



s.24(1)

Labour Program
Federal Contractors Program

| |
|-------------------|
| OFFICIAL USE ONLY |
| Agreement N°: |

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

| ORGANIZATION | |
|--|--|
| Legal Name of Organization L.P. Royer inc. | Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Operating Name (if different from Legal Name of Organization) | Business Number [REDACTED] |
| Organization's North American Industry Classification System (NAICS) Canada 2012 Code Number. To find your organization's four-digit NAICS code please visit: http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=118464 3162 | Total number of employees in Canada (Permanent Full-time and/or Part-time) <input type="checkbox"/> Federally Regulated <input type="checkbox"/> Provincially Regulated |

| HEAD OFFICE | | | |
|--|--------------------|----------------|------------------------|
| Address (building number, street, suite, etc.) 712 rue Principale | City Lac-Drolet | Province Qc | Postal Code G0X 1C0 |
| Telephone Number 819-549-2100 | | | |

| EMPLOYMENT EQUITY CONTACT | | |
|----------------------------------|-------------------------------------|---|
| Name (print) Jocelyne Poulin | Title Director, Human Resources | |
| Telephone Number 819-549-2100 | E-mail Address jpoulin@royer.com | Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French |

| CERTIFICATION |
|---|
| The above-named organization: <ul style="list-style-type: none"> having a combined workforce of 100 or more permanent full-time and/or permanent part-time employees in Canada, AND intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a supply arrangement, valued at \$1,000,000 or more (including applicable taxes) hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please contact the Labour Program at the email address provided at the bottom of this form. |
| <p>Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.</p> |

| SIGNATORY | | |
|---|---|---|
| <p>NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.</p> | | |
| Name (print) Simon La Rochelle | Title President | |
| Telephone Number 819-549-2100 | E-mail Address slarochelle@royer.com | Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French |
| Signature | | Date (YYYY-MM-DD) 2014-02-25 |

| Privacy Notice: |
|--|
| The information you provide on this form is collected under the authority of section 42 of the <i>Employment Equity Act</i> to determine your eligibility for the Federal Contractors Program (FCP). Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract. The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you. |

| RETURN INSTRUCTIONS |
|---|
| <p>IMPORTANT</p> <ul style="list-style-type: none"> The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: ee-eme@hrsdcc-rhdcc.gc.ca |



L.P. Royer Inc. (Certificate # 050506)

EMPLOYMENT EQUITY: EMPLOYER IDENTIFICATION, SUMMARY REPORT AND CERTIFICATION

Exp Adm 2018-02-23

Geographic regions

(INDICATE THE NUMBER OF EMPLOYEES IN EACH REGION).

| | Province | | | | Census Metropolitan Area | |
|--|---------------------|---------------------|-----------|---------------------------|---|------------|
| | Permanent full time | Permanent part-time | Temporary | Total number of employees | | |
| Quebec | 133 | 0 | 0 | 133 | Sherbrooke | 16 |
| | | | | | Qc minus RMRs | 117 |
| Total number of employees in Canada | | | | 133 | Total number of employees as of Canada | 133 |



FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / National

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| 0016: Senior Managers - Construction, Transportation, Manufacturing and Utilities Upper value: \$90,000 - \$94,999 Lower value: \$90,000 - \$94,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| 0111: Financial Directors Upper value: \$100,000 and over Lower value: \$85,000 - \$89,999 | 4 | 1 | | 1 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 2 | | 2 | | | | | | | | | |
| 0112: Human Resources Managers Upper value: \$75,000 - \$79,999 Lower value: \$75,000 - \$79,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | 1 | | 1 | | | |
| | Total | 1 | | 1 | | | | 1 | | 1 | | | |
| 0113 : Purchasing Managers Upper value: \$65,000 - \$69,999 Lower value: \$65,000 - \$69,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / National

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| 0124 : Advertising, marketing and public relations managers Upper value: \$75,000 - \$79,999 Lower value: \$75,000 - \$79,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | 1 | 1 | | | | | | | |
| | Total | 1 | 1 | | 1 | 1 | | | | | | | |
| 0211: Engineering Services Managers Upper value: \$75,000 - \$79,999 Lower value: \$75,000 - \$79,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| 0213: Computer Systems Managers Upper value: \$65,000 - \$69,999 Lower value: \$65,000 - \$69,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| 0601: Corporate Sales Managers Upper value: \$100,000 and over Lower value: \$50,000 - \$54,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | 1 | 1 | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 3 | 3 | | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / National

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|---|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| 0911: Manufacturing Managers Upper value: \$100,000 and over Lower value: \$100,000 and over | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| 1123: Advertising, marketing and public relations professionals Upper value: \$50,000 - \$54,999 Lower value: \$30,000 - \$34,999 | 4 | 2 | | 2 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 3 | | 3 | | | | | | | | | |
| 2141: Industrial and Manufacturing Engineers Upper value: \$70,000 - \$74,999 Lower value: \$60,000 - \$64,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 2 | 2 | | | | | | | | | | |
| 4163: Economic Development Officers, Marketing Researchers and Consultants Upper value: \$30,000 - \$34,999 Lower value: \$30,000 - \$34,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / National

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|---|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| | Total | 1 | | 1 | | | | | | | | | |
| 2233: Industrial and Manufacturing Engineering Technologists and Technicians Upper value: \$50,000 - \$54,999 Lower value: \$35,000 - \$39,999 | 4 | 2 | 2 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 3 | 2 | 1 | | | | | | | | | |
| 2252 : Industrial Designers Upper value: \$60,000 - \$64,999 Lower value: \$55,000 - \$59,999 | 4 | 1 | | 1 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 2 | | 2 | | | | | | | | | |
| 2261: Non-destructive testing inspectors and testers Upper value: \$30,000 - \$34,999 Lower value: \$30,000 - \$34,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| 5223 : Graphic Design Technicians Upper value: \$35,000 - \$39,999 Lower value: \$35,000 - \$39,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES
 Full time / National

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|---|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 5245: Patternmakers of Textile, Leather and Fur Products | 4 | 1 | 1 | | | | | 1 | 1 | | | | |
| Upper value: \$40,000 - \$44,999 | 3 | | | | | | | | | | | | |
| Lower value: \$35,000 - \$39,999 | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 2 | 1 | 1 | | | | 1 | 1 | | | | |
| 7301: Mechanical Contractors and Supervisors | 4 | | | | | | | | | | | | |
| Upper value: \$55,000 - \$59,999 | 3 | | | | | | | | | | | | |
| Lower value: \$55,000 - \$59,999 | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | 1 | 1 | | | | |
| | Total | 1 | 1 | | | | | 1 | 1 | | | | |
| 1223 : Human Resources and Recruitment Officers | 4 | | | | | | | | | | | | |
| Upper value: \$40,000 - \$44,999 | 3 | | | | | | | | | | | | |
| Lower value: \$40,000 - \$44,999 | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 1225 : Purchasing agents | 4 | | | | | | | | | | | | |
| Upper value: \$30,000 - \$34,999 | 3 | | | | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / National

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Lower value: \$30,000 - \$34,999 | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 1226: Conference and Event Planners Upper value: \$25,000 - \$29,999 Lower value: \$25,000 - \$29,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| 6221: Technical Sales Specialists - Wholesale Trade Upper value: \$70,000 - \$74,999 Lower value: \$65,000 - \$69,999 | 4 | 1 | 1 | | | | | 1 | 1 | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 3 | 3 | | | | | | | | | | |
| | Total | 4 | 4 | | | | | 1 | 1 | | | | |
| 7311: Construction millwrights and industrial mechanics Upper value: \$40,000 - \$44,999 Lower value: \$35,000 - \$39,999 | 4 | 2 | 2 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 3 | 3 | | | | | | | | | | |
| 1411: General office support workers | 4 | 1 | | 1 | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / National

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Upper value: \$25,000 - \$29,999 Lower value: \$20,000 - \$24,999 | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 2 | | 2 | | | | | | | | | |
| 1422 : Data Entry Clerk Upper value: \$35,000 - \$39,999 Lower value: \$30,000 - \$34,999 | 4 | 1 | | 1 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | 1 | | 1 | | | | |
| | Total | 2 | | 2 | | | | 1 | | 1 | | | |
| 1431 : Accounting and related clerks Upper value: \$40,000 - \$44,999 Lower value: \$40,000 - \$44,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 1432: Pay Administrators Upper value: \$35,000 - \$39,999 Lower value: \$35,000 - \$39,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 1521: Shippers and Receivers | 4 | 1 | 1 | | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / National

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|---|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Upper value: \$30,000 - \$34,999 Lower value: \$30,000 - \$34,999 | 3 | 4 | 3 | 1 | | | | 1 | 1 | | | | |
| | 2 | 1 | 1 | | 1 | 1 | | | | | | | |
| | 1 | 1 | 1 | | | | | 1 | 1 | | | | |
| | Total | 7 | 6 | 1 | 1 | 1 | | 2 | 2 | | | | |
| 1523 : Production logistics coordinators Upper value: \$55,000 - \$59,999 Lower value: \$55,000 - \$59,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | 1 | | 1 | | | |
| | Total | 1 | | 1 | | | | 1 | | 1 | | | |
| 6552: Other Information and Customer Service Attendants Upper value: \$30,000 - \$34,999 Lower value: \$25,000 - \$29,999 | 4 | 2 | 1 | 1 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 2 | | 2 | | | | 1 | | 1 | | | |
| | Total | 4 | 1 | 3 | | | | 1 | | 1 | | | |
| 7511: Transport Truck Drivers Upper value: \$20,000 - \$24,999 Lower value: \$20,000 - \$24,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / National

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|---|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| 9423: Operators of rubber processing machinery and related occupations Upper value: \$35,000 - \$39,999 Lower value: \$25,000 - \$29,999 | 4 | 6 | 6 | | 2 | 2 | | 2 | 2 | | | | |
| | 3 | 11 | 11 | | 2 | 2 | | 2 | 2 | | 3 | 3 | |
| | 2 | 1 | 1 | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | | 19 | 19 | | 4 | 4 | | 4 | 4 | | 3 | 3 |
| 9445: Fabric, Fur and Leather Cutters Upper value: \$30,000 - \$34,999 Lower value: \$30,000 - \$34,999 | 4 | 3 | 1 | 2 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 2 | 2 | | | | | 1 | 1 | | | | |
| | Total | | 5 | 3 | 2 | | | | 1 | 1 | | | |
| 9446 : Industrial Sewing Machine Operators Upper value: \$30,000 - \$34,999 Lower value: \$25,000 - \$29,999 | 4 | 23 | 1 | 22 | 4 | | 4 | 5 | | | 5 | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | | 24 | 1 | 23 | 4 | | 4 | 5 | | 5 | | |
| 9537: Erectors, finishers and inspectors of various products Upper value: \$35,000 - \$39,999 Lower value: \$30,000 - \$34,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | 1 | | 1 | | | | 1 | | 1 | | | |
| | 2 | 7 | 2 | 5 | 1 | | 1 | 2 | | 2 | | | |
| | 1 | 2 | | 2 | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / National

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| | Total | 11 | 3 | 8 | 1 | | 1 | 3 | | 3 | | | |
| 9619: Other Labourers in Processing, Manufacturing and Utilities Services | 4 | 14 | 2 | 12 | 1 | | 1 | 3 | 1 | 2 | | | |
| Upper value: \$30,000 - \$34,999 | 3 | 2 | | 2 | | | | 1 | | 1 | | | |
| Lower value: \$20,000 - \$24,999 | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 17 | 3 | 14 | 1 | | 1 | 4 | 1 | 3 | | | |
| Total number of employees | | 133 | 60 | 73 | 12 | 6 | 6 | 26 | 11 | 15 | 3 | 3 | |

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Quebec

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| 0016: Senior Managers - Construction, Transportation, Manufacturing and Utilities Upper value: \$90,000 - \$94,999 Lower value: \$90,000 - \$94,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | | 1 | 1 | | | | | | | | | |
| 0111: Financial Directors Upper value: \$100,000 and over Lower value: \$85,000 - \$89,999 | 4 | 1 | | 1 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | | 2 | | 2 | | | | | | | | |
| 0112: Human Resources Managers Upper value: \$75,000 - \$79,999 Lower value: \$75,000 - \$79,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | 1 | | 1 | | | |
| | Total | | 1 | | 1 | | | | 1 | | 1 | | |
| 0113 : Purchasing Managers Upper value: \$65,000 - \$69,999 Lower value: \$65,000 - \$69,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | | 1 | | 1 | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Quebec

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| 0124 : Advertising, marketing and public relations managers Upper value: \$75,000 - \$79,999 Lower value: \$75,000 - \$79,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | 1 | 1 | | | | | | | |
| | Total | 1 | 1 | | 1 | 1 | | | | | | | |
| 0211: Engineering Services Managers Upper value: \$75,000 - \$79,999 Lower value: \$75,000 - \$79,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| 0213: Computer Systems Managers Upper value: \$65,000 - \$69,999 Lower value: \$65,000 - \$69,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| 0601: Corporate Sales Managers Upper value: \$100,000 and over Lower value: \$50,000 - \$54,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | 1 | 1 | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 3 | 3 | | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Quebec

