6: Aboriginal Peoples

Dat:	a trom	Form (h - Em	ployees
				1
	TT.	•	- 41	
		ermin:	atea	
1	- 1			

Table 2: Aboriginal Peoples Full-time / National Part-time / National **Employment Equity Occupational Group** All All Aboriginal Aboriginal Employees Employees (EEOG) Peoples Hired Peoples Hired Hired Hired # # # # 01 Senior Managers 02 Middle & Other Managers 03 Professionals 31 04 Semi-Professionals & Technicians 21 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Senior Clerical Personnel 08 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers 10 Clerical Personnel 11 Intermediate Sales & Service Personnel 12 Semi-Skilled Manual Workers 13 Other Sales & Service Personnel 14 Other Manual Workers Total 83

Full-time / National		Part-time / National		
All Employees Promoted	Aboriginal All Peoples Employees Promoted Promoted		Peoples E	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	
0	0	0	0	

Table 10: Aboriginal Peoples				
Full-time / National		Part-time / National		
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated	
#	#	#	#	
2	0	0	0	
5	0	0	0	
28	1	0	0	
15	0	0	0	
8	0	0	0	
0	0	0	0	
7	0	0	0	
0	0	0	0	
0	0	0	0	
4	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
1	0	0	0	
70	1	0	0	

Part 2: Flow Data Analysis

Institut National d'Optique

January 29, 2020

2016	10	07
YYYY	MM	DD
Start	Date of Flov	v Data

1

2019	07	31
VVVV	MM	aa
End I	Date of Flow	Data

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

Table 3: Persons with Disabilities

	rabie.	3. reisuns	WIUI DISA	Dillues	
	Full-time	/ National	Part-time	/ National	
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	
	#	#	#	#	
01 Senior Managers	4	0	0	0	
02 Middle & Other Managers	8	0	0	0	
03 Professionals	31	0	0	0	
04 Semi-Professionals & Technicians	21	0	0	0	
05 Supervisors	6	0	0	0	
06 Supervisors: Crafts & Trades	0	0	0	0	
07 Administrative & Senior Clerical Personnel	6	0	0	0	
08 Skilled Sales & Service Personnel	2	0	0	0	
09 Skilled Crafts & Trades Workers	1	0	0	0	
10 Clerical Personnel	4	0	0	0	
11 Intermediate Sales & Service Personnel	0	0	0	0	
12 Semi-Skilled Manual Workers	0	0	0	0	
13 Other Sales & Service Personnel	0	0	0	0	
14 Other Manual Workers	0	0	0	0	
Total	83	0	0	0	

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

Full-time / National		Part-time / National		
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated	
#	#	#	#	
2	0	0	0	
5	0	0	0	
28	0	0	0	
15	0	0	0	
8	0	0	0	
0	0	0	0	
7	0	0	0	
0	0	0	0	
0	0	0	0	
4	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
1	0	0	0	
70	0	0	0	

Part 2: Flow Data Analysis

Institut National d'Optique

January 29, 2020

2016	10	07
YYYY	MM	DD
Start	Date of Flov	v Data

1

2019	07	31
VVVV	MM	aa
End I	Date of Flow	Data

Data from Form 4 - Employees Hired

Table 4: Members of Visible Minorities

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓ Table 8: Members of Visible Minorities Table 12: Members of Visible Minorities

Full-time / National Part-time / National Members of Members of **Employment Equity Occupational Group** All All Visible Visible Employees Employees (EEOG) Minorities Minorities Hired Hired Hired Hired # # # 01 Senior Managers 02 Middle & Other Managers 03 Professionals 31 04 Semi-Professionals & Technicians 21 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Senior Clerical Personnel 08 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers 10 Clerical Personnel 11 Intermediate Sales & Service Personnel 12 Semi-Skilled Manual Workers 13 Other Sales & Service Personnel 14 Other Manual Workers Total 83 0

Full-time / National		Part-time / National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Full-time / National		Part-time / National		
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated	
#	#	#	#	
2	0	0	0	
5	0	0	0	
28	0	0	0	
15	0	0	0	
8	0	0	0	
0	0	0	0	
7	0	0	0	
0	0	0	0	
0	0	0	0	
4	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
1	0	0	0	
70	0	0	0	

January 29, 2020

Α	В	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workfore Analysis	(K - M + e O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
***************************************		\	1	Ţ	Ţ	1	1	Ţ	Ţ	Ţ	1	\	1	1	1	Ţ	1	Ţ	1	Ţ
											Table 1:	Women								
										Eiset/	Decrious Cl	want tann C	oole							

									Firet	Previous Sh		ingle .							
				All Em	ployees				11130	* 1 C 1 1 J US (5)	or com o	TOTAL S		W	/omen				
					Turnover (Re	niscement of	Terminated						3 Year	r Goals					
	Number	Grov	vth (New Posit	ions)		Employees)		Anticipated	Number	Turnover (Re Terminated		nires	Fron	n - To					Projected
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proje	ected	Hires Over 3	YYYY-MM-DD		Employees)	Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gan	Present Representation	Representation in 3
Group (EEOO)	2016-10-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2016-10-07	Annually	Over 3 Years	Years	2016	2019			out.	presentation	Years
	Ħ	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	5	6.3%		0	36.4%		0	0	0	0.0%	0	0	0		0.0%	0	0	0.0%	0.0%
02 Middle & Other Managers	24	-5.9%		0	22.7%		0	0	8	0.0%	0	0	0		33.3%	0	0	33.3%	33.3%
03 Professionals	88	3.7%		0	30.1%		0	0	18	0.0%	0	0	0		20.5%	0	0	20.5%	20.5%
04 Semi-Professionals & Tech	44	4.4%		0	31.9%		0	0	4	0.0%	0	0	0		9.1%	0	0	9.1%	9.1%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	5	0.0%		0	140.0%		0	0	4	0.0%	0	0	0		80.0%	6 0	0	80.0%	80.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	11	-6.5%		0	0.0%		0	0	4	0.0%	0	0	0		36.4%	6 0	0	36.4%	36.4%
10 Clerical Personnel	9	-3.9%		0	47.1%		0	0	5	0.0%	0	0	0		55.6%	6 0	0	55.6%	55.6%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	186	2.4%		0	36.3%		0	0	43		0	0	0		23.1%	0	0	23.1%	23.1%

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

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		Wome	en		
Group (EEOG)	Short-ter	m Goals	Long-term G	Foals	Comments
-	#	%	#	%	
01 Senior Managers	1	0.0	0	0.0	Significant stability in senior management. No turnover anticipated in the next 3 years.
02 Middle & Other Managers	0	0.0	1	0.0	Position currently available. Possible turnover and possible hiring from this designated group in the next 3 years.
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	o	0.0	1	0.0	Semi-professional and technical positions are mostly male-dominated jobs. The applications we receive are mostly from men.
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	1	0.0	0	0.0	It is very realistic to think that we can fill open administrative positions with this designated group.
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	3	0.0	0	0.0	These positions are mostly male-dominated jobs.
10 Clerical Personnel	2	0.0	1	0.0	It is realistic to think that the next people hired could be from this designated group.
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	7		3		

A B C D E F G H I J J K L M N O P Q R S From From Workforce Analysis From Data Sources: From Workforce Analysis From Data Analysis C x E x 3 From Flow Workforce Analysis C x H x 3 F + 1 From Workforce Analysis F + 2 From	U (K - M + O) ÷ (C + F)
Prom Workforce Analysis Prom Workforce A	' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' ' '
First/Perious Short-term Gols First/Perious Short-term Go	V
First Fried Fri	
$ \begin{array}{ c c c c c c c c c c c c c c c c c c c$	
Number Growh (New Positions) Turnover (Replacement of Terminated Employees) Anticipated Hires Over 3 Years	
Number Grown (New Position Femiliary Occupational Femiliary Occupation	
Composition	
2016-10-07 Annually Annually Over 3 Years Years 2016-10-07 Annually Over 3 Years Years 2016 2019	
01 Senior Managers 5 6.3% 0 36.4% 0 0 0 0 0.0% 0 0 0 0.0% 0 0	Years
	%
1 02 N 64410 & Other Managers 1 24 5 00/1 0 0 22 70/1 0 0 0 0 0 0 0 0 0	0.0% 0.0%
	0.0%
03 Professionals 88 3.7% 0 30.1% 0 0 0 0.0% 0 0 0 0.0% 0 0	0.0%
04 Semi-Professionals & Tech 44 4.4% 0 31.9% 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.0%
05 Supervisors 0 0.0% 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0 0 0 0 0 0 0	DIV/0! #DIV/0!
06 Supervisors: Crafts & Trades 0 0.0% 0 0 0 0 0 0 0 0 0	DIV/0! #DIV/0!
07 Administrative & Sr Clerical 5 0.0% 0 140.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0 0 0 0 0 0	0.0%
08 Skilled Sales & Service 0 0.0% 0 0.0% 0 0 0.0% 0 0 0 0.0% 0 0 0 0 0 0 0 0 0	DIV/0! #DIV/0! 0.0% 0.0%
09 Skilled Crafts & Trades 11 -6.5% 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0 0 0 0 0 0 0	
11 Intermediate Sales & Service 0 0.0% 0 0 0.0% 0 0 0 0 0 0 0 0 0	
11 Internediate Sates & Service	0.0% 0.0% 0.0% DIV/0! #DIV/0!