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|---|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| 0911: Manufacturing Managers Upper value: \$100,000 and over Lower value: \$100,000 and over | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| 1123: Advertising, marketing and public relations professionals Upper value: \$50,000 - \$54,999 Lower value: \$30,000 - \$34,999 | 4 | 2 | | 2 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 3 | | 3 | | | | | | | | | |
| 2141: Industrial and Manufacturing Engineers Upper value: \$70,000 - \$74,999 Lower value: \$60,000 - \$64,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 2 | 2 | | | | | | | | | | |
| 4163: Economic Development Officers, Marketing Researchers and Consultants Upper value: \$30,000 - \$34,999 Lower value: \$30,000 - \$34,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Quebec

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|---|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| | Total | 1 | | 1 | | | | | | | | | |
| 2233: Industrial and Manufacturing Engineering Technologists and Technicians Upper value: \$50,000 - \$54,999 Lower value: \$35,000 - \$39,999 | 4 | 2 | 2 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 3 | 2 | 1 | | | | | | | | | |
| 2252 : Industrial Designers Upper value: \$60,000 - \$64,999 Lower value: \$55,000 - \$59,999 | 4 | 1 | | 1 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 2 | | 2 | | | | | | | | | |
| 2261: Non-destructive testing inspectors and testers Upper value: \$30,000 - \$34,999 Lower value: \$30,000 - \$34,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| 5223 : Graphic Design Technicians Upper value: \$35,000 - \$39,999 Lower value: \$35,000 - \$39,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Quebec

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|---|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 5245: Patternmakers of Textile, Leather and Fur Products Upper value: \$40,000 - \$44,999 Lower value: \$35,000 - \$39,999 | 4 | 1 | 1 | | | | | 1 | 1 | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 2 | 1 | 1 | | | | 1 | 1 | | | | |
| 7301: Mechanical Contractors and Supervisors Upper value: \$55,000 - \$59,999 Lower value: \$55,000 - \$59,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | 1 | 1 | | | | |
| | Total | 1 | 1 | | | | | 1 | 1 | | | | |
| 1223 : Human Resources and Recruitment Officers Upper value: \$40,000 - \$44,999 Lower value: \$40,000 - \$44,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 1225 : Purchasing agents Upper value: \$30,000 - \$34,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Quebec

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Lower value: \$30,000 - \$34,999 | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 1226: Conference and Event Planners Upper value: \$25,000 - \$29,999 Lower value: \$25,000 - \$29,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| 6221: Technical Sales Specialists - Wholesale Trade Upper value: \$70,000 - \$74,999 Lower value: \$65,000 - \$69,999 | 4 | 1 | 1 | | | | | 1 | 1 | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 3 | 3 | | | | | | | | | | |
| | Total | 4 | 4 | | | | | 1 | 1 | | | | |
| 7311: Construction millwrights and industrial mechanics Upper value: \$40,000 - \$44,999 Lower value: \$35,000 - \$39,999 | 4 | 2 | 2 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 3 | 3 | | | | | | | | | | |
| 1411: General office support workers | 4 | 1 | | 1 | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Quebec

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Upper value: \$25,000 - \$29,999 Lower value: \$20,000 - \$24,999 | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 2 | | 2 | | | | | | | | | |
| 1422 : Data Entry Clerk Upper value: \$35,000 - \$39,999 Lower value: \$30,000 - \$34,999 | 4 | 1 | | 1 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | 1 | | 1 | | | | |
| | Total | 2 | | 2 | | | | 1 | | 1 | | | |
| 1431 : Accounting and related clerks Upper value: \$40,000 - \$44,999 Lower value: \$40,000 - \$44,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 1432: Pay Administrators Upper value: \$35,000 - \$39,999 Lower value: \$35,000 - \$39,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 1521: Shippers and Receivers | 4 | 1 | 1 | | | | | | | | | | |



FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Quebec

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter r | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Upper value: \$30,000 - \$34,999 Lower value: \$30,000 - \$34,999 | 3 | 4 | 3 | 1 | | | | 1 | 1 | | | | |
| | 2 | 1 | 1 | | 1 | 1 | | | | | | | |
| | 1 | 1 | 1 | | | | | 1 | 1 | | | | |
| | Total | 7 | 6 | 1 | 1 | 1 | | 2 | 2 | | | | |
| 1523 : Production logistics coordinators Upper value: \$55,000 - \$59,999 Lower value: \$55,000 - \$59,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | 1 | | 1 | | | |
| | Total | 1 | | 1 | | | | 1 | | 1 | | | |
| 6552: Other Information and Customer Service Attendants Upper value: \$30,000 - \$34,999 Lower value: \$25,000 - \$29,999 | 4 | 2 | 1 | 1 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 2 | | 2 | | | | 1 | | 1 | | | |
| | Total | 4 | 1 | 3 | | | | 1 | | 1 | | | |
| 7511: Transport Truck Drivers Upper value: \$20,000 - \$24,999 Lower value: \$20,000 - \$24,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Quebec

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|---|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| 9423: Operators of rubber processing machinery and related occupations Upper value: \$35,000 - \$39,999 Lower value: \$25,000 - \$29,999 | 4 | 6 | 6 | | 2 | 2 | | 2 | 2 | | | | |
| | 3 | 11 | 11 | | 2 | 2 | | 2 | 2 | | 3 | 3 | |
| | 2 | 1 | 1 | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | | 19 | 19 | | 4 | 4 | | 4 | 4 | | 3 | 3 |
| 9445: Fabric, Fur and Leather Cutters Upper value: \$30,000 - \$34,999 Lower value: \$30,000 - \$34,999 | 4 | 3 | 1 | 2 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 2 | 2 | | | | | 1 | 1 | | | | |
| | Total | | 5 | 3 | 2 | | | | 1 | 1 | | | |
| 9446 : Industrial Sewing Machine Operators Upper value: \$30,000 - \$34,999 Lower value: \$25,000 - \$29,999 | 4 | 23 | 1 | 22 | 4 | | 4 | 5 | | 5 | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | | 24 | 1 | 23 | 4 | | 4 | 5 | | 5 | | |
| 9537: Erectors, finishers and inspectors of various products Upper value: \$35,000 - \$39,999 Lower value: \$30,000 - \$34,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | 1 | | 1 | | | | 1 | | 1 | | | |
| | 2 | 7 | 2 | 5 | 1 | | 1 | 2 | | 2 | | | |
| | 1 | 2 | | 2 | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Quebec

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| | Total | 11 | 3 | 8 | 1 | | 1 | 3 | | 3 | | | |
| 9619: Other Labourers in Processing, Manufacturing and Utilities Services | 4 | 14 | 2 | 12 | 1 | | 1 | 3 | 1 | 2 | | | |
| Upper value: \$30,000 - \$34,999 | 3 | 2 | | 2 | | | | 1 | | 1 | | | |
| Lower value: \$20,000 - \$24,999 | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 17 | 3 | 14 | 1 | | 1 | 4 | 1 | 3 | | | |
| Total number of employees | | 133 | 60 | 73 | 12 | 6 | 6 | 26 | 11 | 15 | 3 | 3 | |

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Sherbrooke

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| 0016: Senior Managers - Construction, Transportation, Manufacturing and Utilities Upper value: \$90,000 - \$94,999 Lower value: \$90,000 - \$94,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | | 1 | 1 | | | | | | | | | |
| 0111: Financial Directors Upper value: \$85,000 - \$89,999 Lower value: \$85,000 - \$89,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | | 1 | | 1 | | | | | | | | |
| 0124 : Advertising, marketing and public relations managers Upper value: \$75,000 - \$79,999 Lower value: \$75,000 - \$79,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | 1 | 1 | | | | | | | |
| | Total | | 1 | 1 | | 1 | 1 | | | | | | |
| 0211: Engineering Services Managers Upper value: \$75,000 - \$79,999 Lower value: \$75,000 - \$79,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Sherbrooke

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| | Total | 1 | 1 | | | | | | | | | | |
| 0213: Computer Systems Managers | 4 | | | | | | | | | | | | |
| Upper value: \$65,000 - \$69,999 | 3 | | | | | | | | | | | | |
| Lower value: \$65,000 - \$69,999 | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| 0601: Corporate Sales Managers | 4 | | | | | | | | | | | | |
| Upper value: \$100,000 and over | 3 | | | | | | | | | | | | |
| Lower value: \$100,000 and over | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| 1123: Advertising, marketing and public relations professionals | 4 | 2 | | 2 | | | | | | | | | |
| Upper value: \$50,000 - \$54,999 | 3 | | | | | | | | | | | | |
| Lower value: \$30,000 - \$34,999 | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 3 | | 3 | | | | | | | | | |
| 2141: Industrial and Manufacturing Engineers | 4 | | | | | | | | | | | | |
| Upper value: \$60,000 - \$64,999 | 3 | | | | | | | | | | | | |
| Lower value: \$60,000 - \$64,999 | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Sherbrooke

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|---|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| | Total | 1 | 1 | | | | | | | | | | |
| 4163: Economic Development Officers, Marketing Researchers and Consultants Upper value: \$30,000 - \$34,999 Lower value: \$30,000 - \$34,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 2233: Industrial and Manufacturing Engineering Technologists and Technicians Upper value: \$50,000 - \$54,999 Lower value: \$50,000 - \$54,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| 2252 : Industrial Designers Upper value: \$60,000 - \$64,999 Lower value: \$55,000 - \$59,999 | 4 | 1 | | 1 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 2 | | 2 | | | | | | | | | |
| 5223 : Graphic Design Technicians Upper value: \$35,000 - \$39,999 Lower value: \$35,000 - \$39,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Sherbrooke

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter Col. 1 | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|---|-------------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 1226: Conference and Event Planners Upper value: \$25,000 - \$29,999 Lower value: \$25,000 - \$29,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| Total number of employees | | 16 | 8 | 8 | 1 | 1 | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Qc minus CMAs

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|---|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| 0111: Financial Directors Upper value: \$100,000 and over Lower value: \$100,000 and over | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 0112: Human Resources Managers Upper value: \$75,000 - \$79,999 Lower value: \$75,000 - \$79,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | 1 | | 1 | | | |
| | Total | 1 | | 1 | | | | 1 | | 1 | | | |
| 0113 : Purchasing Managers Upper value: \$65,000 - \$69,999 Lower value: \$65,000 - \$69,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 0601: Corporate Sales Managers Upper value: \$95,000 - \$99,999 Lower value: \$50,000 - \$54,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 2 | 2 | | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Qc minus CMAs

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|---|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| 0911: Manufacturing Managers Upper value: \$100,000 and over Lower value: \$100,000 and over | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| 2141: Industrial and Manufacturing Engineers Upper value: \$70,000 - \$74,999 Lower value: \$70,000 - \$74,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| 2233: Industrial and Manufacturing Engineering Technologists and Technicians Upper value: \$45,000 - \$49,999 Lower value: \$35,000 - \$39,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 2 | 1 | 1 | | | | | | | | | |
| 2261: Non-destructive Testing Inspectors and Testers Upper value: \$30,000 - \$34,999 Lower value: \$30,000 - \$34,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Qc minus CMAs

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|---|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| | Total | 1 | 1 | | | | | | | | | | |
| 5245: Patternmakers of Textile, Leather and Fur Products Upper value: \$40,000 - \$44,999 Lower value: \$35,000 - \$39,999 | 4 | 1 | 1 | | | | | 1 | 1 | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 2 | 1 | 1 | | | | 1 | 1 | | | | |
| 7301: Mechanical Contractors and Supervisors Upper value: \$55,000 - \$59,999 Lower value: \$55,000 - \$59,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | 1 | 1 | | | | |
| | Total | 1 | 1 | | | | | 1 | 1 | | | | |
| 1223 : Human Resources and Recruitment Officers Upper value: \$40,000 - \$44,999 Lower value: \$40,000 - \$44,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 1225 : Purchasing agents Upper value: \$30,000 - \$34,999 Lower value: \$30,000 - \$34,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Qc minus CMAs

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 6221: Technical Sales Specialists - Wholesale Trade | 4 | 1 | 1 | | | | | 1 | 1 | | | | |
| Upper value: \$70,000 - \$74,999 | 3 | | | | | | | | | | | | |
| Lower value: \$65,000 - \$69,999 | 2 | | | | | | | | | | | | |
| | 1 | 3 | 3 | | | | | | | | | | |
| | Total | 4 | 4 | | | | | 1 | 1 | | | | |
| 7311: Construction millwrights and industrial mechanics | 4 | 2 | 2 | | | | | | | | | | |
| Upper value: \$40,000 - \$44,999 | 3 | | | | | | | | | | | | |
| Lower value: \$35,000 - \$39,999 | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 3 | 3 | | | | | | | | | | |
| 1411: General office support workers | 4 | 1 | | 1 | | | | | | | | | |
| Upper value: \$25,000 - \$29,999 | 3 | | | | | | | | | | | | |
| Lower value: \$20,000 - \$24,999 | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 2 | | 2 | | | | | | | | | |
| 1422 : Data Entry Clerk | 4 | 1 | | 1 | | | | | | | | | |
| Upper value: \$35,000 - \$39,999 | 3 | | | | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Qc minus CMAs

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Lower value: \$30,000 - \$34,999 | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | 1 | | 1 | | | |
| | Total | 2 | | 2 | | | | 1 | | 1 | | | |
| 1431 : Accounting and related clerks Upper value: \$40,000 - \$44,999 Lower value: \$40,000 - \$44,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 1432: Pay Administrators Upper value: \$35,000 - \$39,999 Lower value: \$35,000 - \$39,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| 1521: Shippers and Receivers Upper value: \$30,000 - \$34,999 Lower value: \$30,000 - \$34,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | 4 | 3 | 1 | | | | 1 | 1 | | | | |
| | 2 | 1 | 1 | | 1 | 1 | | | | | | | |
| | 1 | 1 | 1 | | | | | 1 | 1 | | | | |
| | Total | 7 | 6 | 1 | 1 | 1 | | 2 | 2 | | | | |
| 1523 : Production logistics coordinators | 4 | | | | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Qc minus CMAs

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Upper value: \$55,000 - \$59,999 Lower value: \$55,000 - \$59,999 | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | 1 | | 1 | | | |
| | Total | 1 | | 1 | | | | 1 | | 1 | | | |
| 6552: Other Information and Customer Service Attendants Upper value: \$30,000 - \$34,999 Lower value: \$25,000 - \$29,999 | 4 | 2 | 1 | 1 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 2 | | 2 | | | | 1 | | 1 | | | |
| | Total | 4 | 1 | 3 | | | | 1 | | 1 | | | |
| 7511: Transport Truck Drivers Upper value: \$20,000 - \$24,999 Lower value: \$20,000 - \$24,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| 9423: Operators of rubber processing machinery and related occupations Upper value: \$35,000 - \$39,999 Lower value: \$25,000 - \$29,999 | 4 | 6 | 6 | | 2 | 2 | | 2 | 2 | | | | |
| | 3 | 11 | 11 | | 2 | 2 | | 2 | 2 | | 3 | 3 | |
| | 2 | 1 | 1 | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 19 | 19 | | 4 | 4 | | 4 | 4 | | 3 | 3 | |

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Qc minus CMAs

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| 9445: Fabric, Fur and Leather Cutters Upper value: \$30,000 - \$34,999 Lower value: \$30,000 - \$34,999 | 4 | 3 | 1 | 2 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 2 | 2 | | | | | 1 | 1 | | | | |
| | Total | 5 | 3 | 2 | | | | 1 | 1 | | | | |
| 9446 : Industrial Sewing Machine Operators Upper value: \$30,000 - \$34,999 Lower value: \$25,000 - \$29,999 | 4 | 23 | 1 | 22 | 4 | | 4 | 5 | | 5 | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 24 | 1 | 23 | 4 | | 4 | 5 | | 5 | | | |
| 9537: Erectors, finishers and inspectors of various products Upper value: \$35,000 - \$39,999 Lower value: \$30,000 - \$34,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | 1 | | 1 | | | | 1 | | 1 | | | |
| | 2 | 7 | 2 | 5 | 1 | | 1 | 2 | | 2 | | | |
| | 1 | 2 | | 2 | | | | | | | | | |
| | Total | 11 | 3 | 8 | 1 | | 1 | 3 | | 3 | | | |
| 9619: Other Labourers in Processing, Manufacturing and Utilities Services Upper value: \$30,000 - \$34,999 Lower value: \$20,000 - \$24,999 | 4 | 14 | 2 | 12 | 1 | | 1 | 3 | 1 | 2 | | | |
| | 3 | 2 | | 2 | | | | 1 | | 1 | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Qc minus CMAs

Reporting period 2015-02-24 to 2018-02-23

| CNP Salary Range Col. 1 | Quarter | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|----------------------------------|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| | Total | 17 | 3 | 14 | 1 | | 1 | 4 | 1 | 3 | | | |
| Total number of employees | | 117 | 52 | 65 | 11 | 5 | 6 | 26 | 11 | 15 | 3 | 3 | |

CONTRACT PROGRAMS: EMPLOYEE PROFILE

Full time / National

Reporting period 2015-02-24 to 2018-02-23

| Salary Range | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|----------------------------------|---------------|------------|--------------|--------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| 20 000 \$ - 24 999 \$ | 3 | 2 | 1 | | | | | | | | | |
| 25 000 \$ - 29 999 \$ | 11 | 2 | 9 | | | | 2 | | 2 | | | |
| 30 000 \$ - 34 999 \$ | 71 | 24 | 47 | 8 | 2 | 6 | 17 | 6 | 11 | | | |
| 35 000 \$ - 37 499 \$ | 14 | 9 | 5 | 1 | 1 | | 1 | 1 | | 3 | 3 | |
| 37 500 \$ - 39 999 \$ | 3 | 3 | | 2 | 2 | | 1 | 1 | | | | |
| 40 000 \$ - 44 999 \$ | 5 | 3 | 2 | | | | 1 | 1 | | | | |
| 45 000 \$ - 49 999 \$ | 2 | 1 | 1 | | | | | | | | | |
| 50 000 \$ - 59 999 \$ | 6 | 3 | 3 | | | | 2 | 1 | 1 | | | |
| 60 000 \$ - 69 999 \$ | 7 | 5 | 2 | | | | | | | | | |
| 70 000 \$ - 84 999 \$ | 5 | 4 | 1 | 1 | 1 | | 2 | 1 | 1 | | | |
| 85 000 \$ - 99 999 \$ | 3 | 2 | 1 | | | | | | | | | |
| 100,000 and more | 3 | 2 | 1 | | | | | | | | | |
| Total number of employees | 133 | 60 | 73 | 12 | 6 | 6 | 26 | 11 | 15 | 3 | 3 | |

L.P. Royer Inc. (Certificate # 050506) FEDERAL

Form 3 A

CONTRACT PROGRAMS: EMPLOYEE PROFILE

Full time / Quebec

Reporting period 2015-02-24 to 2018-02-23

| Salary Range | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|----------------------------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| 20 000 \$ - 24 999 \$ | 3 | 2 | 1 | | | | | | | | | |
| 25 000 \$ - 29 999 \$ | 11 | 2 | 9 | | | | 2 | | 2 | | | |
| 30 000 \$ - 34 999 \$ | 71 | 24 | 47 | 8 | 2 | 6 | 17 | 6 | 11 | | | |
| 35 000 \$ - 37 499 \$ | 14 | 9 | 5 | 1 | 1 | | 1 | 1 | | 3 | 3 | |
| 37 500 \$ - 39 999 \$ | 3 | 3 | | 2 | 2 | | 1 | 1 | | | | |
| 40 000 \$ - 44 999 \$ | 5 | 3 | 2 | | | | 1 | 1 | | | | |
| 45 000 \$ - 49 999 \$ | 2 | 1 | 1 | | | | | | | | | |
| 50 000 \$ - 59 999 \$ | 6 | 3 | 3 | | | | 2 | 1 | 1 | | | |
| 60 000 \$ - 69 999 \$ | 7 | 5 | 2 | | | | | | | | | |
| 70 000 \$ - 84 999 \$ | 5 | 4 | 1 | 1 | 1 | | 2 | 1 | 1 | | | |
| 85 000 \$ - 99 999 \$ | 3 | 2 | 1 | | | | | | | | | |
| 100,000 and more | 3 | 2 | 1 | | | | | | | | | |
| Total number of employees | 133 | 60 | 73 | 12 | 6 | 6 | 26 | 11 | 15 | 3 | 3 | |

L.P. Royer Inc. (Certificate # 050506) FEDERAL

Form 3 A

CONTRACT PROGRAMS: EMPLOYEE PROFILE

Full time / Sherbrooke

Reporting period 2015-02-24 to 2018-02-23

| Salary Range | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|----------------------------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| 25 000 \$ - 29 999 \$ | 1 | 1 | | | | | | | | | | |
| 30 000 \$ - 34 999 \$ | 2 | | 2 | | | | | | | | | |
| 35 000 \$ - 37 499 \$ | 1 | | 1 | | | | | | | | | |
| 45 000 \$ - 49 999 \$ | 1 | | 1 | | | | | | | | | |
| 50 000 \$ - 59 999 \$ | 3 | 1 | 2 | | | | | | | | | |
| 60 000 \$ - 69 999 \$ | 3 | 2 | 1 | | | | | | | | | |
| 70 000 \$ - 84 999 \$ | 2 | 2 | | 1 | 1 | | | | | | | |
| 85 000 \$ - 99 999 \$ | 2 | 1 | 1 | | | | | | | | | |
| 100,000 and more | 1 | 1 | | | | | | | | | | |
| Total number of employees | 16 | 8 | 8 | 1 | 1 | | | | | | | |

L.P. Royer Inc. (Certificate # 050506) FEDERAL

Form 3 A

CONTRACT PROGRAMS: EMPLOYEE PROFILE

Full time / Qc minus CMAs

Reporting period 2015-02-24 to 2018-02-23

| Salary Range | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|----------------------------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| 20 000 \$ - 24 999 \$ | 3 | 2 | 1 | | | | | | | | | |
| 25 000 \$ - 29 999 \$ | 10 | 1 | 9 | | | | 2 | | 2 | | | |
| 30 000 \$ - 34 999 \$ | 69 | 24 | 45 | 8 | 2 | 6 | 17 | 6 | 11 | | | |
| 35 000 \$ - 37 499 \$ | 13 | 9 | 4 | 1 | 1 | | 1 | 1 | | 3 | 3 | |
| 37 500 \$ - 39 999 \$ | 3 | 3 | | 2 | 2 | | 1 | 1 | | | | |
| 40 000 \$ - 44 999 \$ | 5 | 3 | 2 | | | | 1 | 1 | | | | |
| 45 000 \$ - 49 999 \$ | 1 | 1 | | | | | | | | | | |
| 50 000 \$ - 59 999 \$ | 3 | 2 | 1 | | | | 2 | 1 | 1 | | | |
| 60 000 \$ - 69 999 \$ | 4 | 3 | 1 | | | | | | | | | |
| 70 000 \$ - 84 999 \$ | 3 | 2 | 1 | | | | 2 | 1 | 1 | | | |
| 85 000 \$ - 99 999 \$ | 1 | 1 | | | | | | | | | | |
| 100,000 and more | 2 | 1 | 1 | | | | | | | | | |
| Total number of employees | 117 | 52 | 65 | 11 | 5 | 6 | 26 | 11 | 15 | 3 | 3 | |

CONTRACT PROGRAMS: RECRUITMENTS

Full time / National

Reporting period 2015-02-24 to 2018-02-23

| Occupational Category | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|---------------|------------|--------------|--------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle management and other directors | 3 | 2 | 1 | | | | | | | | | |
| Professionals | 4 | 1 | 3 | | | | | | | | | |
| Semi-professional and technical staff | 7 | 4 | 3 | | | | | | | 1 | 1 | |
| Administrative and main office staff | 2 | 1 | 1 | | | | | | | | | |
| Specialized sales and service personnel | 3 | 3 | | | | | | | | | | |
| Clerical staff | 14 | 12 | 2 | 2 | 2 | | 4 | 2 | 2 | | | |
| Intermediate sales and service personnel | 7 | 1 | 6 | | | | 2 | | 2 | | | |
| Skilled Manual Workers | 21 | 12 | 9 | 5 | 3 | 2 | | | | 3 | 3 | |
| Other manual workers | 8 | | 8 | | | | 2 | | 2 | | | |
| Total number of employees hired | 69 | 36 | 33 | 7 | 5 | 2 | 8 | 2 | 6 | 4 | 4 | |

L.P. Royer Inc. (Certificate # 050506) FEDERAL

Form 4 A

CONTRACT PROGRAMS: RECRUITMENTS

Full time / Quebec

Reporting period 2015-02-24 to 2018-02-23

| Occupational Category | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle management and other directors | 3 | 2 | 1 | | | | | | | | | |
| Professionals | 4 | 1 | 3 | | | | | | | | | |
| Semi-professional and technical staff | 7 | 4 | 3 | | | | | | | 1 | 1 | |
| Administrative and main office staff | 2 | 1 | 1 | | | | | | | | | |
| Specialized sales and service personnel | 3 | 3 | | | | | | | | | | |
| Clerical staff | 14 | 12 | 2 | 2 | 2 | | 4 | 2 | 2 | | | |
| Intermediate sales and service personnel | 7 | 1 | 6 | | | | 2 | | 2 | | | |
| Skilled Manual Workers | 21 | 12 | 9 | 5 | 3 | 2 | | | | 3 | 3 | |
| Other manual workers | 8 | | 8 | | | | 2 | | 2 | | | |
| Total number of employees hired | 69 | 36 | 33 | 7 | 5 | 2 | 8 | 2 | 6 | 4 | 4 | |

L.P. Royer Inc. (Certificate # 050506) FEDERAL

Form 4 A

CONTRACT PROGRAMS: RECRUITMENTS

Full time / Sherbrooke

Reporting period 2015-02-24 to 2018-02-23

| Occupational Category | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle management and other directors | 3 | 2 | 1 | | | | | | | | | |
| Professionals | 4 | 1 | 3 | | | | | | | | | |
| Semi-professional and technical staff | 5 | 2 | 3 | | | | | | | 1 | 1 | |
| Administrative and main office staff | 1 | 1 | | | | | | | | | | |
| Clerical staff | 1 | 1 | | | | | | | | | | |
| Total number of employees hired | 14 | 7 | 7 | | | | | | | 1 | 1 | |

L.P. Royer Inc. (Certificate # 050506) FEDERAL

Form 4 A

CONTRACT PROGRAMS: RECRUITMENTS

Full time / Qc minus CMAs

Reporting period 2015-02-24 to 2018-02-23

| Occupational Category | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
|---|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Semi-professional and technical staff | 2 | 2 | | | | | | | | | | |
| Administrative and main office staff | 1 | | 1 | | | | | | | | | |
| Specialized sales and service personnel | 3 | 3 | | | | | | | | | | |
| Clerical staff | 13 | 11 | 2 | 2 | 2 | | 4 | 2 | 2 | | | |
| Intermediate sales and service personnel | 7 | 1 | 6 | | | | 2 | | 2 | | | |
| Skilled Manual Workers | 21 | 12 | 9 | 5 | 3 | 2 | | | | 3 | 3 | |
| Other manual workers | 8 | | 8 | | | | 2 | | 2 | | | |
| Total number of employees hired | 55 | 29 | 26 | 7 | 5 | 2 | 8 | 2 | 6 | 3 | 3 | |