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

0.0%

0.0%

36.3%

0.0%

0.0%

2.4%

13 Other Sales & Service

14 Other Manual Workers

Total

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.

0.0%

0.0%

	Workforce Analysis) · 2) x 10	· .				
						Table 4: Aboriginal Peoples
			Aboriginal	Peoples		
	oloyment Equity Occupational	Short-ter	m Goals	Long-te	rm Goals	Comments
Gro	up (EEOG)	#	%	#	%	
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	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Tota	1	0		0)	

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										Data	for First/F	Previous (Goals							
[A]	В	C	D	E	F	G	Н	l I	J	K	L	м	N	0	P	0	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
			↓	↓					↓	<u>\</u>		<u>_</u>	<u> </u>	↓	↓	↓			↓	<u>_</u>
											: Persons Previous St									
					AHE	nplovees				First	Previous Sr	iort-term G	oais		Domonan	ith Disabilitie				
	-				Au Eu	1					1		1	1 1 Van	r Goals	ttii Disabintie	s 	1	1	
		Number	Grow	th (New Posit	ions)	Turnover (Re	placement of Employees)	Terminated		Number		eplacement of	Hires		m - To					
	Equity Occupational	YYYY-MM-DD	Actual	Proi	ected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG	G)	1111-03-00	Actual	1103	Over 3	Accuai	110,	Over 3	Years	111111111111111111111111111111111111111		Over 3	Over 3 Years	 	T	Availability		Gap	Representation	Years
		2016-10-07	Annually	Annually	Years	Annually	Annually	Years		2016-10-07	Annually	Years		2016	2019					
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Manager	ers	29	0.2%		C	29.5%		0	0	(0.0%	0	0	()	0.0%	0	0	0.0%	0.0%
03 Profession	ionals	88	3.7%		C	30.1%		0	0	0	0.0%	0	0)	0.0%	0	0	0.0%	0.0%
04 Semi-Pro	rofessionals & Tech	44	4.4%		C	31.9%		0	0) (0.0%	0	0)	0.0%	0	0	0.0%	0.0%
05 Supervis		0	0.0%		C	0.0%		0	0	(0.0%	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
1 1 1	sors: Crafts & Trades	0	0.0%		C	0.0%		0	0		0.0%	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
	strative & Sr Clerical	5	0.0%		C	140.0%		0	0		0.0%	0	0)	0.0%	0	0	0.0%	0.0%
	Sales & Service	0	0.0%		C	0.0%		0	0		0.0%	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
	Crafts & Trades	11	-6.5%		C	0.0%		0	0		0.0%	0	0)	0.0%	0	0	0.0%	0.0%
	Personnel	9	-3.9%		C	47.1%		0	0		0.0%	0	0	()	0.0%	0	0	0.0%	0.0%
	diate Sales & Service	0	0.0%		C	0.0%		0	0		0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
	killed Manual	0	0.0%		C	0.0%		0	0		0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
	ales & Service	0	0.0%		C	0.0%		0	0		0.0%	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
	fanual Workers	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
Total		186	2.4%		C	36.3%		0	0) (0.0%	0	0	()	0.0%	0	0	0.0%	0.0%

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)¹³ 1) x 100.
- Laculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

					Table 6: Persons with Disabilities
r 1	Po	ersons with E	Disabilities		
Employment Equity Occupational Group (EEOG)	Short-teri	m Goals	Long-term	ı Goals	Comments
	#	%	#	%	
01/02 Managers	0	0.0	0	0.0	
03 Professionals	o	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	1	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	o	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	o	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0		1		

									Data	for First/I	Previous (Goals							
A B	C	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
777777777777777777777777777777777777777		Ţ	Ţ	1	\	1	Ţ	\	Ţ	Ţ	1	1	1	Ţ	Ţ	Ţ	Ţ	↓ ·	↓
									Table 7: M				S						
									First	Previous St	ort-term G	loals							
				All Er	nployees			ı		T		T			isible Minori	ities			1
	Number	Gro	wth (New Posi	tions)	Turnover (R	eplacement o Employees)	f Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity Occupational	10000 101 00		n	iected	<u> </u>		iected	Anticipated Hires Over 3	VANALAMA DA		Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Fre	1	Actual	710	1	Years	YYYY-MM-DD			Over 3 Years	****	-1111	Availability	i resem Gap	Gap	Representation	Years
	2016-10-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-10-07	Annually	Over 3 Years	Itals	2016	2019					
	#	%	%	#	%	%	#	#	Ħ	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	5	6.3%		(36.4%		0	0	C	0.0%	0	0	()	0.0%	0	0	0.0%	0.0%
02 Middle & Other Managers	24	-5.9%	,		22.7%		0	0	0	0.0%	0	0	()	0.0%	0	0	0.0%	0.0%
03 Professionals	88	3.7%		(30.1%		0	0	2	0.0%	0	0	()	2.3%	0	0	2.3%	2.3%
04 Semi-Professionals & Tech	44	4.4%		(31.9%		0	0	(0.0%	0	0	()	0.0%	0	0	0.0%	0.0%
05 Supervisors	0	0.0%		(0.0%		0	0	(0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		(0.0%		0	0	(0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	5	0.0%		(140.0%		0	0	(0.0%	0	0	()	0.0%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%			0.0%		0	0	(0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	11	-6.5%	l .	(0.0%		0	0	(0.0%	0	0	()	0.0%	0	0	0.0%	0.0%
10 Clerical Personnel	9	-3.9%		(47.1%		0	0	(0.0%	0	0	()	0.0%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		(0.0%		0	0		0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		(0.0%		0	0	[C	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		(0.0%		0	0	[C	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
Total	186	2.4%			36.3%		1 0	0	2	0.0%	0	0	()	1.1%	0	0	1.1%	1.1%

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

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

Workforce Amarysis) · 2) x 100					Table 8: Members of Visible Minorities
	Members o	f Visib	le Minorities		
Employment Equity Occupational - Group (EEOG)	Short-term Goa	ls	Long-term (Goals	Comments
	# %	Ó	#	%	
01 Senior Managers	0	0.0	1	0.0 Emplo	yee turnover in this category is very low.
02 Middle & Other Managers	0	0.0	1	0.0	
03 Professionals	3	0.0	3	0.0	
04 Semi-Professionals & Tech	0	0.0	2	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	1	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	3		8		

									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡		C x H x 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
***************************************	<u> </u>	<u> </u>	<u> </u>	<u> </u>	1	<u> </u>	<u> </u>	<u> </u>	<u> </u>	Ţ	Ţ	V		Ţ	<u> </u>	Ţ		V	<u> </u>
										Table 9:	Women								
									Subsequ	ent/Current	t Short-tern	n Goals							
				All En	nployees									W	omen				
	Number	Grav	wth (New Posit	ions)	Turnover (R	eplacement of	Terminated		Number	T	eplacement of		3 Yea	r Goals					
Employment Equity Occupational		9.0		,		Employees)		Anticipated			epiacement or l Employees)	Hires Required	Fro	n - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3
* ` `	2019-07-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-07-31	Annually	Over 3 Years	Years	2019	2022			•	-	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	6	6.3%		C	36.4%	0.0%	0	0	(0.0%	0	2	(27.6%	27.6%	-2	-2	0.0%	0.0%
02 Middle & Other Managers	20	-5.9%		1	22.7%	4.0%	2	3	7	4.0%	1	2	1	39.4%	39.4%	1	-1	35.0%	33.3%
03 Professionals	98	3.7%		6	30.1%	4.0%	12	18	19	4.0%	2	4	4	20.3%	20.3%	-1	0	19.4%	20.2%
04 Semi-Professionals & Tech	50	4.4%		3	31.9%	4.0%	6	9	4	4.0%	0	1	1	10.0%	10.0%	-1	0	8.0%	9.4%
05 Supervisors	0	0.0%	L	C	0.0%		0	0		0.0%	0	0	(0.0%	0	0	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		0	0	(0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	5	0.0%		C	140.0%	4.0%	1	1	2	4.0%	0	2	1	50.0%	80.4%	-2	-1	40.0%	60.0%
08 Skilled Sales & Service	4	0.0%	1	C	0.0%		0	0	1	0.0%	0	0	(28.9%	0	0	25.0%	25.0%
09 Skilled Crafts & Trades	9	-6.5%		1	0.0%	4.0%	1	2	3	4.0%	0	-2	(5.1%	3	2	33.3%	30.0%
10 Clerical Personnel	1 8	-3.9%	2.0%	1 0	47.1%	4.0%	1 1	l 1	1 5	4.0%	d 1	1 1	1 () i	58.6%	SI 0	l -1	62.5%	50.0%

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

0.0%

0.0%

0.0%

0.0%

36.3%

0.0%

0.0%

0.0%

0.0%

2.4%

11 Intermediate Sales & Service

Other Manual Workers

12 Semi-Skilled Manual

13 Other Sales & Service

14

Total

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

0.0%

0.0%

0.0%

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Workforce Analysis) ÷ 2) x 10	iu.		
			Table 10: Women
Employment Equity Occupational	Women		
Group (EEOG)	Short-term Goals Lo	ong-term Goals	Comments
	%	%	
01 Senior Managers	27.6	27.6	
02 Middle & Other Managers	39.4	39.4	
03 Professionals	20.3	20.3	
04 Semi-Professionals & Tech	10.0	10.0	
05 Supervisors	0.0		
06 Supervisors: Crafts & Trades	0.0		
07 Administrative & Sr Clerical	50.0	50.0	
08 Skilled Sales & Service	0.0		
09 Skilled Crafts & Trades	0.0		
10 Clerical Personnel	0.0		
11 Intermediate Sales & Service	0.0		
12 Semi-Skilled Manual	0.0		
13 Other Sales & Service	0.0		
14 Other Manual Workers	0.0		
Total	0.0		

#DIV/0!

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#DIV/0!

20.5%

0.0%

0.0%

0.0%

0.0%

22.8%

#DIV/0!

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20.5%

									Data for	Subseque	nt/Currei	nt Goals							
A B	С	D	E E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	.	1	Ţ	1	↓	1	1	\	↓	↓	\	↓	1	1	↓	1	↓	1	1
											iginal Peo								
									Subsequi	ent/Current	Short-tern	n Goals							
		1		All En	nployees			I							nal Peoples	1		ı	
	Number	Grov	wth (New Posit	ions)	Turnover (Re	eplacement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires	3 Year	Goals 1 - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	T n	ected	Actual	Proje		Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	1111-MM-DD	Actual	110)	1	Actual	110)		Years	1111-MM-DD		0.3	Over 3 Years		- 1111	Availability	Trescan Gap	Gap	Representation	Years
	2019-07-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2019-07-31	Annually	Over 3 Years	icais	2019	2022					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	6	6.3%	0.0%	C	36.4%	0.0%	0	0	0	0.0%	0	0	0		3.2%	0	0	0.0%	0.0%
02 Middle & Other Managers	20	-5.9%	2.0%	1	22.7%	4.0%	2	3	0	4.0%	0	1	0	2.7%	2.7%	-1	-1	0.0%	0.0%
03 Professionals	98	1	2.0%	6	30.1%	4.0%	12	18	0	4.0%	0	1	0	0.9%	0.9%	-1	-1	0.0%	0.0%
04 Semi-Professionals & Tech	50		2.0%	3	31.9%	4.0%	6	9	0	4.0%	0	1	0	1.5%	1.5%	-1	-1	0.0%	0.0%
05 Supervisors	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	5	0.0%	2.0%	C	1 10.070	4.0%	1	1	0	4.0%	0	0	0		1.4%	0	0	0.0%	0.0%
08 Skilled Sales & Service	4	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		1.2%	0	0	0.0%	0.0%
09 Skilled Crafts & Trades	9	-6.5%	4.0%	1	0.0%	4.0%	1	2	0	4.0%	0	0	0		0.9%	0	0	0.0%	0.0%
10 Clerical Personnel	8	-3.9%	2.0%	C		4.0%	1	1	0	4.0%	0	0	0		1.6%	0	0	0.0%	0.0%
11 Intermediate Sales & Service		0.0%			0.0%		0			0.0%					0.0%	1 0		#DIV/0!	#DIV/0!
12 Semi-Skilled Manual		0.0%			0.0%		0	0		0.0%			ر ا		0.0%] 0		#DIV/0!	#DIV/0!
13 Other Sales & Service 14 Other Manual Workers		0.0%			0.0%		0			0.0% 0.0%					0.0% 0.0%			#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
14 Other Manual Workers Total	200				36.3%		0	0	0	0.0%	0	0	0		1.3%	0	2	#DIV/0!	#DIV/0!
Total	<u> </u>	2.470			30.3%		U	l 0	<u> </u>	0.0%	1 0	1 3	1 0		1.3%	y -3	s	0.0%	0.0%

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

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

Workforce Analysis) · 2) x 100			Table 12: Aboriginal Peoples
Employment Equity Occupational	Aboriginal	l Peoples	
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
	%	%	
01 Senior Managers	0.0		
02 Middle & Other Managers	2.7	2.7	
03 Professionals	0.9	0.9	
04 Semi-Professionals & Tech	1.5	1.5	
05 Supervisors	0.0		
06 Supervisors: Crafts & Trades	0.0		
07 Administrative & Sr Clerical	0.0		
08 Skilled Sales & Service	0.0		
09 Skilled Crafts & Trades	0.0		
10 Clerical Personnel	0.0		
11 Intermediate Sales & Service	0.0		
12 Semi-Skilled Manual	0.0		
13 Other Sales & Service	0.0		
14 Other Manual Workers	0.0		
Total	0.0		

									Data for	Subseque	nt/Curre	nt Goals							
AB	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
7	<u> </u>	Į.	Ţ	V	V	\	\	↓	Ţ	Ţ	V	Ţ	1	Ţ	\	Ţ	1	1	1
										3: Persons									
									Subsequ	ent/Current	Short-terr	n Goals							
				All Em	ployees					-					th Disabilitie	S			
	Number	Grov	wth (New Posit	ions)	Turnover (Re		Terminated		Number	Turnover (R)	eplacement of	r		ir Goals					
Employment Equity Occupational						Employees)		Anticipated		Terminated	Employees)	Hires Required		m - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2019-07-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	100.5	2019-07-31	Annually	Over 3 Years	Years	2019	2022					Land
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	26	0.2%	0.0%	0	29.5%	0.0%	0	0	(0.0%	0	1	(5.0%	5.0%	-1	-1	0.0%	0.0%
03 Professionals	98	3.7%	2.0%	6	30.1%	4.0%	12	18	(4.0%	0	9	2	8.9%	8.9%	-9	-7	0.0%	1.9%
04 Semi-Professionals & Tech	50	4.4%		3	31.9%	4.0%	6	9	(4.0%	0	4	1	7.6%	7.6%	-4	-3	0.0%	1.9%
05 Supervisors	0	0.0%		0	0.0%	4.0%	0	0	(4.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	(0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	5	0.0%		0	140.0%		0	0		0.0%	0	1	(10.0%	10.0%	-1	-1	0.0%	0.0%
08 Skilled Sales & Service	4	0.0%		0	0.0%	4.0%	0	0	(4.0%	0	0	()	8.0%	0	0	0.0%	0.0%
09 Skilled Crafts & Trades	9	-6.5%		0	0.0%		0	0	(0.0%	0	1	(7.8%	7.8%		-1	0.0%	0.0%
10 Clerical Personnel	8	-3.9%	4.0%	1	47.1%	4.0%	1	2	(4.0%	0	1	(9.3%	9.3%	-1	-1	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%	2.0%	0	0.0%	4.0%	0	0	(4.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	(0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%	l .	0	0.0%		0	0	(0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%	-	0	0.0%		0	0	(0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
Total	200	2.4%		0	36.3%		0	0	(0.0%	1/2	16	()[8.0%	-16	-16	0.0%	0.0%

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

Eaculated 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.

(Cikibice / marysis) (2) k 10			Table 14: Persons with Disabilities
	Persons with Di	isabilities	
Employment Equity Occupational Group (EEOG)	Short-term Goals	Long-term Goals	Comments
Group (EEOG)	%	%	
01/02 Managers	5.0	5.0	
03 Professionals	8.9	8.9	
04 Semi-Professionals & Tech	7.6	7.9	
05 Supervisors	0.0		
06 Supervisors: Crafts & Trades	0.0		
07 Administrative & Sr Clerical	10.0	10.0	
08 Skilled Sales & Service	0.0		
09 Skilled Crafts & Trades	7.8	7.8	
10 Clerical Personnel	9.3	9.3	
11 Intermediate Sales & Service	0.0		
12 Semi-Skilled Manual	0.0		
13 Other Sales & Service	0.0		
14 Other Manual Workers	0.0		
Total	0.0		

									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		1	Ţ	1	\	1	Ţ	↓	1	\	\	\	1	1	\	↓	↓	↓	<u> </u>
								1	Table 15: N				S						
									Subsequ	ent/Current	Short-tern	n Goals				•			
		1		All En						1		T			isible Minori	ties			ı
	Number	Gro	Growth (New Positions) Actual Projected Over 3			placement of Employees)	Terminated		Number	Turnover (Re	eplacement of	Hires		r Goals					
Employment Equity Occupational			T .				ected	Anticipated Hires Over 3			Employees)	Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Proj	1	Actual	Proj	1	Years	YYYY-MM-DD	-	1	Over 3 Years	****	- 1111	Availability	rresent Gap	Gap	Representation	Years
	2019-07-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2019-07-31	Annually	Over 3 Years	rears	2019	2022					
	#	%	%	Ħ	%	%	#	#	#	%	#	#	Ħ	%	%	#	#	%	%
01 Senior Managers	6	6.3%	0.0%	0	36.4%	0.0%	0	0	(0.0%	0	1	C	11.5%	11.5%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	20	-5.9%	2,0%	1	22.7%	4.0%	2	3		4.0%	0	4	1	17.6%	17.6%	-4	-3	0.0%	4.8%
03 Professionals	98			6	30.1%	4.0%	12	18	∠	4.0%	0	24	5	27.0%	27.0%	-22	-19	4.1%	8.7%
04 Semi-Professionals & Tech	50	4.4%		3	31.9%	4.0%	6	9	1	4.0%	0	5	1	11.7%	11.7%	-5	-4	2.0%	3.8%
05 Supervisors	0	0.0%		0	0.0%		0	0		0.0%	0	0	C)	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	(0.0%	0	0	C)	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	5	0.0%		0	140.0%	4.0%	1	1	(4.0%	0	0	C)	3.3%	0	0	0.0%	0.0%
08 Skilled Sales & Service	4	0.0%		0	0.0%		0	0	(0.0%	0	1	C	16.8%	16.8%	-1	-1	0.0%	0.0%
09 Skilled Crafts & Trades	9	-6.5%		1	0.0%	4.0%	1	2	(4.0%	0	1	C	11.4%	11.4%	-1	-1	0.0%	0.0%
10 Clerical Personnel	8	-3.9%		0	47.1%	4.0%	1	1	(4.0%	0	0	C)	4.1%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	(0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	(0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	9	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	(0.0%	0	0	C)	0.0%	0	0	#DIV/0!	#DIV/0!
Total	200	2.4%)	0	36.3%		0	0	1 5	0.0%	0	34	(19.4%	-34	-34	2.5%	2.5%