L.P. Royer Inc. (Certificate # 050506)

FEDERAL CONTRACTING PROGRAMS: PROMOTIONS
Full time / National

~~Reporting period 2015-02-24 to 2016-02-23~~

| Occupational Category | Promoted employees (employees promoted during the year should be reported only in the occupational groups in which or to which they were last promoted.) | | | | | | | | | | | |
|---|--|------------|--------------|--------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Professionals | 1 | | 1 | | | | | | | | | |
| Clerical staff | 2 | | 2 | | | | 1 | | 1 | | | |
| Intermediate sales and service personnel | 1 | 1 | | | | | | | | | | |
| Skilled Manual Workers | 3 | 2 | 1 | 1 | 1 | | 1 | 1 | | | | |
| Total number of employees promoted | 7 | 3 | 4 | 1 | 1 | | 2 | 1 | 1 | | | |
| Total number of promotions | 8 | 3 | 5 | 1 | 1 | | 3 | 1 | 2 | | | |

L.P. Royer Inc. (Certificate # 050506)

FEDERAL CONTRACTING PROGRAMS: PROMOTIONS

Full time / Quebec

Reporting period 2015-02-24 to 2016-02-23

| Occupational Category | Promoted employees (employees promoted during the year should be reported only in the occupational groups in which or to which they were last promoted.) | | | | | | | | | | | |
|---|--|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Professionals | 1 | | 1 | | | | | | | | | |
| Clerical staff | 2 | | 2 | | | | 1 | | 1 | | | |
| Intermediate sales and service personnel | 1 | 1 | | | | | | | | | | |
| Skilled Manual Workers | 3 | 2 | 1 | 1 | 1 | | 1 | 1 | | | | |
| Total number of employees promoted | 7 | 3 | 4 | 1 | 1 | | 2 | 1 | 1 | | | |
| Total number of promotions | 8 | 3 | 5 | 1 | 1 | | 3 | 1 | 2 | | | |

L.P. Royer Inc. (Certificate # 050506)

FEDERAL CONTRACTING PROGRAMS: PROMOTIONS

Full time / Sherbrooke

Reporting period 2015-02-24 to 2016-02-23

| Occupational Category | Promoted employees (employees promoted during the year should be reported only in the occupational groups in which or to which they were last promoted.) | | | | | | | | | | | |
|---|--|------------|--------------|--------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Professionals | 1 | | 1 | | | | | | | | | |
| Total number of employees promoted | 1 | | 1 | | | | | | | | | |
| Total number of promotions | 1 | | 1 | | | | | | | | | |

L.P. Royer Inc. (Certificate # 050506)

FEDERAL CONTRACTING PROGRAMS: PROMOTIONS

Full time / Qc minus CMAs

Reporting period 2015-02-24 to 2016-02-23

| Occupational Category | Promoted employees (employees promoted during the year should be reported only in the occupational groups in which or to which they were last promoted.) | | | | | | | | | | | |
|---|--|------------|--------------|--------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | All employees | | | Aboriginal | | | Persons with disabilities | | | Members of Visible Minorities | | |
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Clerical staff | 2 | | 2 | | | | 1 | | 1 | | | |
| Intermediate sales and service personnel | 1 | 1 | | | | | | | | | | |
| Skilled Manual Workers | 3 | 2 | 1 | 1 | 1 | | 1 | 1 | | | | |
| Total number of employees promoted | 6 | 3 | 3 | 1 | 1 | | 2 | 1 | 1 | | | |
| Total number of promotions | 7 | 3 | 4 | 1 | 1 | | 3 | 1 | 2 | | | |

L.P. Royer Inc. (Certificate # 050506)

FEDERAL CONTRACTING PROGRAMS: TERMINATIONS OF EMPLOYEES
Full time / National

| Occupational Category | All employees | | | Reporting period 2015-02-24 to 2018-02-23 | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|---------------|------------|--------------|---|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Professionals | 2 | 1 | 1 | | | | | | | | | |
| Semi-professional and technical staff | 3 | 2 | 1 | | | | 1 | | 1 | 1 | 1 | |
| Supervisors | 1 | | 1 | | | | | | | | | |
| Administrative and main office staff | 1 | | 1 | | | | | | | | | |
| Specialized sales and service personnel | 4 | 4 | | | | | | | | | | |
| Clerical staff | 9 | 8 | 1 | 1 | 1 | | 1 | | 1 | | | |
| Intermediate sales and service personnel | 3 | | 3 | | | | 1 | | 1 | | | |
| Skilled Manual Workers | 10 | 6 | 4 | 2 | 1 | 1 | 3 | 2 | 1 | | | |
| Other sales and service personnel | 1 | 1 | | | | | | | | | | |
| Other manual workers | 6 | | 6 | | | | 3 | | 3 | | | |
| Total number of employees whose employment was terminated | 40 | 22 | 18 | 3 | 2 | 1 | 9 | 2 | 7 | 1 | 1 | |

L.P. Royer Inc. (Certificate # 050506)

Form 6 A

FEDERAL CONTRACTING PROGRAMS: TERMINATIONS OF EMPLOYEES
Full time / Quebec

| Occupational Category | All employees | | | Reporting period 2015-02-24 to 2018-02-23 | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|---------------|------------|--------------|---|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Professionals | 2 | 1 | 1 | | | | | | | | | |
| Semi-professional and technical staff | 3 | 2 | 1 | | | | 1 | | 1 | 1 | 1 | |
| Supervisors | 1 | | 1 | | | | | | | | | |
| Administrative and main office staff | 1 | | 1 | | | | | | | | | |
| Specialized sales and service personnel | 4 | 4 | | | | | | | | | | |
| Clerical staff | 9 | 8 | 1 | 1 | 1 | | 1 | | 1 | | | |
| Intermediate sales and service personnel | 3 | | 3 | | | | 1 | | 1 | | | |
| Skilled Manual Workers | 10 | 6 | 4 | 2 | 1 | 1 | 3 | 2 | 1 | | | |
| Other sales and service personnel | 1 | 1 | | | | | | | | | | |
| Other manual workers | 6 | | 6 | | | | 3 | | 3 | | | |
| Total number of employees whose employment was terminated | 40 | 22 | 18 | 3 | 2 | 1 | 9 | 2 | 7 | 1 | 1 | |

L.P. Royer Inc. (Certificate # 050506)

Form 6 A

FEDERAL CONTRACTING PROGRAMS: TERMINATIONS OF EMPLOYEES
Full time / Sherbrooke

| Occupational Category | All employees | | | Reporting period 2015-02-24 to 2018-02-23 | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|-----------------|---------------|-----------------|---|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Semi-professional and technical staff | 2 | 1 | 1 | | | | 1 | | 1 | 1 | 1 | |
| Clerical staff | 1 | 1 | | | | | | | | | | |
| Total number of employees whose employment was terminated | 3 | 2 | 1 | | | | 1 | | 1 | 1 | 1 | |

L.P. Royer Inc. (Certificate # 050506)

Form 6 A

FEDERAL CONTRACTING PROGRAMS: TERMINATIONS OF EMPLOYEES
Full time / Qc minus CMAs

| Occupational Category | All employees | | | Reporting period 2015-02-24 to 2018-02-23 | | | Persons with disabilities | | | Members of Visible Minorities | | |
|--|---------------|------------|--------------|---|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Professionals | 2 | 1 | 1 | | | | | | | | | |
| Semi-professional and technical staff | 1 | 1 | | | | | | | | | | |
| Supervisors | 1 | | 1 | | | | | | | | | |
| Administrative and main office staff | 1 | | 1 | | | | | | | | | |
| Specialized sales and service personnel | 4 | 4 | | | | | | | | | | |
| Clerical staff | 8 | 7 | 1 | 1 | 1 | | 1 | | 1 | | | |
| Intermediate sales and service personnel | 3 | | 3 | | | | 1 | | 1 | | | |
| Skilled Manual Workers | 10 | 6 | 4 | 2 | 1 | 1 | 3 | 2 | 1 | | | |
| Other sales and service personnel | 1 | 1 | | | | | | | | | | |
| Other manual workers | 6 | | 6 | | | | 3 | | 3 | | | |
| Total number of employees whose employment was terminated | 37 | 20 | 17 | 3 | 2 | 1 | 8 | 2 | 6 | | | |



Workplace Equity Information Management System - L.P. Royer Inc.
Default Workforce Analysis System - Detailed Report
 Date: 2018-02-23

Women

| Employment Equity Occupational Group | Internal location | All employees # | Representation | | Availability | | Difference # | Place of recruitment |
|---|-------------------|-----------------|----------------|---------|--------------|---|--------------|----------------------|
| | | | # | % | % | # | | |
| 01: Senior Management | | 1 | 0 | 0.0 % | 25.5 % | 0 | 0 | |
| Employment Equity Occupational Category | Québec | 1 | 0 | 0.0 % | 25.5 % | 0 | 0 | Québec |
| 02: Middle management and other directors | | 11 | 4 | 36.4 % | 35.7 % | 4 | 0 | |
| Employment Equity Occupational Group | Qc minus CMAs | 6 | 3 | 50.0 % | 35.7 % | 2 | 1 | Sherbrooke |
| Employment Equity Occupational Category | Sherbrooke | 5 | 1 | 20.0 % | 35.7 % | 2 | -1 | Sherbrooke |
| 03: Professionals | | 6 | 4 | 66.7 % | 44.8 % | 3 | 1 | |
| 1123 : Professionals in advertising, marketing and public relations | Sherbrooke | 3 | 3 | 100.0 % | 58.3 % | 2 | 1 | Sherbrooke |
| 2141 : Industrial and Manufacturing Engineers | Qc minus CMAs | 1 | 0 | 0.0 % | 18.4 % | 0 | 0 | Sherbrooke |
| 2141 : Industrial and Manufacturing Engineers | Sherbrooke | 1 | 0 | 0.0 % | 18.4 % | 0 | 0 | Sherbrooke |
| 4163 : Economic Development Officers, Marketing Researchers and Consultants | Sherbrooke | 1 | 1 | 100.0 % | 57.1 % | 1 | 0 | Sherbrooke |
| 04: Semi-professional and technical staff | | 9 | 5 | 55.6 % | 15.0 % | 1 | 4 | |
| 2233 : Industrial and Manufacturing Engineering Technologists and Technicians | Qc minus CMAs | 2 | 1 | 50.0 % | 20.8 % | 0 | 1 | Sherbrooke |
| 2233 : Industrial and Manufacturing Engineering Technologists and Technicians | Sherbrooke | 1 | 0 | 0.0 % | 20.8 % | 0 | 0 | Sherbrooke |
| 2252 : Industrial Designers | Sherbrooke | 2 | 2 | 100.0 % | 12.5 % | 0 | 2 | Sherbrooke |
| 2261 : Non-destructive testing checkers and testers | Qc minus CMAs | 1 | 0 | 0.0 % | 0.0 % | 0 | 0 | Sherbrooke |
| 5223 : Graphic Design Technicians | Sherbrooke | 1 | 1 | 100.0 % | 47.4 % | 0 | 1 | Sherbrooke |
| 5245 : Patternmakers of textile products and leather and fur products | Qc minus CMAs | 2 | 1 | 50.0 % | 0.0 % | 0 | 1 | Sherbrooke |
| 06 : Foremen | | 1 | 0 | 0.0 % | 0.0 % | 0 | 0 | |
| 7301 : Contractors and Supervisors in Mechanical Engineering | Qc minus CMAs | 1 | 0 | 0.0 % | 0.0 % | 0 | 0 | Sherbrooke |
| 07: Administrative and Senior Clerical Staff | | 3 | 2 | 66.7 % | 86.4 % | 3 | -1 | |
| Employment Equity Occupational Group | Qc minus CMAs | 2 | 2 | 100.0 % | 87.5 % | 2 | 0 | Qc minus CMAs |
| Employment Equity Occupational Category | Sherbrooke | 1 | 0 | 0.0 % | 84.2 % | 1 | -1 | Sherbrooke |
| 08: Specialized sales and service personnel | | 4 | 0 | 0.0 % | 29.1 % | 1 | -1 | |
| 6221 : Technical Sales Specialists - Wholesale | Quebec | 4 | 0 | 0.0 % | 29.1 % | 1 | -1 | Quebec |

Workplace Equity Information Management System - L.P. Royer Inc.
Default Workforce Analysis System - Detailed Report
 Date: 2018-02-23

Women

| Employment Equity Occupational Group | Internal location | All employees # | Representation | | Availability | | Difference # | Place of recruitment |
|---|-------------------|--------------------|----------------|-------|--------------|----|-----------------|----------------------|
| | | | # | % | % | # | | |
| 09: Skilled workers and artisans | | 3 | 0 | 0.0% | 0.0% | 0 | 0 | |
| 7311: Construction millwrights and industrial mechanics | Qc minus CMAs | 3 | 0 | 0.0% | 0.0% | 0 | 0 | Sherbrooke |
| 10 : Office staff | | 14 | 8 | 57.1% | 66.8% | 9 | -1 | |
| Employment Equity Occupational Group | Qc minus CMAs | 14 | 8 | 57.1% | 66.8% | 9 | -1 | Qc minus CMAs |
| 11: Intermediate sales and service personnel | | 4 | 3 | 75.0% | 70.2% | 3 | 0 | |
| Employment Equity Occupational Group | Qc minus CMAs | 4 | 3 | 75.0% | 70.2% | 3 | 0 | Qc minus CMAs |
| 12: Skilled Manual Workers | | 60 | 33 | 55.0% | 17.3% | 10 | 23 | |
| Employment Equity Occupational Group | Qc minus CMAs | 60 | 33 | 55.0% | 17.3% | 10 | 23 | Qc minus CMAs |
| 14: Other manual workers | | 17 | 14 | 82.4% | 22.3% | 4 | 10 | |
| Employment Equity Occupational Group | Qc minus CMAs | 17 | 14 | 82.4% | 22.3% | 4 | 10 | Qc minus CMAs |
| Total | | 133 | 73 | 54.9% | 28.8% | 38 | 35 | |

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

Sources: 2011 National Household Survey and internal employer data

Workplace Equity Information Management System - L.P. Royer Inc.
 Default Workforce Analysis System - Detailed Report
 Date: 2018-02-23

Aboriginal

| Employment Equity Occupational Group | Internal location | All employees # | Aboriginal Representation | | Availability % | Difference # | Place of recruitment |
|---|-------------------|-----------------|---------------------------|-------|----------------|--------------|----------------------|
| | | | # | % | | | |
| 01: Senior Management | | 1 | 0 | 0.0% | 1.4% | 0 | 0 |
| Employment Equity Occupational Category | Québec | 1 | 0 | 0.0% | 1.4% | 0 | 0 |
| 02: Middle management and other directors | | 11 | 1 | 9.1% | 1.2% | 0 | 1 |
| Employment Equity Occupational Category | Qc minus CMAs | 6 | 0 | 0.0% | 1.2% | 0 | 0 |
| Employment Equity Occupational Category | Sherbrooke | 5 | 1 | 20.0% | 1.2% | 0 | 1 |
| 03: Professionals | | 6 | 0 | 0.0% | 0.0% | 0 | 0 |
| 1123 : Professionals in advertising, marketing and public relations | Sherbrooke | 3 | 0 | 0.0% | 0.0% | 0 | 0 |
| 2141: Industrial and Manufacturing Engineers | Qc minus CMAs | 1 | 0 | 0.0% | 0.0% | 0 | 0 |
| 2141 : Industrial and Manufacturing Engineers | Sherbrooke | 1 | 0 | 0.0% | 0.0% | 0 | 0 |
| 4163: Economic Development Officers, Marketing Researchers and Consultants | Sherbrooke | 1 | 0 | 0.0% | 0.0% | 0 | 0 |
| 04: Semi-professional and technical staff | | 9 | 0 | 0.0% | 0.0% | 0 | 0 |
| 2233: Industrial and Manufacturing Engineering Technologists and Technicians | Qc minus CMAs | 2 | 0 | 0.0% | 0.0% | 0 | 0 |
| 2233 : Industrial and Manufacturing Engineering Technologists and Technicians | Sherbrooke | 1 | 0 | 0.0% | 0.0% | 0 | 0 |
| 2252 : Industrial Designers | Sherbrooke | 2 | 0 | 0.0% | 0.0% | 0 | 0 |
| 2261: Non-destructive testing checkers and testers | Qc minus CMAs | 1 | 0 | 0.0% | 0.0% | 0 | 0 |
| 5223 : Graphic Design Technicians | Sherbrooke | 1 | 0 | 0.0% | 0.0% | 0 | 0 |
| 5245: Patternmakers of textile products and leather and fur products | Qc minus CMAs | 2 | 0 | 0.0% | 0.0% | 0 | 0 |
| 06 : Foremen | | 1 | 0 | 0.0% | 0.0% | 0 | 0 |
| 7301: Contractors and Supervisors in Mechanical Engineering | Qc minus CMAs | 1 | 0 | 0.0% | 0.0% | 0 | 0 |
| 07: Administrative and Senior Clerical Staff | | 3 | 0 | 0.0% | 2.1% | 0 | 0 |
| Employment Equity Occupational Category | Qc minus CMAs | 2 | 0 | 0.0% | 2.9% | 0 | 0 |
| Employment Equity Occupational Category | Sherbrooke | 1 | 0 | 0.0% | 0.4% | 0 | 0 |
| 08: Specialized sales and service personnel | | 4 | 0 | 0.0% | 1.0% | 0 | 0 |
| 6221 : Technical Sales Specialists - Wholesale | Quebec | 4 | 0 | 0.0% | 1.0% | 0 | 0 |

Workplace Equity Information Management System - L.P. Royer Inc.
 Default Workforce Analysis System - Detailed Report
 Date: 2018-02-23

Aboriginal

| Employment Equity Occupational Group | Internal location | All employees # | Aboriginal | | Availability % | Differ ence # | Place of recruitment | |
|---|-------------------|--------------------|---------------------|-------|-------------------|---------------------|----------------------|---------------|
| | | | Representation # | % | | | | |
| 09: Skilled workers and artisans | | 3 | 0 | 0.0% | 0.0% | 0 | 0 | |
| 7311: Construction millwrights and industrial mechanics | Qc minus CMAs | 3 | 0 | 0.0% | 0.0% | 0 | 0 | Sherbrooke |
| 10 : Office staff | | 14 | 1 | 7.1% | 3.2% | 0 | 1 | |
| Employment Equity Occupational Group | Qc minus CMAs | 14 | 1 | 7.1% | 3.2% | 0 | 1 | Qc minus CMAs |
| 11: Intermediate sales and service personnel | | 4 | 0 | 0.0% | 3.1% | 0 | 0 | |
| Employment Equity Occupational Group | Qc minus CMAs | 4 | 0 | 0.0% | 3.1% | 0 | 0 | Qc minus CMAs |
| 12: Skilled Manual Workers | | 60 | 9 | 15.0% | 2.7% | 2 | 7 | |
| Employment Equity Occupational Group | Qc minus CMAs | 60 | 9 | 15.0% | 2.7% | 2 | 7 | Qc minus CMAs |
| 14: Other manual workers | | 17 | 1 | 5.9% | 3.3% | 1 | 0 | |
| Employment Equity Occupational Group | Qc minus CMAs | 17 | 1 | 5.9% | 3.3% | 1 | 0 | Qc minus CMAs |
| Total | | 133 | 12 | 9.0% | 2.3% | 3 | 9 | |

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

Sources: 2011 National Household Survey and internal employer data

Workplace Equity Information Management System - L.P. Royer Inc.
 Default Workforce Analysis System - Detailed Report
 Date: 2018-02-23

Members of Visible Minorities

| Employment Equity Occupational Group | Internal location | All employees # | Members of Visible Minorities | | | | Differ ence # | Place of recruitment |
|---|-------------------|-----------------|-------------------------------|----------------|----------------|---|------------------|----------------------|
| | | | Representation # | Availability % | Availability % | # | | |
| 01: Senior Management | | 1 | 0 | 0.0% | 5.3% | 0 | 0 | |
| Employment Equity Occupational Category | Québec | 1 | 0 | 0.0% | 5.3% | 0 | 0 | Quebec |
| 02: Middle management and other directors | | 11 | 0 | 0.0% | 1.9% | 0 | 0 | |
| Employment Equity Occupational Group | Qc minus CMAs | 6 | 0 | 0.0% | 1.9% | 0 | 0 | Sherbrooke |
| Employment Equity Occupational Category | Sherbrooke | 5 | 0 | 0.0% | 1.9% | 0 | 0 | Sherbrooke |
| 03: Professionals | | 6 | 0 | 0.0% | 4.4% | 0 | 0 | |
| 1123 : Professionals in advertising, marketing and public relations | Sherbrooke | 3 | 0 | 0.0% | 4.8% | 0 | 0 | Sherbrooke |
| 2141: Industrial and Manufacturing Engineers | Qc minus CMAs | 1 | 0 | 0.0% | 0.0% | 0 | 0 | Sherbrooke |
| 2141 : Industrial and Manufacturing Engineers | Sherbrooke | 1 | 0 | 0.0% | 0.0% | 0 | 0 | Sherbrooke |
| 4163: Economic Development Officers, Marketing Researchers and Consultants | Sherbrooke | 1 | 0 | 0.0% | 11.9% | 0 | 0 | Sherbrooke |
| 04: Semi-professional and technical staff | | 9 | 0 | 0.0% | 0.0% | 0 | 0 | |
| 2233: Industrial and Manufacturing Engineering Technologists and Technicians | Qc minus CMAs | 2 | 0 | 0.0% | 0.0% | 0 | 0 | Sherbrooke |
| 2233 : Industrial and Manufacturing Engineering Technologists and Technicians | Sherbrooke | 1 | 0 | 0.0% | 0.0% | 0 | 0 | Sherbrooke |
| 2252 : Industrial Designers | Sherbrooke | 2 | 0 | 0.0% | 0.0% | 0 | 0 | Sherbrooke |
| 2261: Non-destructive testing checkers and testers | Qc minus CMAs | 1 | 0 | 0.0% | 0.0% | 0 | 0 | Sherbrooke |
| 5223 : Graphic Design Technicians | Sherbrooke | 1 | 0 | 0.0% | 0.0% | 0 | 0 | Sherbrooke |
| 5245: Patternmakers of textile products and leather and fur products | Qc minus CMAs | 2 | 0 | 0.0% | 0.0% | 0 | 0 | Sherbrooke |
| 06 : Foremen | | 1 | 0 | 0.0% | 0.0% | 0 | 0 | |
| 7301: Contractors and Supervisors in Mechanical Engineering | Qc minus CMAs | 1 | 0 | 0.0% | 0.0% | 0 | 0 | Sherbrooke |
| 07: Administrative and Senior Clerical Staff | | 3 | 0 | 0.0% | 0.9% | 0 | 0 | |
| Employment Equity Occupational Group | Qc minus CMAs | 2 | 0 | 0.0% | 0.6% | 0 | 0 | Qc minus CMAs |
| Employment Equity Occupational Category | Sherbrooke | 1 | 0 | 0.0% | 1.5% | 0 | 0 | Sherbrooke |
| 08: Specialized sales and service personnel | | 4 | 0 | 0.0% | 8.5% | 0 | 0 | |
| 6221 : Technical Sales Specialists - Wholesale | Quebec | 4 | 0 | 0.0% | 8.5% | 0 | 0 | Quebec |

Workplace Equity Information Management System - L.P. Royer Inc.
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Members of Visible Minorities

| Employment Equity Occupational Group | Internal location | All employees # | Members of Visible Minorities | | | | Differ ence # | Place of recruitment |
|---|-------------------|--------------------|-------------------------------|-------------------|-------------------|---|---------------------|----------------------|
| | | | Representation # | Availability % | Availability % | # | | |
| 09: Skilled workers and artisans | | 3 | 0 | 0.0% | 0.0% | 0 | 0 | |
| 7311: Construction millwrights and industrial mechanics | Qc minus CMAs | 3 | 0 | 0.0% | 0.0% | 0 | Sherbrooke | |
| 10 : Office staff | | 14 | 0 | 0.0% | 0.6% | 0 | 0 | |
| Employment Equity Occupational Group | Qc minus CMAs | 14 | 0 | 0.0% | 0.6% | 0 | 0 | Qc minus CMAs |
| 11: Intermediate sales and service personnel | | 4 | 0 | 0.0% | 0.9% | 0 | 0 | |
| Employment Equity Occupational Group | Qc minus CMAs | 4 | 0 | 0.0% | 0.9% | 0 | 0 | Qc minus CMAs |
| 12: Skilled Manual Workers | | 60 | 3 | 5.0% | 0.7% | 0 | 3 | |
| Employment Equity Occupational Group | Qc minus CMAs | 60 | 3 | 5.0% | 0.7% | 0 | 3 | Qc minus CMAs |
| 14: Other manual workers | | 17 | 0 | 0.0% | 1.2% | 0 | 0 | |
| Employment Equity Occupational Group | Qc minus CMAs | 17 | 0 | 0.0% | 1.2% | 0 | 0 | Qc minus CMAs |
| Total | | 133 | 3 | 2.3% | 1.2% | 0 | 3 | |