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

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

Workforce Analysis) ÷ 2) x 10	0.		
			Table 16: Members of Visible Minorities
F1	Members of Visible	e Minorities	
Employment Equity Occupational	Short-term Goals	Long-term Goals	Comments
Group (EEOG)	9/6	%	
01 Senior Managers	11.5	11.5	
02 Middle & Other Managers	17.6	17.6	
03 Professionals	27.0	27.0	
04 Semi-Professionals & Tech	11.7	11.7	
05 Supervisors	0.0		
06 Supervisors: Crafts & Trades	0.0		
07 Administrative & Sr Clerical	0.0		
08 Skilled Sales & Service	16.8	16.8	
09 Skilled Crafts & Trades	11.4	11.4	
10 Clerical Personnel	0.0		
11 Intermediate Sales & Service	0.0		
12 Semi-Skilled Manual	0.0		
13 Other Sales & Service	0.0		
14 Other Manual Workers	0.0		
Total	0.0		

								Fede	ral Contr	actors I	Progra	m Achie	vement	Report									
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									In	stitut N	ational	d'Optio	que										004706
										Janu	ary 29	, 2020											
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	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÷Ux 100	U x F ÷ 100	V - X
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			1	Workfo	orce An	alysis									Flow	Data Aı	nalysis						
Employment Equity Occupational Group	Year			W	orkforce						Hires				P	Promotion				Ter	minatio		
(EEOG)		All Employees	Represe	ntation	Won Availa		Gap	EE Result	All Employees	Act		Expected	Difference	All Employees	Ac	W tual	omen Expected	Difference	All Employees	Actus		omen Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01 Senior Managers	2016	5	0	0.0		0	0	0.0															
Middle & Other	2019	6 24	0	0.0 33.3		2	-2	0.0 100.1	4	0	0.0	1	-1	0	0	0.0	0	0	2	0	0.0	0	0
02 Managers	2019	20		35.0		8	-1	88.8	8	3	37.5	3	0	0	0	0.0	0	0	5	3	60.0	2	1
03 Professionals	2016	88		20.5		18		99.8															
Semi-Professionals &	2019	98 44		19.4 9.1	20.3 9.1	20	-1	95.5 99.9	31	11	35.5	6	5	0	0	0.0	0	0	28	10	35.7	6	4
04 Semi-Professionals & Technicians	2019	50		8.0		5	-1	80.0	21	2	9.5	2	0	0	0	0.0	0	0	15	3	20.0	1	2
05 Supervisors	2016	0	0	0.0	- :	0	0	0.0															
Supervisors: Crafts &	2019	0	0	0.0		0	0	0.0	6	2	33.3	0	2	0	0	0.0	0	0	8	2	25.0	0	2
06 Trades	2019	0	0	0.0		0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
			·		·		1	·		·			!										
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷ K x 100	Part 3: Goals	F ÷ M x 100											
		V	\	1		↓	1	<u> </u>	↓	Ţ	Ţ	<u> </u>	'										
			/ Entrar	its					oals														
Employment Equity	Year	F	low Data				rm Goals	5		Long-terr Wom								,					
Occupational Group (EEOG)		All Employees			6.1	Percent of		Percent of	61	Percent of		Percent of					C	ommen	ts				
			Acti		 	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
	2019	# 4	# 0	0.0	# 1	0.0	0.0	0.0	# 0	%	0.0	0.0											
01 Senior Managers	2022	4	0	0.0		0	27.6				27.6												
02 Middle & Other Managers	2019	8		37.5		0.0	0.0		1	300.0	0.0												
03 Professionals	2022 2019	31	3 11	37.5 35.5		0.0	39.4 0.0		0	0.0	39.4 0.0												
	2022	31	 	35.5		0.0	20.3		-1	200.0	20.3	+											
04 Semi-Professionals & Technicians	2019	21 21	2 2	9.5 9.5		0.0	0.0 10.0	0.0 95.2	1	200.0	0.0	95.2											
05 Supervisors	2019	6	2	33.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	2022	6	2	33.3		0.0	0.0			0.0	0.0	1											
06 Supervisors: Crafts & Trades	2019	0	0	0.0		0.0	0.0		0	0.0	0.0	0.0											
													l										

								Fede	ral Contr	actors I	Progra	m Achie	vement	Report									
									I	art 4: F	Results	- Wome	n										
									In	stitut N	ational	d'Optio	que										004707
										Janu	ary 29	, 2020											
A B	C	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis		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
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Employment Equity Occupational Group	Year		ı	W	orkforce Won						Hires	Vomen			P	Promotion W	omen			Ter	minatio	ns omen	
(EEOG)		All Employees	Represe	ntation	Availa		Gap	EE Result	All Employees	Act		Expected	Difference	All Employees	Ac	tual	Expected	Difference	All Employees	Actu		Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	o/ ₀	#	#
07 Administrative & Senior Clerical	2016	5	4	80.0	80.0	4	0	100.0					,			0.0					100.0		
Skilled Sales &	2019 2016	0	0	40.0	80.4 0.0	0	-2 0	49.8	6	4	66.7	3	-1	0	0	0.0	0	0	7	71	100.0	6	1
08 Service Personnel	2019	4	1	25.0	28.9	1	0	86.5	2	0	0.0	1	-1	0	0	0.0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	11	4	36.4	36.4	4	0	99.9		0	0.0					0.0					0.0		
	2019 2016	9	5	33.3 55.6	5.1 55.6	5	0	653.6 99.9	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2019	8	5	62.5	58.6	5	0	106.7	4	3	75.0	2	1	0	0	0.0	0	0	4	2	50.0	2	0
Intermediate Sales &	2016	0	0	0.0	0.0	0	0	0.0								0.0					0.0		
Service Personnel Semi-Skilled Manual	2019 2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Workers Workers	2019	0	0	0.0	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÷Ix 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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		New	/ Entrai	ıts				G	oals														
Employment Equity	Year	F	low Data		9		rm Goal	S		Long-terr													
Occupational Group (EEOG)		All Employees	Wor			Wo Percent of	men	Percent of		Wom Percent of		Percent of					C	Commen	ts				
(EEOG)			Act		Goai	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
Administrative &	# 2019	# 6	# 4	% 66.7	# 1	400.0	0.0	0.0	# 0	%	0.0	0.0											
97 Senior Clerical	2022	6	4	66.7	1	100.0	50.0			0.0	50.0												
08 Skilled Sales &	2019	2	0	0.0	0	0.0	0.0		0	0.0	0.0	l											
Service Personnel Skilled Crafts &	2022 2019	2	0	0.0	3	0.0	0.0		0	0.0	0.0												
709 Trades Workers	2022	1	0	0.0	J	0.0	0.0	-	0	0.0	0.0	0.0											
10 Clerical Personnel	2019	4	3	75.0	2	150.0	0.0	-	1	300.0	0.0												
Intermediate Sales &	2022 2019	0	0	75.0 0.0	0	0.0	0.0	 	0	0.0	0.0	0.0											
Service Personnel	2022	0	0	0.0	9	0.0	0.0		V	0.0	0.0	I											
12 Semi-Skilled Manual	2019	0	0	0.0	0	0.0	0.0		0	0.0	0.0												
Workers	2022	0	0	0.0			0.0	0.0			0.0	0.0											

									Feder	al Contr	actors l	Prograi	n Achie	vement	Report									
										I	Part 4: I	Results	- Wome	n										80
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Data sou	irces:		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
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	oyment Equity pational Group	Year			W	orkforce Wo						Hires	omen			Pi	romotio w	omen .			Terr	ninatio w	ns omen	
(EEO	G)		All Employees	Represen	itation	Avail	,	Gap	EE Result	All Employees	Act		Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Actua		Expected	Difference
		#																#						
	other Sales & Service ersonnel	2016 2019	19 0 0 0,0 0,0 0 0 0 0 0 0 0 0 0 0 0 0 0																					
		2016																						
14 0	ther Manual Workers	2019	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	C	0
Total	=	2016 2019	186 200	43	23.1	23.1 22.8		-5	100.1 89.9	83	25	30.1	19	6		0	0.0	0		70	27	38.6	16	11
	ļ	2019	200	71	20.5	22.0	- 40	-5	09.9	83	23	30.1	17	0	<u>, </u>	<u> </u>	0.0		<u> </u>	70	2/	36.0	10	' 11
Data sou	irces:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	E ÷ D x 100	Part 3: Goals	E÷ G x 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷ K x 100	Part 3: Goals	F÷M x 100											
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	oyment Equity	Year	Fl	ow Data			Short-ter				Long-teri													
Occup (EEO	pational Group PG)		All Employees	Wom		Goal	Wor Percent of	nen Goal	Percent of	Goal	Wom Percent of	Goal	Percent of					(Commen	ts				
	-	#	¥	#	%	#	Goal Met	%	Goal Met	#	Goal Met													
	Other Sales & Service	2019	0	0	0.0	0	0.0	0.0	0.0	7 0	0.0	0.0	0.0											
	ersonnel	2022	0	0	0.0			0.0	0.0			0.0	0.0											
14 O	other Manual Workers	2019 2022	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
		2022	83	25	0.0 30.1	7	357.1	0.0	0.0	3	833.3	0.0	0.0											
Total		2022	83	25	30.1			0.0	0.0			0.0	0.0											