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

Sources: 2011 National Household Survey and internal employer data

Workplace Equity Information Management System - L.P. Royer Inc.
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Persons with disabilities

| Employment Equity Occupational Group | Internal location | All employees # | Persons with disabilities | | | | Differ ence # | Place of recruitment |
|---|-------------------|--------------------|---------------------------|-------------------|-------------------|---|---------------------|----------------------|
| | | | Representation # | Availability % | Availability % | # | | |
| 01/02 : Executives | | 12 | 1 | 8.3% | 1.9% | 0 | 1 | |
| Employment Equity Occupational Group | Quebec | 12 | 1 | 8.3% | 1.9% | 0 | 1 | Quebec |
| 03: Professionals | | 6 | 0 | 0.0% | 2.8% | 0 | 0 | |
| Employment Equity Occupational Group | Quebec | 6 | 0 | 0.0% | 2.8% | 0 | 0 | Quebec |
| 04: Semi-professional and technical staff | | 9 | 1 | 11.1% | 3.0% | 0 | 1 | |
| Employment Equity Occupational Group | Quebec | 9 | 1 | 11.1% | 3.0% | 0 | 1 | Quebec |
| 06 : Foremen | | 1 | 1 | 100.0% | 0.0% | 0 | 1 | |
| Employment Equity Occupational Group | Quebec | 1 | 1 | 100.0% | 0.0% | 0 | 1 | Quebec |
| 07: Administrative and Senior Clerical Staff | | 3 | 0 | 0.0% | 2.7% | 0 | 0 | |
| Employment Equity Occupational Group | Quebec | 3 | 0 | 0.0% | 2.7% | 0 | 0 | Quebec |
| 08: Specialized sales and service personnel | | 4 | 1 | 25.0% | 1.8% | 0 | 1 | |
| Employment Equity Occupational Group | Quebec | 4 | 1 | 25.0% | 1.8% | 0 | 1 | Quebec |
| 09: Skilled workers and artisans | | 3 | 0 | 0.0% | 1.9% | 0 | 0 | |
| Employment Equity Occupational Group | Quebec | 3 | 0 | 0.0% | 1.9% | 0 | 0 | Quebec |
| 10 : Office staff | | 14 | 4 | 28.6% | 4.2% | 1 | 3 | |
| Employment Equity Occupational Group | Quebec | 14 | 4 | 28.6% | 4.2% | 1 | 3 | Quebec |
| 11: Intermediate sales and service personnel | | 4 | 1 | 25.0% | 2.9% | 0 | 1 | |
| Employment Equity Occupational Group | Quebec | 4 | 1 | 25.0% | 2.9% | 0 | 1 | Quebec |
| 12: Skilled Manual Workers | | 60 | 13 | 21.7% | 3.2% | 2 | 11 | |
| Employment Equity Occupational Group | Quebec | 60 | 13 | 21.7% | 3.2% | 2 | 11 | Quebec |
| 14: Other manual workers | | 17 | 4 | 23.5% | 0.0% | 0 | 4 | |
| Employment Equity Occupational Group | Quebec | 17 | 4 | 23.5% | 0.0% | 0 | 4 | Quebec |



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Persons with disabilities

| Employment Equity Occupational Group | Internal location | All employees # | Persons with disabilities | | | | Differ ence # | Place of recruitment |
|--------------------------------------|-------------------|--------------------|---------------------------|-------------------|-------------------|-----------------|---------------------|----------------------|
| | | | Representation # | Availability % | Availability % | Difference # | | |
| Total | | 133 | 26 | 19.6 % | 2.6 % | 3 | 23 | |

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

Sources: 2012 Canadian Disability Survey and internal employer data

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Reasons why an occupational category or area of recruitment has been changed.

1Our organization reasonably expects to recruit in this geographic area of Sherbrooke for the EEOGs: 02- 03-04-06-09 given that the municipality of Lac-Drolet has a population of barely 1000 and that this municipality is located in the region. Therefore, in order to allow us to recruit effectively we must extend the geographical level of recruitment to the Sherbrooke area.

2For EEMC 01, the geographic level of comparison used for this EEMC is the provincial level, given that the municipality of Lac-Drolet has a population of barely 1,000 and that this municipality is located in the region. In addition, the company has only 133 employees.

3For EEOGs 05-07-10-11-12-13-14 Since the municipality of Lac-Drolet is far from major centers and is not in the vicinity of the 33 CMAs, it was anticipated that the geographic level of comparison for these EEOGs would be the province of Quebec minus the CMAs in order to be able to compare with data whose characteristics (few visible minorities, few Aboriginals, few people with disabilities) are similar.

4Since we are in a region far from the major centers, it was decided for the comparison at the level of persons with disabilities that we would use statistics related to the province of Quebec.

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

| Employment Equity Occupational Group 01: Senior Managers | Perform an analysis by | Place of recruitment |
|--|------------------------|----------------------|
| Managers | EEOG | Provincial (default) |
| 02: Middle and Other Managers 03: Professionals | CPEME | CMA (National) |
| 04: Semi-Professional and Technical Personnel | CPEME | CMA (National) |
| 05: Supervisors | CPEME | CMA (default) |
| 6. Foremen | CPEME | Provincial |
| 7.08: Specialized sales and service personnel 09: Skilled workers and craftspeople | CPEME | CMA (default) |
| 10 : Clerical staff | CPEME | Provincial |
| 1111: Intermediate sales and service personnel 12: Skilled manual workers | CPEME | CMA (default) |
| 13: Other sales and service personnel 14: Other manual workers | CPEME | Provincial |
| | CPEME | RMR |
| | CPEME | RMR |
| | CPEME | RMR |
| | CPEME | RMR |
| | CPEME | RMR |
| | CPEME | RMR |
| | CPEME | RMR |
| | CPEME | RMR |
| | CPEME | RMR |
| | CPEME | RMR |
| | CPEME | RMR |
| | CPEME | RMR |



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Default Data for Workforce Analysis - Persons with Disabilities

| Employment Equity Occupational Group | Perform an analysis by | Place of recruitment |
|--|------------------------|----------------------|
| 01/02 : Executives | CPEME | Provincial (default) |
| 3. : Professionals | CPEME | Provincial (default) |
| 4.: Semi-professional and technical staff 05 : Supervisors | CPEME | Provincial (default) |
| 6. Foremen | CPEME | Provincial (default) |
| 7.08: Specialized sales and service personnel 09: Skilled workers and craftspeople | CPEME | Provincial (default) |
| 10 : Clerical staff | CPEME | Provincial (default) |
| 1111: Intermediate sales and service personnel 12: Skilled manual workers | CPEME | Provincial (default) |
| 13: Other sales and service personnel 14: Other manual workers | CPEME | Provincial (default) |
| | CPEME | Provincial (default) |
| | CPEME | National) |
| | CPEME | |
| | CPEME | |
| | CPEME | |
| | CPEME | |
| | CPEME | |
| | CPEME | |



Workplace Equity Information Management System - L.P. Royer Inc.
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Women

| Employment Equity Occupational Group | All employees # | Representation | | Women Availability | | Differ ence # |
|--|--------------------|----------------|---------------|-----------------------|-----------|---------------------|
| | | # | % | % | # | |
| 01: Senior Management | 1 | 0 | 0.0 % | 25.5 % | 0 | 0 |
| 02: Middle management and other directors | 11 | 4 | 36.4 % | 35.7 % | 4 | 0 |
| 03: Professionals | 6 | 4 | 66.7 % | 44.8 % | 3 | 1 |
| 04: Semi-professional and technical staff | 9 | 5 | 55.6 % | 15.0 % | 1 | 4 |
| 06 : Foremen | 1 | 0 | 0.0 % | 0.0 % | 0 | 0 |
| 07: Administrative and Senior Clerical Staff | 3 | 2 | 66.7 % | 86.4 % | 3 | -1 |
| 08: Specialized sales and service personnel | 4 | 0 | 0.0 % | 29.1 % | 1 | -1 |
| 09: Skilled workers and artisans | 3 | 0 | 0.0 % | 0.0 % | 0 | 0 |
| 10 : Office staff | 14 | 8 | 57.1 % | 66.8 % | 9 | -1 |
| 11: Intermediate sales and service personnel | 4 | 3 | 75.0 % | 70.2 % | 3 | 0 |
| 12: Skilled Manual Workers | 60 | 33 | 55.0 % | 17.3 % | 10 | 23 |
| 14: Other manual workers | 17 | 14 | 82.4 % | 22.3 % | 4 | 10 |
| Total | 133 | 73 | 54.9 % | 28.8 % | 38 | 35 |

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

Workplace Equity Information Management System - L.P. Royer Inc.
 Default Workforce Analysis System - Summary Report
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Aboriginal

| Employment Equity Occupational Group | All employees # | Aboriginal Representation | | Aboriginal Availability | | Difference # |
|--|--------------------|------------------------------|--------------|----------------------------|----------|-----------------|
| | | # | % | % | # | |
| 01: Senior Management | 1 | 0 | 0.0% | 1.4% | 0 | 0 |
| 02: Middle management and other directors | 11 | 1 | 9.1% | 1.2% | 0 | 1 |
| 03: Professionals | 6 | 0 | 0.0% | 0.0% | 0 | 0 |
| 04: Semi-professional and technical staff | 9 | 0 | 0.0% | 0.0% | 0 | 0 |
| 06 : Foremen | 1 | 0 | 0.0% | 0.0% | 0 | 0 |
| 07: Administrative and Senior Clerical Staff | 3 | 0 | 0.0% | 2.1% | 0 | 0 |
| 08: Specialized sales and service personnel | 4 | 0 | 0.0% | 1.0% | 0 | 0 |
| 09: Skilled workers and artisans | 3 | 0 | 0.0% | 0.0% | 0 | 0 |
| 10 : Office staff | 14 | 1 | 7.1% | 3.2% | 0 | 1 |
| 11: Intermediate sales and service personnel | 4 | 0 | 0.0% | 3.1% | 0 | 0 |
| 12: Skilled Manual Workers | 60 | 9 | 15.0% | 2.7% | 2 | 7 |
| 14: Other manual workers | 17 | 1 | 5.9% | 3.3% | 1 | 0 |
| Total | 133 | 12 | 9.0 % | 2.3 % | 3 | 9 |

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

Workplace Equity Information Management System - L.P. Royer Inc.
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Members of Visible Minorities

| Employment Equity Occupational Group | All employees # | Members of Visible Minorities | | | | Differ ence # |
|--|--------------------|-------------------------------|--------------|--------------|----------|---------------------|
| | | Representation | | Availability | | |
| | # | % | % | # | % | |
| 01: Senior Management | 1 | 0 | 0.0% | 5.3% | 0 | 0 |
| 02: Middle management and other directors | 11 | 0 | 0.0% | 1.9% | 0 | 0 |
| 03: Professionals | 6 | 0 | 0.0% | 4.4% | 0 | 0 |
| 04: Semi-professional and technical staff | 9 | 0 | 0.0% | 0.0% | 0 | 0 |
| 06 : Foremen | 1 | 0 | 0.0% | 0.0% | 0 | 0 |
| 07: Administrative and Senior Clerical Staff | 3 | 0 | 0.0% | 0.9% | 0 | 0 |
| 08: Specialized sales and service personnel | 4 | 0 | 0.0% | 8.5% | 0 | 0 |
| 09: Skilled workers and artisans | 3 | 0 | 0.0% | 0.0% | 0 | 0 |
| 10 : Office staff | 14 | 0 | 0.0% | 0.6% | 0 | 0 |
| 11: Intermediate sales and service personnel | 4 | 0 | 0.0% | 0.9% | 0 | 0 |
| 12: Skilled Manual Workers | 60 | 3 | 5.0% | 0.7% | 0 | 3 |
| 14: Other manual workers | 17 | 0 | 0.0% | 1.2% | 0 | 0 |
| Total | 133 | 3 | 2.3 % | 1.2 % | 0 | 3 |

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

Workplace Equity Information Management System - L.P. Royer Inc.
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Persons with disabilities

| Employment Equity Occupational Group | All employees # | Persons with disabilities | | Differ ence # | | |
|--|--------------------|---------------------------|-------------------|---------------------|----------|-----------|
| | | Representation # | Availability % | | | |
| 01/02 : Executives | 12 | 1 | 8.3% | 1.9% | 0 | 1 |
| 03: Professionals | 6 | 0 | 0.0% | 2.8% | 0 | 0 |
| 04: Semi-professional and technical staff | 9 | 1 | 11.1% | 3.0% | 0 | 1 |
| 06 : Foremen | 1 | 1 | 100.0% | 0.0% | 0 | 1 |
| 07: Administrative and Senior Clerical Staff | 3 | 0 | 0.0% | 2.7% | 0 | 0 |
| 08: Specialized sales and service personnel | 4 | 1 | 25.0% | 1.8% | 0 | 1 |
| 09: Skilled workers and artisans | 3 | 0 | 0.0% | 1.9% | 0 | 0 |
| 10 : Office staff | 14 | 4 | 28.6% | 4.2% | 1 | 3 |
| 11: Intermediate sales and service personnel | 4 | 1 | 25.0% | 2.9% | 0 | 1 |
| 12: Skilled Manual Workers | 60 | 13 | 21.7% | 3.2% | 2 | 11 |
| 14: Other manual workers | 17 | 4 | 23.5% | 0.0% | 0 | 4 |
| Total | 133 | 26 | 19.6 % | 2.6 % | 3 | 23 |

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



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 Date: 2018-02-23

Default Data for Workforce Analysis - Persons with Disabilities

| Employment Equity Occupational Group | Perform an analysis by | Place of recruitment |
|--|------------------------|----------------------|
| 01/02 : Executives | CPEME | Provincial (default) |
| 3. : Professionals | CPEME | Provincial (default) |
| 4.: Semi-professional and technical staff 05 : Supervisors | CPEME | Provincial (default) |
| 6. : Foremen | CPEME | Provincial (default) |
| 7.08: Specialized sales and service personnel 09: Skilled workers and craftspeople | CPEME | Provincial (default) |
| 10 : Clerical staff | CPEME | Provincial (default) |
| 1111: Intermediate sales and service personnel 12: Skilled manual workers | CPEME | Provincial (default) |
| 13: Other sales and service personnel 14: Other manual workers | CPEME | Provincial (default) |
| | CPEME | Provincial (default) |
| | CPEME | National) |
| | CPEME | |
| | CPEME | |
| | CPEME | |
| | CPEME | |
| | CPEME | |

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| Federal Contractors Program Achievement Report |
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| L.P. Royer Inc. |
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Data from First/Previous Workforce Analysis

↓ ↓ ↓

| Data from First/Previous Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2015 | 02 | 24 |