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	loyment Equity ipational Group	Year			W	orkforce Aboriginal	Peoples					Hires	inal Peoples			P	Promotion Aborion	nal Peoples			Ter	minatio Aborioio	ns al Peoples	
(EE			All Employees	Represe	ntation	Availal		Gap	EE Result	All Employees	Act	_	Expected	Difference	All Employees	Ac	tual	Expected	Difference	All Employees	Actus		Expected	Difference
		#	#	#	%	%	Ħ	il	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01	Senior Managers	2016 2019	5	0	0.0	3.2	0	0	0.0	1	0	0.0	1	0			0.0	0		2	0	0.0	0	
	Middle & Other	2016	24	0	0.0		0	0	0.0	4	0	0.0		0			0.0	0	0		0	0.0	U	
02	Managers	2019	20	0	0.0	2.7	1	-1	0.0	8	0	0.0	0	0	0	0	0.0	0	0	5	0	0.0	0	0
03	Professionals	2016 2019	88 98	0	0.0 0.0	0.0	0	0	0.0	31	1	3.2		1			0.0	0	0	28	1	3.6	0	1
	Semi-Professionals &	2016	44	0	0.0	<u> </u>	0	0	0.0	31	1	3.2		1			0.0	0	0	26	1	3.0	U	1
04	Technicians	2019	50	0	0.0	1.5	1	-1	0.0	21	0	0.0	0	0	0	0	0.0	0	0	15	0	0.0	0	0
05	Supervisors	2016 2019	0	0	0.0 0.0	0.0	0	0	0.0	6	0	0.0		0			0.0	0	0	0	0	0.0	0	0
0.6	Supervisors: Crafts &	2019	0	0	0.0		0	0	0.0	0	U	0.0	0	0		1 0	0.0	0	0	8	0	0.0	U	0
06	Trades	2019	0	0	0.0	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 s	purces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷ K x 100	Part 3: Goals	F ÷ M x 100											
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			New	Entran	ıts				G	oals														
	loyment Equity	Year	F	ow Data Aborigina	I Daniela	S		rm Goals al Peoples	i .		Long-teri Aboriginal							,						
Oec (EE	ipational Group OG)		All Employees			Goal	Aporigin Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					Ĺ	ommen	ts				
		#	#	#	9/6	Goal #	Goal Met	%	Goal Met	Goai #	Goal Met	%	Goal Met											
0.4	2	2019	4	0	0.0	# 0	0.0	0.0	0.0	# 0	0.0	0.0	0.0											
	Senior Managers	2022	4	0	0.0			0.0	0.0			0.0	0.0											
02	Middle & Other Managers	2019 2022	8	0	0.0	0	0.0	0.0 2.7	0.0	0	0.0	0.0 2.7	0.0											
03	Professionals	2019	31	1	3.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Semi-Professionals &	2022 2019	31 21	1 0	3.2 0.0	0	0.0	0.9	358.4 0.0	0	0.0	0.9	358.4 0.0											
U4	Technicians	2022	21	0	0.0		-	1.5	0.0			1.5												
05	Supervisors	2019 2022	6	0	0.0	0	0.0	0.0	0.0		0.0	0.0	I											
06	Supervisors: Crafts &	2019	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
	Trades	2022	0	0	0.0			0.0	0.0			0.0	0.0											

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Employment Equity Occupational Group	Year			W	orkforce Aboriginal	Paontes					Hires	inal Peoples			P	Promotion	nal Peoples			Ter	minatio Aborioir	ns al Peoples	
(EEOG)		All Employees	Represe	entation	Availab		Gap	EE Result	All Employees	Act	-	Expected	Difference	All Employees	Ac	tual	Expected	Difference	All Employees	Actus		Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07 Administrative & Senior Clerical	2016	5	0	0.0	0.0	0	0	0.0	6	0	0.0		0			0.0	0	0	7	0	0.0	0	
Skilled Sales &	2019	0	0	0.0		0	0	0.0	0	0	0.0	0	0		0	0.0	0	0	/	0	0.0	U	
Service Personnel	2019	4	0	0.0	1.2	0	0	0.0	2	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	11	0	0.0 0.0	0.0	0	0	0.0	1	0	0.0		0			0.0	0	0	0	0	0.0	0	
	2019	9	0	0.0		0	0	0.0	1	0	0.0		0		0	0.0	0	0	0	0	0.0	U	
10 Clerical Personnel	2019	8	0	0.0	1.6	0	0	0.0	4	0	0.0	0	0	0	0	0.0	0	0	4	0	0.0	0	0
Intermediate Sales & Service Personnel	2016	0	0	0.0 0.0	0.0	0	0	0.0	0	0	0.0		0			0.0	0	0	0	0	0.0	0	
Semi-Skilled Manual	2019	0	0	0.0		0	0	0.0	0		0.0		0		0	0.0	U	0	0	0	0.0	0	
Workers	2019	0	0	0.0	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	÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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Employment Equity	Year	F	low Data Aborigina	1 Daniel	S		rm Goals	5		Long-teri Aboriginal							,	,					
Occupational Group (EEOG)		All Employees			Goal	Aborigin Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					(Commen	ts				
	#	#	#	%	goai	Goal Met	%	Goal Met	Goai #	Goal Met	%	Goal Met											
Administrative &	2019	6	0	0.0	0	0.0	0.0		0		0.0	0.0											
07 Senior Clerical	2022	6	0	0.0			0.0	0.0			0.0	0.0											
08 Skilled Sales & Service Personnel	2019	2	0	0.0	0	0.0	0.0		0	0.0	0.0	l											
Skilled Crafts &	2019	1	0	0.0	0	0.0	0.0		0	0.0	0.0												
09 Trades Workers	2022	1	0	0.0			0.0				0.0	0.0											
10 Clerical Personnel	2019	4	0	0.0		0.0	0.0		0	0.0	0.0	0.0											
11 Intermediate Sales &	2019	0	0	0.0		0.0	0.0		0	0.0	0.0												
Service Personnel	2022	0	0	0.0			0.0			0.0	0.0	1											
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0		0	0.0	0.0	I											
	2022	L 0	ı "	0.0			1 0.0	0.0			0.0	1 0.0	l .										

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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	
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Employment Equity Occupational Group	Year			W	orkforce						Hires	inal Peoples			Pi	omotio	ns inal Peoples			Ter	minatio			
(EEOG)		All Employees Representation Availability Gap EE Result All Employees Actual Expected Difference All Employees Actual Expected Difference Actual Expected Di															Difference							
	#	# # # % % # # % # # % # # # # # # # # #															#							
Other Sales & Service	2016	0				0	0					0.0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0												
Personnel	2019	0	0		0.0	0	0	0.0	0	0	0.0													
14 Other Manual Workers	2016 2019	0	0		0.0	0	0	0.0	0		0.0				0	0.0	0	0	1	0	0.0			
	2019	186	0		0.0	0	0	0.0	0	-	0.0	0	0	1 0	0	0.0	0	0	1	0	0.0	0	0	
Total	2019	200	0	4	1.3	3	-3		83	1	1.2	1	0	0	0	0.0	0	0	70	1	1.4	0	1	
											·	·	1											
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷ K x 100	Part 3: Goals	F ÷ M x 100												
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Employment Equity	Year	Fl	low Data	ı		Short-te	rm Goals	i .		Long-ter	m Goals													
Occupational Group	rear		Aborigin	al Peoples			al Peoples			Aborigina	l Peoples						(Commen	ts					
(EEOG)		All Employees	Ac	tual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
	#	#	#	%	#	%	%	%	#	%	%	%												
Other Sales & Service Personnel	2019 2022	0	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0												
	2022	0	0		0	0.0	1		0	0.0	0.0													
14 Other Manual Workers	2022	0	0	:			0.0	0.0			0.0	0.0												
Total	2019	83	1	1.2	0	0.0			0	0.0	0.0	0.0												
	2022	83	1	1.2			0.0	0.0			0.0	0.0												

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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		Part 2: Flow Data Analysis	Anaiysis		P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	
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Em	ployment Equity					orce An						Hires			I		Data A			Τ	Т	erminati	ons	
Occ	upational Group	Year	All Employees			Persons with				All Employees			ith Disabilitie	s				ith Disabilitie	s	.ue i			vith Disabilitie	s
(EE	OG)			Represe		Availa		Gap	EE Result		Ac		Expected	Difference	All Employees	A	tual	Expected	Difference	All Employees		tual	Expected	Difference
01		2016	# 29	# 0	0.0	0.0	#	#	0.0	#	#	%	#	#	#	#	%	#	#	#	#	9%	#	#
	Managers	2019	26		0.0	5.0		-1	0.0		0	0.0	1	-1			0.0	0	0	7	0	0.0		0
	Professionals	2016	88		0.0	0.0		0	0.0		Ŭ	0.0					0.0			,			, ,	Ŭ
03		2019	98		0.0	8.9		-9	0.0		0	0.0	3	-3	0	C	0.0	0	0	28	0	0.0	0	0
04	Semi-Professionals & Technicians	2016 2019	50	0	0.0	0.0 7.6		-4	0.0		0	0.0	2	-2	0	C	0.0	0	0	15	0	0.0	0	0
05	Supervisors	2016	0	0	0.0	0.0	0	0	0.0															
	Supervisors: Crafts &	2019	0	0	0.0	0.0		0	0.0	6	0	0.0	0	0	0	C	0.0	0	0	8	0	0.0	0	0
06	Trades	2019	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	C	0.0	0	0	0	0	0.0	0	0
Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷ K x 100	Part 3: Goals	F ÷ M x 100											
3		1		1	1	↓	1	Ţ	1	1	1	Ţ	1	ı										
				Entrar	its					oals	-													
	ployment Equity upational Group	Year	F	ow Data Person			Short-ter				Long-teri Persons with							-	Commen	to				
	OG)		All Employees	Disabi		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						Johnnen	13				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
01 &	Managers	2019	12	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0											
02	Internation	2022	12	0	0.0			5.0	0.0			5.00	0.0											
03	Professionals	2019 2022	31 31	0	0.0	0	0.0	0.0 8.9	0.0		0.0	0.00 8.90	0.0											
04	Semi-Professionals &	2019	21	0	0.0		0.0	0.0	0.0	1	0.0	0.00	0.0											
05	Technicians Supervisors	2022	21 6	0	0.0	0	0.0	7.6 0.0	0.0		0.0	7.90 0.00	0.0											
		2022	6	0	0.0		0.0	0.0	0.0		0.0	0.00	0.0											
06	Supervisors: Crafts & Trades	2019	0	0	0.0		0.0	0.0			0.0	0.00	0.0	•										

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A B		Part 1:	Part 1:		Part 1:	<u> </u>		<u> </u>		Part 2: Flow	 	17			Part 2: Flow	N i	<u> </u>	1	J	Part 2: Flow		Λ	1
Data sources:		Workforce Analysis	Workforce E	E÷D (100	Workforce Analysis	D x G ÷ 100	E-H	E÷H x 100	Part 2: Flow Data Analysis	Data	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis		Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Data Analysis	V ÷ U x 100	U x F ÷ 100) V-X
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Employment Equity			Wo		orce Ana						111			T		Data An			T	Tes	* 41		
Occupational Group	Year				orkforce Persons with		i				Hires Persons w	vith Disabilitie	s			romotions Persons with					minatio	ons ith Disabilitie	es
(EEOG)		All Employees	Representation		Availal		Gap	EE Result	All Employees	Act		Expected	Difference	All Employees	Act			Difference	All Employees	Actu		Expected	Difference
A desirate of the State of the	2016	# 5	# 9	0.0	0.0	#	#	% 0.0	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07 Administrative & Senior Clerical	2016	5	0	0.0	-		-1	0.0		0	0.0		-1	0	0	0.0	0	0	7	0	0.0	0) 0
08 Skilled Sales &	2016	0	0	0.0	0.0		0	0.0								2.0							
Service Personnel Skilled Crafts &	2019	4 11	0	0.0	0.0		0	0.0		2 0	0.0	0	U	U	0	0.0	U	0	U	0	0.0	<u></u>	0
09 Trades Workers	2019	9	0	0.0	7.8	1	-1	0.0	1	. 0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016 2019	9	0	0.0	0.0 9.3		01	0.0	<u> </u>	. 0	0.0	Ι			0	0.0		0	[<u></u>	0	0.0	-	
Intermediate Sales &	2019	0	0 0	0.0	-		-1	0.0	7	1	0.0	 	V	V	' ·	0.0		V	'т	V	0.0		
Service Personnel	2019	0	0	0.0	 		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	, 0
12 Semi-Skilled Manual Workers	2016 2019	0	0 0	0.0	0.0		0	0.0		0	0.0		0	0	0	0.0	0	0	0	0	0.0	0	0
· · · · · · · · · · · · · · · · · · ·			.,		,i	,	·	φ	4	<u></u>			4	1									
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E ÷ D Analysis	D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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			v Entrants						Coals														
Employment Equity	Year	FI	low Data Persons with	th		Short-ter				Long-terr							-						
Occupational Group (EEOG)		All Employees	Disabilities			Persons with	<u> </u>	Percent of		Persons with		Percent of					C	omment	ts				
			Actual		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
Administrative &	2019	# 6	# 9	0.0	# 0	0.0	%	0.0	# 0	0.0	% 0.0	0.0											
Senior Clerical	2022	6	0	0.0			10.0	0.0	v		10.0	0.0											
08 Skilled Sales & Service Personnel	2019	2	0	0.0		0.0	0.0			0.0	0.0												
Skilled Crafts &	2022	1	0 0	0.0		0.0	0.0			0.0	0.0	-											
09 Trades Workers	2022	1	0	0.0			7.8	0.0			7.8	0.0											
10 Clerical Personnel	2019 2022	4	0 0	0.0		0.0	0.0 9.3			0.0	0.0 9.3												
Intermediate Sales &	2019	0	0	0.0		0.0	0.0			0.0	0.0	0.0											
Service Personnel Semi-Skilled Manual	2022		0 0	0.0		0.0	0.0			0.0	0.0												
Workers Wantan	2022	0	0	0.0			0.0				0.0		-										

									Feder	ral Conti	actors l	Progra	m Achie	evement	Report									
										Part 6: R	esults -	Person	s with I	Disabiliti	es									14
										In	stitut N	ational	d'Optio	que										04714
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Α	В	C	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U	V	W	X	Y
Data s	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
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				1	Vorkf e	orce An	alysis									Flow	Data A	nalysis						
	ployment Equity	Year			W	orkforce	•					Hires				P	romotio	ns			Te	rminatio	ns	
	upational Group OG)		All Employees				h Disabilities			All Employee			ith Disabilitie		All Employee	s		ith Disabilitie		All Employees			th Disabilitie	
(LL	OG)			Represen		Avail		Gap	EE Result		Act	-	Expected	Difference #	#	Act		Expected	Difference		Acti		Expected	Difference
	Other Sales & Service	# 2016	# 0	# 0	0.0	%	# 0	#	% 0.0	H	#	%	#	#	#	#	%	#	#	#	#	%	#	#
13	Personnel	2019	0	0	0.0	0.0		0	0.0	C	0	0.0	0	0		0	0.0	0	C	0	0	0.0	0	0
	Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0															
14	Other Manual Workers	2019	0	0	0.0	0.0		0	0.0	C	0	0.0	0	0) (0	0.0	0	C	1	0	0.0	0	0
Tota	1	2016	186	0	0.0	0.0		0	0.0				ļ									0.0		
<u> </u>		2019	200	0	0.0	8.0	16	-16	0.0	83	0	0.0	'I /	-7	1	0	0.0	1 0		70	0	0.0	0	0
Data s	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	E ÷ D x 100	Part 3: Goals	E÷ G x 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷ K x 100	Part 3: Goals	F ÷ M x 100											
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			New	Entran	ts				G	oals														
Em	ployment Equity	Year	Fl	low Data			Short-ter	m Goals			Long-ter	m Goals		_										
Occ	upational Group	rear	All Employees	Persons Disabil			Persons with	Disabilities			Persons with	Disabilities		_				(Commen	ts				
(EE	OG)		All Employees	Actu	ıal	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	Ħ	%	%	%											
13		2019	0	0	0.0	0	0.0	0.0	0.0	C	0.0	0.0												
Н	2019	2019	0	0	0.0	0	0.0	0.0	0.0	(0.0	0.0	1											
14	IOther Manual Workers	2022	0	0	0.0	O		0.0	0.0		3,0	0.0												
Tota	1	2019	83	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0		-1										
100	ıl	2022	83	0	0.0			0.0	0.0			0.0	0.0											