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

| Data from Subsequent/Current Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2018 | 02 | 23 |

| Employment Equity Occupational Group (EEOG) | | Table 1: Women | | |
|---|--|-----------------------------------|----------------|---------------|
| | | First/Previous Workforce Analysis | | |
| | | All Employees | Women | |
| | | | Representation | Availability* |
| # | # | % | | |
| 01 | Senior Managers | 2 | 0 | 25.5 |
| 02 | Middle & Other Managers | 8 | 3 | 35.7 |
| 03 | Professionals | 4 | 3 | 76.7 |
| 04 | Semi-Professionals & Technicians | 6 | 4 | 34.1 |
| 05 | Supervisors | 2 | 2 | 58.8 |
| 06 | Supervisors: Crafts & Trades | 1 | 0 | 0.0 |
| 07 | Administrative & Senior Clerical Personnel | 2 | 2 | 87.5 |
| 08 | Skilled Sales & Service Personnel | 5 | 0 | 29.1 |
| 09 | Skilled Crafts & Trades Workers | 3 | 0 | 0.0 |
| 10 | Clerical Personnel | 12 | 7 | 66.8 |
| 11 | Intermediate Sales & Service Personnel | 1 | 1 | 70.2 |
| 12 | Semi-Skilled Manual Workers | 52 | 28 | 17.3 |
| 13 | Other Sales & Service Personnel | 2 | 1 | 58.8 |
| 14 | Other Manual Workers | 19 | 16 | 22.3 |
| Total | | 119 | 67 | 31.7 |

| | | Table 5: Women | | |
|---|------------|---------------------------------------|----------------|---------------|
| | | Subsequent/Current Workforce Analysis | | |
| | | All Employees | Women | |
| | | | Representation | Availability* |
| # | # | % | | |
| | 1 | 0 | 25.5 | |
| | 11 | 4 | 35.7 | |
| | 6 | 4 | 44.8 | |
| | 9 | 5 | 15.0 | |
| | 0 | 0 | 0.0 | |
| | 1 | 0 | 0.0 | |
| | 3 | 2 | 86.4 | |
| | 4 | 0 | 29.1 | |
| | 3 | 0 | 3.4 | |
| | 14 | 8 | 68.8 | |
| | 4 | 3 | 70.2 | |
| | 60 | 33 | 17.3 | |
| | 0 | 0 | 0.0 | |
| | 17 | 14 | 22.3 | |
| | 133 | 73 | 28.8 | |

*** Source:**
2011 National Household Survey

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Report

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Data from First/Previous Workforce Analysis



| Data from First/Previous Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2015 | 02 | 24 |

Data from Subsequent/Current Workforce Analysis



| Data from Subsequent/Current Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2018 | 02 | 23 |

Table 2: Aboriginal Peoples

First/Previous Workforce Analysis

| Employment Equity Occupational Group (EEOG) | | All Employees | Aboriginal Peoples | |
|---|--|---------------|--------------------|---------------|
| | | | Representation | Availability* |
| | | # | # | % |
| 01 | Senior Managers | 2 | 0 | 1.4 |
| 02 | Middle & Other Managers | 8 | 1 | 1.2 |
| 03 | Professionals | 4 | 0 | 0.0 |
| 04 | Semi-Professionals & Technicians | 6 | 0 | 0.0 |
| 05 | Supervisors | 2 | 0 | 0.0 |
| 06 | Supervisors: Crafts & Trades | 1 | 0 | 0.0 |
| 07 | Administrative & Senior Clerical Personnel | 2 | 0 | 2.9 |
| 08 | Skilled Sales & Service Personnel | 5 | 0 | 1.0 |
| 09 | Skilled Crafts & Trades Workers | 3 | 0 | 0.0 |
| 10 | Clerical Personnel | 12 | 0 | 3.2 |
| 11 | Intermediate Sales & Service Personnel | 1 | 0 | 3.1 |
| 12 | Semi-Skilled Manual Workers | 52 | 6 | 2.7 |
| 13 | Other Sales & Service Personnel | 2 | 0 | 4.5 |
| 14 | Other Manual Workers | 19 | 1 | 3.3 |
| Total | | 119 | 8 | 2.4 |

*** Source:**

2011 National Household Survey

Table 6: Aboriginal Peoples

Subsequent/Current Workforce Analysis

| All Employees | | Aboriginal Peoples | |
|---------------|-----------|--------------------|---------------|
| | | Representation | Availability* |
| # | # | % | |
| 1 | 0 | 1.4 | |
| 11 | 1 | 1.2 | |
| 6 | 0 | 0.0 | |
| 9 | 0 | 0.0 | |
| 0 | 0 | 0.0 | |
| 1 | 0 | 0.0 | |
| 3 | 0 | 2.1 | |
| 4 | 0 | 1.0 | |
| 3 | 0 | 2.8 | |
| 14 | 1 | 3.2 | |
| 4 | 0 | 3.1 | |
| 60 | 9 | 2.7 | |
| 0 | 0 | 0.0 | |
| 17 | 1 | 3.3 | |
| 133 | 12 | 2.3 | |

*** Source:**

2011 National Household Survey

| |
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Data from First/Previous Workforce Analysis



| Data from First/Previous Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2015 | 02 | 24 |

Data from Subsequent/Current Workforce Analysis



| Data from Subsequent/Current Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2018 | 02 | 23 |

| Employment Equity Occupational Group (EEOG) | | Table 3: Members of Visible Minorities | | |
|---|--|--|-------------------------------|---------------|
| | | First/Previous Workforce Analysis | | |
| | | All Employees | Members of Visible Minorities | |
| | | | Representation | Availability* |
| # | # | % | | |
| 01 | Senior Managers | 2 | 0 | 5.3 |
| 02 | Middle & Other Managers | 8 | 0 | 1.9 |
| 03 | Professionals | 4 | 0 | 4.8 |
| 04 | Semi-Professionals & Technicians | 6 | 0 | 0.0 |
| 05 | Supervisors | 2 | 0 | 0.7 |
| 06 | Supervisors: Crafts & Trades | 1 | 0 | 0.0 |
| 07 | Administrative & Senior Clerical Personnel | 2 | 0 | 0.6 |
| 08 | Skilled Sales & Service Personnel | 5 | 0 | 8.5 |
| 09 | Skilled Crafts & Trades Workers | 3 | 0 | 0.0 |
| 10 | Clerical Personnel | 12 | 0 | 0.6 |
| 11 | Intermediate Sales & Service Personnel | 1 | 0 | 0.9 |
| 12 | Semi-Skilled Manual Workers | 52 | 0 | 0.7 |
| 13 | Other Sales & Service Personnel | 2 | 0 | 1.1 |
| 14 | Other Manual Workers | 19 | 0 | 1.2 |
| Total | | 119 | 0 | 1.8 |

*** Source:**
2011 National Household Survey

| | | Table 7: Members of Visible Minorities | | |
|---|------------|--|-------------------------------|---------------|
| | | Subsequent/Current Workforce Analysis | | |
| | | All Employees | Members of Visible Minorities | |
| | | | Representation | Availability* |
| # | # | % | | |
| | 1 | 0 | 5.3 | |
| | 11 | 0 | 1.9 | |
| | 6 | 0 | 4.4 | |
| | 9 | 0 | 0.0 | |
| | 0 | 0 | 0.0 | |
| | 1 | 0 | 0.0 | |
| | 3 | 0 | 0.9 | |
| | 4 | 0 | 8.5 | |
| | 3 | 0 | 0.5 | |
| | 14 | 0 | 0.6 | |
| | 4 | 0 | 0.9 | |
| | 60 | 3 | 0.7 | |
| | 0 | 0 | 0.0 | |
| | 17 | 0 | 1.2 | |
| | 133 | 3 | 1.2 | |

*** Source:**
2011 National Household Survey

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Data from First/Previous Workforce Analysis



| Data from First/Previous Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2015 | 02 | 24 |

Data from Subsequent/Current Workforce Analysis



| Data from Subsequent/Current Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2018 | 02 | 23 |

Table 4: Persons with Disabilities

First/Previous Workforce Analysis

| Employment Equity Occupational Group (EEOG) | | All Employees | Persons with Disabilities | |
|---|--|---------------|---------------------------|---------------|
| | | | Representation | Availability* |
| | | # | # | % |
| 01/02 | Managers | 10 | 1 | 1.9 |
| 03 | Professionals | 4 | 0 | 2.8 |
| 04 | Semi-Professionals & Technicians | 6 | 2 | 3.0 |
| 05 | Supervisors | 2 | 0 | 0.0 |
| 06 | Supervisors: Crafts & Trades | 1 | 1 | 0.0 |
| 07 | Administrative & Senior Clerical Personnel | 2 | 0 | 2.7 |
| 08 | Skilled Sales & Service Personnel | 5 | 1 | 1.8 |
| 09 | Skilled Crafts & Trades Workers | 3 | 1 | 1.9 |
| 10 | Clerical Personnel | 12 | 4 | 4.2 |
| 11 | Intermediate Sales & Service Personnel | 1 | 0 | 2.9 |
| 12 | Semi-Skilled Manual Workers | 52 | 15 | 3.2 |
| 13 | Other Sales & Service Personnel | 2 | 2 | 4.4 |
| 14 | Other Manual Workers | 19 | 7 | 0.0 |
| Total | | 119 | 34 | 3.0 |

*** Source:**

2012 Canadian Survey on Disability

Table 8: Persons with Disabilities

Subsequent/Current Workforce Analysis

| | | All Employees | Persons with Disabilities | |
|--|--|---------------|---------------------------|---------------|
| | | | Representation | Availability* |
| | | # | # | % |
| | | 12 | 1 | 1.9 |
| | | 6 | 0 | 2.8 |
| | | 9 | 1 | 3.0 |
| | | 0 | 0 | 0.0 |
| | | 1 | 1 | 0.0 |
| | | 3 | 0 | 2.7 |
| | | 4 | 1 | 1.8 |
| | | 3 | 0 | 1.9 |
| | | 14 | 4 | 4.2 |
| | | 4 | 1 | 2.9 |
| | | 60 | 13 | 3.2 |
| | | 0 | 0 | 0.0 |
| | | 17 | 4 | 0.0 |
| | | 133 | 26 | 2.6 |

*** Source:**

2012 Canadian Survey on Disability

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

L.P. Royer Inc.

30/11/18

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2015 | 02 | 24 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2018 | 02 | 23 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

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↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

Table 1: Women

Table 5: Women

Table 9: Women

| Employment Equity Occupational Group (EEOG) | Full-time / National | | Part-time / National | |
|---|----------------------|-------------|----------------------|-------------|
| | All Employees Hired | Women Hired | All Employees Hired | Women Hired |
| | # | # | # | # |
| | 01 Senior Managers | 0 | 0 | 0 |
| 02 Middle & Other Managers | 3 | 1 | 0 | 0 |
| 03 Professionals | 4 | 3 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 7 | 3 | 0 | 0 |
| 05 Supervisors | 0 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 2 | 1 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 3 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 14 | 2 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 7 | 6 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 21 | 9 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 8 | 8 | 0 | 0 |
| Total | 69 | 33 | 0 | 0 |

| Full-time / National | | Part-time / National | |
|------------------------|----------------|------------------------|----------------|
| All Employees Promoted | Women Promoted | All Employees Promoted | Women Promoted |
| # | # | # | # |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 1 | 1 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 2 | 2 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 3 | 1 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 7 | 4 | 0 | 0 |

| Full-time / National | | Part-time / National | |
|--------------------------|------------------|--------------------------|------------------|
| All Employees Terminated | Women Terminated | All Employees Terminated | Women Terminated |
| # | # | # | # |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 2 | 1 | 0 | 0 |
| 3 | 1 | 0 | 0 |
| 1 | 1 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 1 | 1 | 0 | 0 |
| 4 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 9 | 1 | 0 | 0 |
| 3 | 3 | 0 | 0 |
| 10 | 4 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 6 | 6 | 0 | 0 |
| 40 | 18 | 0 | 0 |

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

L.P. Royer Inc.

30/11/18

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2015 | 02 | 24 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2018 | 02 | 23 |

Data from Form 4 - Employees Hired



Table 2: Aboriginal Peoples

| Employment Equity Occupational Group (EEOG) | Full-time / National | | Part-time / National | |
|---|----------------------|--------------------------|----------------------|--------------------------|
| | All Employees Hired | Aboriginal Peoples Hired | All Employees Hired | Aboriginal Peoples Hired |
| | # | # | # | # |
| 01 Senior Managers | 0 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 3 | 0 | 0 | 0 |
| 03 Professionals | 4 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 7 | 0 | 0 | 0 |
| 05 Supervisors | 0 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 2 | 0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 3 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 14 | 2 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 7 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 21 | 5 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 8 | 0 | 0 | 0 |
| Total | 69 | 7 | 0 | 0 |

Data from Form 5 - Employees Promoted



Table 6: Aboriginal Peoples

| Employment Equity Occupational Group (EEOG) | Full-time / National | | Part-time / National | |
|---|------------------------|-----------------------------|------------------------|-----------------------------|
| | All Employees Promoted | Aboriginal Peoples Promoted | All Employees Promoted | Aboriginal Peoples Promoted |
| | # | # | # | # |
| 01 Senior Managers | 0 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 0 | 0 | 0 | 0 |
| 03 Professionals | 1 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 0 | 0 | 0 | 0 |
| 05 Supervisors | 0 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 0 | 0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 2 | 0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 1 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 3 | 1 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 0 | 0 | 0 | 0 |
| Total | 7 | 1 | 0 | 0 |

Data from Form 6 - Employees Terminated



Table 10: Aboriginal Peoples

| Employment Equity Occupational Group (EEOG) | Full-time / National | | Part-time / National | |
|---|--------------------------|-------------------------------|--------------------------|-------------------------------|
| | All Employees Terminated | Aboriginal Peoples Terminated | All Employees Terminated | Aboriginal Peoples Terminated |
| | # | # | # | # |
| 01 Senior Managers | 0 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 0 | 0 | 0 | 0 |
| 03 Professionals | 2 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 3 | 0 | 0 | 0 |
| 05 Supervisors | 1 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 1 | 0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 4 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 9 | 1 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 3 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 10 | 2 | 0 | 0 |
| 13 Other Sales & Service Personnel | 1 | 0 | 0 | 0 |
| 14 Other Manual Workers | 6 | 0 | 0 | 0 |
| Total | 40 | 3 | 0 | 0 |

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Part 2: Flow Data Analysis

L.P. Royer Inc.