									Feder	ral Contr	actors I	Progra	m Achie	vement l	Report									
									Par	t 7: Resu	ılts - Me	embers	of Visib	ole Minor	rities									15
										In	stitut N	ational	d'Optio	que										004715
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Α	В	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U	V	W	X	Y
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Data so	ources:		Workforce Analysis	Workforce Analysis	E ÷ D x 100	Workforce Analysis	D x G ÷ 100	E-H	E÷H x 100	Part 2: Flow Data Analysis	Data	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Data Analysis		P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Data	V÷Ux 100	U x F ÷ 100	V - X
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				V		orce An									·		Data A							
	ployment Equity upational Group	Year		1	W	Vorkforce Visible M	e Minorities				1	Hires	e Minorities			ŀ	Promotio	ns Minorities			Te	erminatio	ONS Minorities	
(EEC			All Employees	Represen	ntation		Minorities lability	Gap	EE Result	All Employees	Act	Visible tual	Expected	Difference	All Employees	Ac	Visible	- Minorities Expected	Difference	All Employees	s Act		Minorities Expected	Difference
	J	#	#	#	%	%	#	#	%	#	#	- %	#	#	#	#	- %	#	#	#	#	%	#	#
01	Senior Managers	2016	5	0	0.0		0	, 0	0.0													·		
\perp	-	2019	6	, 0	0.0			-1			1 0	0.0	0	0	0	0	0.0	0	C) 2	2 0	0.0	0	0
1 02 1	Middle & Other	2016	24		0.0			0'	0.0				ļ	ļ			1	ļ	ļ	1 ,	1		<u></u>	1
H	2	2019	20 88	+	0.0 2.3			-4	98.8	8	3 0	0.0) 1	-1	l v	0	0.0	U	<u> </u>) 3	5 0	0.0	0	+
03 F	Professionals	2016	98		4.1		-			31	2	6.5	8	3 -6		0	0.0	+	 	0 28	8 0	0.0	. '	1 -1
1		2019	44	+	0.0			0	0.0	-	+-				+ + +		<u> </u>	<u> </u>		<u>'</u>	1			
1 04 1	Technicians	2019	50		2.0			5 -5		21	1	4.8	2	-1	. 0	0	0.0	0	0) 15	5 0	0.0	0	0
05	Supervisors	2016	0	0	0.0	0.0		0'	0.0															
\vdash	*	2019	0	0	0.0			0'	0.0		0	0.0	0	0	0	0	0.0	0	0	8	8 0	0.0	0	0
	Supervisors: Crafts & Trades	2016	0	0 0	0.0			1 6	0.0		0	0.0				0	0.0	<u> </u>	0	1 (0 0	0.0	<u> </u>	+ 0
ш	ITaucs	2017	v	V _I		0.0	<u> </u>	ٽـــــــا	V.V	<u> </u>	<u> </u>	<u> </u>	<u>' </u>	v		V	<u> </u>			<u>"</u> 1	<u>'l ':</u>			
Data so	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100	***************************************										
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	1			v Entran	its				G	loals														
	ployment Equity	Year	F	low Data				rm Goals	š		Long-teri													
	upational Group	1	All Employees	Visible Mi			1	Minorities	Tof		Visible Mi	inorities I	T ₂ =tof					(Commen	its				
(EEC	UG)			Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	#	%	%	9/0											
01	Senior Managers	2019	4	0	0.0		0.0	0		1	0.0	0.0	0.0	_										
\vdash	-	2022	4	8 0	0.0	_		11.5		1	1 00	11.5												
	Middle & Other Managers	2019	8	8 0	0.0		0.0	17.6			0.0	17.6	0.0	-1										
	_	2019	31	,	6.5		66.7	4			66.7	0.0												
0.5 F	Professionals	2022	31	2	6.5	5		27.0	23.9			27.0	23.9	,										
	Semi-Professionals &	2019	21		4.8		0.0	72	1		2 50.0	0.0		-										
Η'	Technicians	2022	21	+ +	4.8			11.7				11.7												
05 5	Supervisors	2019	6	5 0	0.0		0.0	0.0		· · · · · · · · · · · · · · · · · · ·	0.0	0.0	0.0	-										
+	Supervisors: Crafts &	2022	0	0	0.0		0.0	20			0.0	4												
06 7	Trades	2022	0	0	0.0			0.0				0.0	0.0	-										
						<u> </u>					3/////////////////////////////////////					***************************************						200000000000000000000000000000000000000		

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A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	Р	Q	R	S	Т	U	V	W	X	Y										
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	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		V ÷ U x 100	U x F ÷ 100	V - X										
	1	\	<u> </u>	\	1		<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	1	1	<u> </u>	↓ ·	<u> </u>	<u> </u>	\	<u> </u>	<u> </u>										
E and a mark Family			1		orce Ana									1		Data Ar			т —														
Employment Equity Occupational Group	Year			W	Vorkforce Visible Mi						Hires Visible	e Minorities			P	Promotion Visible	Minorities				erminatio Visible	ONS Minorities											
(EEOG)		All Employees	Represen	ntation	Availal		Gap	EE Result	All Employees	s Acti		Expected	Difference	All Employees	Ac	etual	Expected	Difference	All Employees	S Act		Expected	Difference										
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#										
07 Administrative & Senior Clerical	2016	5	0	0.0			1 0	0.0		5 0	0.0	1 0		1 0		0.0		<u> </u>	,	7 0	0.0	<u> </u>	<u>, </u>										
08 Skilled Sales &	2019	0	0	0.0			J 0	0.0				 		+		- ···	Ť		<u>'</u>	1													
Service Personnel	2019	4	0	0.0			-1	0.0		2 0	0.0	0	0	0'	0	0.0	0	0		0 0	0.0	0	0										
09 Skilled Crafts & Trades Workers	2016 2019	11	0	0.0	1	0'	0 -1	,		0	0.0	1	 	1 0		0.0		<u> </u>	,	0 0	0.0		, 										
	2019	9	0	0.0		0		0.0		-	0.0	 		+ -		0.0			 	1		-											
10 Clerical Personnel	2019	8	0	0.0	4.1	0	0	0.0	4	1 0	0.0	0	0) 0'	0	0.0	0	0	4	4 0	0.0	0	0										
Intermediate Sales & Service Personnel	2016	0	0	0.0	- i		0	0.0) 0			<u> </u>	!		0.0		<u> </u>	<u> </u>				+										
Service Personnel Semi-Skilled Manual	2019 2016	0	0	0.0			0 0	0.0		U	0.0		0,	+ 4	U	0.0	٧			0	0.0	-											
Workers Workers	2019	0	0	0.0	- i		0	0.0		0	0.0	0	0) 0'	, 0	0.0	0	0	, (0 0	0.0	0	0										
		 I	T		7	,			Ţ		J		4																				
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100																					
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			Entran						Goals		_																						
Employment Equity	Year	FI	low Data Visible Mi		2		erm Goals Minorities	<u>i</u>	 	Long-tern Visible Mir								on															
Occupational Group (EEOG)		All Employees				Percent of	1	Percent of		Percent of	Goal	Percent of						Commen	ts														
	#	#	# #	9%	Goai #	Goal Met	Goar %	Goal Met	- G0ai 	Goal Met	Goar %	Goal Met																					
Administrative &	2019	6	0	0.0		0.0	0.0			0.0	0.0																						
Senior Clerical	2022	6	0	0.0			0.0	_			0.0	+																					
08 Skilled Sales & Service Personnel	2019	2	0	0.0		0.0	0.0			0.0	0.0	-	-																				
Skilled Crafts &	2022	1	0	0.0		0.0	//	_		0.0	0.0	+											-										
09 Trades Workers	2022	1	0	0.0)		11.4	0.0)		11.4	1 0.0																					
10 Clerical Personnel	2019	41	0	0.0		0.0	0.0			0.0	0.0	+	-																				
Intermediate Sales &	2022	0	0	0.0		0.0	4	_		0.0	0.0	+																					
Service Personnel	2022	0	0	0.0)		0.0	0.0)		0.0	0.0																					
12 Semi-Skilled Manual Workers	2019	0	0	0.0		0.0	99			0.0	0.0		-																				
WOIKEIS	2022	U	U	0.0			0.0	0.0			0.0	0.0																					

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								Par	t 7: Resu	ılts - Mo	embers	of Visib	le Mino	rities									
									In	stitut N	ational	d'Optio	que										004717
										Janu	ary 29	, 2020											
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		Part 1:	Part 1:	E÷D	Part 1:	DxG		E÷H	Part 2: Flow	Part 2: Flow	L÷K			Part 2: Flow	Part 2: Flow				Part 2: Flow	Part 2: Flow	V÷Ux		
Data sources:		Workforce Analysis	Workforce Analysis	x 100	Workforce Analysis	÷ 100	E-H	x 100	Data Analysis	Data Analysis	x 100	K x G ÷ 100	L-N	Data Analysis	Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q-S	Data Analysis	Data Analysis	100	U x F ÷ 100	V-X
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			1		rce An										Flow I)ata A	nalysis						
Employment Equity Occupational Group	Year			W	orkforce	4inorities				ı	Hires	Minorities			Pi	omotio	Minorities			Ter	minatio	ns Minorities	
(EEOG)		All Employees	Represei	ntation		ability	Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Acti		Expected	Difference	All Employees	Actu		Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
Other Sales & Service Personnel	2016	0	0	0.0	0.0	i	0	0.0			0.0					0.0	0				0.0		
	2016	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	, 0	0	0.0	0		0	0	0.0	- 0	
14 Other Manual Worker	s 2019	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	() 1	0	0.0	0	0
Total	2016	186 200	2	1.1 2.5	1.1	39	-34	97.8 12.9	83	3	3.6	16	-13	8 0	0	0.0			70	0	0.0		
	2019	200	3	2.3	19.4	39	-34	12.9	83	1 3	3.0	16	-13	<u> </u>	<u> </u>	0.0] 0		70	0	0.0	1	-1
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data l Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷ K x 100	Part 3: Goals	F ÷ M x 100											
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		New	/ Entran	ıts				G	oals														
Employment Equity	Year	F	low Data				rm Goals			Long-ter													
Occupational Group (EEOG)		All Employees	Visible M Acti		Goal	Percent of	finorities Goal	Percent of	Goal	Visible M Percent of	Goal	Percent of					(Commen	ıts				
	#	#	H	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
Other Sales & Service		0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Personnel	2022	0	0	0.0		_	0.0	0.0			0.0	0.0											
14 Other Manual Worker	2019 2022	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Total	2019	83	3	3.6	3	100.0	0.0	0.0	8	37.5	0.0												
Total	2022	83	3	3.6			0.0	0.0			0.0	0.0											

Federal Contractors Program Achievement Report Part 8: Reasonable Efforts Institut National d'Optique January 29, 2020

Efforts

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

Required measures:

V	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
V	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.
J	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.
7	Put in place a strategy to ensure a barrier-free workplace.
	Undertook initiatives to increase representation where gaps in representation were found.
7	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance nent.
V	Impact of economic and industrial conditions on the organization.
	Scarcity of skilled workers and specialized expertise, coupled with economic conditions that favour full employment, the gap between organizational needs and the statistically "available" resources is likely justified and real.
7	Any reorganization or other corporate structural changes.
	A reorganization of our organizational structure resulted in the addition of one reporting level. Two director positions were posted, and one of them was filled by a woman.
	Acquisitions, mergers or transfers of employees.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

Strikes (inclemployees).	lude dates, the number of employees affected and the occupational groups of thos
Other.	

Additional Details

Please provide any additional information (optional):

Our organization is extremely complex because of the type of research and development activities that we conduct. The lifeblood of our organization is mostly employees who have highly specialized skills in very specific fields of expertise. Also, all employees must participate in the industrial security program, which requires them to get security clearance from PWGSC. Since the labour pool is already extremely limited because of the nature of our activities and our very specific needs, even if we make every effort with regard to employment equity, we will

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Institut National D'Optique

Primary Location: Québec (Québec)

Number of Employees: 200

•	Ontario	2
•	Québec	198

Organization Overview:

NAICS

Institut National D'Optique is a technology design and development firm for optic and photonic solution. The Company's line of business includes providing commercial physical and biological research and development.

Key Dates – First Year Assessment

Initiated:	2016-07-29
Received:	2016-10-17
Closed:	2016-10-19
Workforce Analysis:	2016-10-07

Key Dates – Subsequent Assessment

Initiated:	2019-07-31
Received:	2020-02-06
Workforce Analysis:	2019-07-31

DATA VERIFICATION

Comments: None

I have verified that the data provided as part of the subsequent assessment package is

consistent with that provided during the previous submission: $\hfill \boxtimes$ Yes $\hfill \square$ No
Comments: None
I have verified that the data provided in the Achievement Report is consistent with that found in Forms 1 to 6: \boxtimes Yes \square No

ASSESSMENT OF REASONABLE PROGRESS

- The organization established goals in numbers and not in percentages.
- The previous compliance assessment revealed 14 gaps and three short term goals were set.

Women

01	Senior Managers	Goal not met (0% achieved)
02	Middle & Other Managers	No goal set
04	Semi-Professionals & Technicians	No goal set
10	Clerical Personnel	Goal met at 150%

Assessment/Observations

• EEOG 01: There were four new entrants in this EEOG and none were women. Given the availability of 27.4%, at least one would have been expected.

Aboriginal Peoples

02 Middle & Other Managers No gaol set	
--	--

Assessment/Observations

None

Persons with Disabilities

01/02	Managers	No gaol set
03	Professionals	No gaol set
04	Semi-Professionals & Technicians	No gaol set
10	Clerical Personnel	No gaol set

Assessment/Observations

None

Members of Visible Minorities

01	Senior Managers	No gaol set
02	Middle & Other Managers	No gaol set
03	Professionals	Goal not met (67% achieved)
04	Semi-Professionals & Technicians	No gaol set
09	Skilled Crafts & Trades Workers	No gaol set

Assessment/Observations

• EEOG 03: There were 31 new entrants including two members of visible minorities. This represents a hiring rate of 6.5%. At LMA rate of 26.0%, at least eight members of visible minorities would have been expected.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
 - Three goals were set and one was achieved. There were sufficient hiring and promotion opportunities in both instances where goals were not achieved to expect reasonable progress.
 - An assessment of reasonable efforts was completed and the organization implemented all the required measures and other additional measures.

ASSESSMENT OF GOALS

• A goal at minimum equal to LMA has been set for every gap in representation uncovered by the workforce analysis.

Women

Workforce Analysis Results		Goals				
5 15 iv 0 vi 10 (5500)	Cara	Short- term	Long- term	Representation	LMA	
Employ	nployment Equity Occupational Group (EEOG) Gap	Сар	(1 to 3	(+3		
			years)	years)		
#	Description	#	%	%	%	%
01	Senior Managers	-2	27.6	27.6	0	27.6
02	Middle & Other Managers	-1	39.4	39.4	35.0	39.4
03	Professionals	-1	20.4	20.4	19.4	20.4
04	Semi-Professionals & Technicians	-1	10.0	10.0	8.0	10.0
07	Admin & Senior Clerical Personnel	-2	50.0	50.0	40.0	80.4

Observations: None

Aboriginal Peoples

Workforce Analysis Results		Go	als		
Franklauma ant Faulitus Occumentional Cucum (FFOC)	Can	Short- term	Long- term	Representation	LMA
Employment Equity Occupational Group (EEOG)	Gap	(1 to 3	(+3		
		years)	years)		

#	Description	#	%	%	%	%
02	Middle & Other Managers	-1	2.7	2.7	0	2.7
03	Professionals	-1	0.9	0.9	0	0.9
04	Semi-Professionals & Technicians	-1	1.5	1.5	0	1.5

Observations: None

Persons with Disabilities

	Workforce Analysis Results		Goals			
5 1 15 ii 0 1i 10 (5500)	Can	Short- term	Long- term	Representation	LMA	
Employ	Employment Equity Occupational Group (EEOG)	Gap	(1 to 3	(+3		
			years)	years)		
#	Description	#	%	%	%	%
01/02	Managers	-1	5.0	5.0	0	5.0
03	Professionals	-9	8.9	8.9	0	8.9
04	Semi-Professionals & Technicians	-4	7.6	7.9	0	7.6
07	Admin & Senior Clerical Personnel	-1	10.0	10.0	0	10.0
09	Skilled Crafts & Trades Workers	-1	7.8	7.8	0	7.8
10	Clerical Personnel	-1	9.3	9.3	0	9.3

Observations: None

Members of Visible Minorities

Workforce Analysis Results		Goals				
		Can	Short- term	Long- term	Representation	LMA
Employ	Employment Equity Occupational Group (EEOG)	Gap	(1 to 3	(+3		
			years)	years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	11.5	11.5	0	11.5
02	Middle & Other Managers	-4	17.6	17.6	0	17.6
03	Professionals	-22	27.0	27.0	4.1	27.0
04	Semi-Professionals & Technicians	-5	11.7	11.7	2.0	11.7
08	Skilled Sales & Service Personnel	-1	16.8	16.8	0	16.8
09	Skilled Crafts & Trades Workers	-1	11.4	11.4	0	11.4

Observations: None

RECOMMENDATION

I recommend that	the employer be found
⊠in compliance	☐ in non-compliance

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

- Institut National D'Optique met one of the three objectives set during the first conformity assessment. Analysis of the documentation indicates that the organization had sufficient hiring and promotion opportunities to meet the objectives set.
- We encourage the implementation of special measures to ensure the achievement of the objectives set out in this assessment and thus increase the representation of designated group members. National Optics Institute could focus on the early stages of the recruitment process to ensure that there are no barriers in place that prevent the achievement of full representation of designated group members.
- It may be advantageous to develop relationships with colleges, universities or professional associations to identify and recruit qualified students or professionals from the designated groups. Fostering relationships with these organizations may allow you to fill gaps in the representation of designated group members through internships or permanent positions when vacancies arise.

Name of Analyst: Maurice N. Yakibonge

Date: 2020-05-20

From: Yakibonge, Ntambwe Maurice N [NC]

Sent: June 12, 2020 3:41 PM To: 'martin.larrivee@ino.ca' Cc: 'karine.romain@ino.ca'

Subject: Government of Canada Agreement Number: 050430 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Mr. Larrivée:	

Lam writing to inform you that the subsequent compliance assessment initiated on July 31, 2019, has been completed. As a result of the assessment, Institut National d'Optique 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 Institut National d'Optique's employment equity program.

- Institut National D'Optique met one of the three goals set at the first compliance assessment. The
 analysis of the documentation indicates that the organization has sufficient hiring and promotion
 opportunities to meet the goals set.
- We encourage you to implement special measures to ensure the achievement of the goals set
 out in this assessment and thus increase the representation of members of designated groups.
 Institut National D'Optique could focus on the early stages of the recruitment process to ensure
 that there are no barriers in place that prevent the achievement of full representation of members
 of designated groups.
- It may be beneficial to develop relationships with colleges, universities or professional
 associations to identify and recruit students or professionals that are part of a designated group.
 Fostering relationships with these organization may allow you to fill gaps in the representation of
 members of designated groups through internships or permanent employment where vacancies
 arise.

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 July 31, 2022. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When your organization is notified of the next assessment, the following information will be required by the due date:

- Workforce data (Forms 1 to 6) at the national level;
- An updated workforce analysis; and
- A completed Achievement Report that includes revised short-term and long-term numerical goals for any gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, Institut National d'Optique will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.



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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Institut National d'Optique continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



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

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