30/11/18

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2015 | 02 | 24 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2018 | 02 | 23 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

| Employment Equity Occupational Group (EEOG) | Full-time / National | | Part-time / National | |
|---|----------------------|---------------------------------|----------------------|---------------------------------|
| | All Employees Hired | Persons with Disabilities Hired | All Employees Hired | Persons with Disabilities Hired |
| | # | # | # | # |
| | 01 Senior Managers | 0 | 0 | 0 |
| 02 Middle & Other Managers | 3 | 0 | 0 | 0 |
| 03 Professionals | 4 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 7 | 0 | 0 | 0 |
| 05 Supervisors | 0 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 2 | 0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 3 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 14 | 4 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 7 | 2 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 21 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 8 | 2 | 0 | 0 |
| Total | 69 | 8 | 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 |
| 1 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 2 | 1 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 3 | 1 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 7 | 2 | 0 | 0 |

| Full-time / National | | Part-time / National | |
|--------------------------|--------------------------------------|--------------------------|--------------------------------------|
| All Employees Terminated | Persons with Disabilities Terminated | All Employees Terminated | Persons with Disabilities Terminated |
| # | # | # | # |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 2 | 0 | 0 | 0 |
| 3 | 1 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 4 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 9 | 1 | 0 | 0 |
| 3 | 1 | 0 | 0 |
| 10 | 3 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 6 | 3 | 0 | 0 |
| 40 | 9 | 0 | 0 |

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

L.P. Royer Inc.

30/11/18

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2015 | 02 | 24 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2018 | 02 | 23 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

| Employment Equity Occupational Group (EEOG) | Full-time / National | | Part-time / National | |
|---|----------------------|-------------------------------------|----------------------|-------------------------------------|
| | All Employees Hired | Members of Visible Minorities Hired | All Employees Hired | Members of Visible Minorities Hired |
| | # | # | # | # |
| | 01 Senior Managers | 0 | 0 | 0 |
| 02 Middle & Other Managers | 3 | 0 | 0 | 0 |
| 03 Professionals | 4 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 7 | 1 | 0 | 0 |
| 05 Supervisors | 0 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 2 | 0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 3 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 14 | 0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 7 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 21 | 3 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 8 | 0 | 0 | 0 |
| Total | 69 | 4 | 0 | 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 |
| 1 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 2 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 3 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 7 | 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 |
| # | # | # | # |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 2 | 0 | 0 | 0 |
| 3 | 1 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 4 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 9 | 0 | 0 | 0 |
| 3 | 0 | 0 | 0 |
| 10 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 6 | 0 | 0 | 0 |
| 40 | 1 | 0 | 0 |

Federal Contractors Program Achievement Report

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Part 3: Goals

L.P. Royer Inc.

30/11/18

Data for First/Previous Goals

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

Table 1: Women

| Employment Equity Occupational Group (EEOG) | | First/Previous Short-term Goals | | | | | | | | | | | | | | | | | | | |
|---|------------------------------|---------------------------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|----------|--|-----------|------|-----------------------------|--------------|----|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | | All Employees | | | | | | | | Women | | | | | | | | | | | |
| | | Number | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | | YYYY-MM-DD | From - To | | | YYYY - YYYY | | | | | | |
| | | 2015-02-24 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2015-02-24 | Annually | Over 3 Years | # | 2015 | 2018 | % | # | # | % | % | | |
| # | % | % | # | % | % | # | # | % | # | # | % | % | % | # | # | % | % | | | | |
| 01 | Senior Managers | 2 | -20.6% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 1 | 0 | | 25.5% | -1 | -1 | 0.0% | 0.0% | | |
| 02 | Middle & Other Managers | 8 | 11.2% | | 0 | 0.0% | | 0 | 3 | 0.0% | 0 | 0 | 0 | | 35.7% | 0 | 0 | 37.5% | 37.5% | | |
| 03 | Professionals | 4 | 14.5% | | 0 | 40.0% | | 0 | 3 | 0.0% | 0 | 0 | 0 | | 76.7% | 0 | 0 | 75.0% | 75.0% | | |
| 04 | Semi-Professionals & Tech | 6 | 14.5% | | 0 | 40.0% | | 0 | 4 | 0.0% | 0 | -2 | 0 | | 34.1% | 2 | 2 | 66.7% | 66.7% | | |
| 05 | Supervisors | 2 | -100.0% | | 0 | 100.0% | | 0 | 2 | 0.0% | 0 | -1 | 0 | | 58.8% | 1 | 1 | 100.0% | 100.0% | | |
| 06 | Supervisors: Crafts & Trades | 1 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | 0.0% | 0.0% | | |
| 07 | Administrative & Sr Clerical | 2 | 14.5% | | 0 | 40.0% | | 0 | 2 | 0.0% | 0 | 0 | 0 | | 87.5% | 0 | 0 | 100.0% | 100.0% | | |
| 08 | Skilled Sales & Service | 5 | -7.2% | | 0 | 88.9% | | 0 | 0 | 0.0% | 0 | 1 | 0 | | 29.1% | -1 | -1 | 0.0% | 0.0% | | |
| 09 | Skilled Crafts & Trades | 3 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | 0.0% | 0.0% | | |
| 10 | Clerical Personnel | 12 | 5.3% | | 0 | 69.2% | | 0 | 7 | 0.0% | 0 | 1 | 0 | | 66.8% | -1 | -1 | 58.3% | 58.3% | | |
| 11 | Intermediate Sales & Service | 1 | 58.7% | | 0 | 120.0% | | 0 | 1 | 0.0% | 0 | 0 | 0 | | 70.2% | 0 | 0 | 100.0% | 100.0% | | |
| 12 | Semi-Skilled Manual | 52 | 4.9% | | 0 | 17.9% | | 0 | 28 | 0.0% | 0 | -19 | 0 | | 17.3% | 19 | 19 | 53.8% | 53.8% | | |
| 13 | Other Sales & Service | 2 | -100.0% | | 0 | 100.0% | | 0 | 1 | 0.0% | 0 | 0 | 0 | | 58.8% | 0 | 0 | 50.0% | 50.0% | | |
| 14 | Other Manual Workers | 19 | -3.6% | | 0 | 33.3% | | 0 | 16 | 0.0% | 0 | -12 | 0 | | 22.3% | 12 | 12 | 84.2% | 84.2% | | |
| Total | | 119 | 3.8% | | 0 | 31.7% | | 0 | 67 | 0.0% | 0 | -29 | 0 | | 31.7% | 29 | 29 | 56.3% | 56.3% | | |

† 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 Group (EEOG) | | Women | | | | Comments |
|---|------------------------------|------------------|-----|-----------------|-----|----------|
| | | Short-term Goals | | Long-term Goals | | |
| | | % | % | % | % | |
| 01 | Senior Managers | 0 | 0.0 | 0 | 0.0 | |
| 02 | Middle & Other Managers | 0 | 0.0 | 0 | 0.0 | |
| 03 | Professionals | 0 | 0.0 | 0 | 0.0 | |
| 04 | Semi-Professionals & Tech | 0 | 0.0 | 0 | 0.0 | |
| 05 | Supervisors | 0 | 0.0 | 0 | 0.0 | |
| 06 | Supervisors: Crafts & Trades | 0 | 0.0 | 0 | 0.0 | |
| 07 | Administrative & Sr Clerical | 0 | 0.0 | 0 | 0.0 | |
| 08 | Skilled Sales & Service | 0 | 0.0 | 0 | 0.0 | |
| 09 | Skilled Crafts & Trades | 0 | 0.0 | 0 | 0.0 | |
| 10 | Clerical Personnel | 0 | 0.0 | 0 | 0.0 | |
| 11 | Intermediate Sales & Service | 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 | |

Federal Contractors Program Achievement Report

004941

Part 3: Goals

L.P. Royer Inc.

30/11/18

| | | | | | |
|-------|----------------------|---|-----|---|-----|
| 14 | Other Manual Workers | 0 | 0.0 | 0 | 0.0 |
| Total | | 0 | | 0 | |

Federal Contractors Program Achievement Report

004942

Part 3: Goals

L.P. Royer Inc.

30/11/18

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

| Employment Equity Occupational Group (EEOG) | | All Employees | | | | | | | Aboriginal Peoples | | | | | | | | | | | | |
|---|------------------------------|---------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|----------|--|----------|--------------|-----------------------------|--------------|------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | | Number | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | | YYYY-MM-DD | Annually | Over 3 Years | | From - To | | | | | | |
| | | 2015-02-24 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2015-02-24 | Annually | Over 3 Years | | 2015 | 2018 | | | | | | | |
| | | # | % | % | # | % | % | # | # | % | # | % | # | % | % | # | # | % | % | | |
| 01 | Senior Managers | 2 | -20.6% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 1.4% | 0 | 0 | 0.0% | 0.0% | |
| 02 | Middle & Other Managers | 8 | 11.2% | | 0 | 0.0% | | 0 | 1 | 0.0% | 0 | -1 | 0 | 0 | 1.2% | 1 | 1 | 12.5% | 12.5% | | |
| 03 | Professionals | 4 | 14.5% | | 0 | 40.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | |
| 04 | Semi-Professionals & Tech | 6 | 14.5% | | 0 | 40.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | |
| 05 | Supervisors | 2 | -100.0% | | 0 | 100.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | |
| 06 | Supervisors: Crafts & Trades | 1 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | |
| 07 | Administrative & Sr Clerical | 2 | 14.5% | | 0 | 40.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 2.9% | 0 | 0 | 0.0% | 0.0% | | |
| 08 | Skilled Sales & Service | 5 | -7.2% | | 0 | 88.9% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 1.0% | 0 | 0 | 0.0% | 0.0% | | |
| 09 | Skilled Crafts & Trades | 3 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | |
| 10 | Clerical Personnel | 12 | 5.3% | | 0 | 69.2% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 3.2% | 0 | 0 | 0.0% | 0.0% | | |
| 11 | Intermediate Sales & Service | 1 | 58.7% | | 0 | 120.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 3.1% | 0 | 0 | 0.0% | 0.0% | | |
| 12 | Semi-Skilled Manual | 52 | 4.9% | | 0 | 17.9% | | 0 | 6 | 0.0% | 0 | -5 | 0 | 0 | 2.7% | 5 | 5 | 11.5% | 11.5% | | |
| 13 | Other Sales & Service | 2 | -100.0% | | 0 | 100.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 4.5% | 0 | 0 | 0.0% | 0.0% | | |
| 14 | Other Manual Workers | 19 | -3.6% | | 0 | 33.3% | | 0 | 1 | 0.0% | 0 | 0 | 0 | 0 | 3.3% | 0 | 0 | 5.3% | 5.3% | | |
| Total | | 119 | 3.8% | | 0 | 31.7% | | 0 | 8 | 0.0% | 0 | -5 | 0 | 0 | 2.4% | 5 | 5 | 6.7% | 6.7% | | |

† 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 4: Aboriginal Peoples

| Employment Equity Occupational Group (EEOG) | Aboriginal Peoples | | | | Comments |
|---|------------------------------|---|-----------------|---|----------|
| | Short-term Goals | | Long-term Goals | | |
| | | % | | % | |
| 01 | Senior Managers | 0 | 0.0 | 0 | 0.0 |
| 02 | Middle & Other Managers | 0 | 0.0 | 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 |

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| | | | | | |
|-------|----------------------|---|-----|---|-----|
| 14 | Other Manual Workers | 0 | 0.0 | 0 | 0.0 |
| Total | | 0 | | 0 | |

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Data for First/Previous Goals

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

Table 5: Persons with Disabilities

| Employment Equity Occupational Group (EEOG) | | First/Previous Short-term Goals | | | | | | | | | | | | | | | | | | | |
|---|------------------------------|---------------------------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|---------------------------|--|-----------|------|-----------------------------|--------------|---|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | | All Employees | | | | | | | | Persons with Disabilities | | | | | | | | | | | |
| | | Number | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | | YYYY-MM-DD | From - To | | | YYYY - YYYY | | | | | | |
| | | 2015-02-24 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2015-02-24 | Annually | Over 3 Years | 2015 | 2018 | % | % | % | % | % | % | | |
| # | % | % | # | % | % | # | # | % | # | # | % | % | % | # | # | % | % | | | | |
| 01/02 | Managers | 10 | -4.7% | | 0 | 0.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1.9% | 1 | 1 | 10.0% | 10.0% |
| 03 | Professionals | 4 | 14.5% | | 0 | 40.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2.8% | 0 | 0 | 0.0% | 0.0% |
| 04 | Semi-Professionals & Tech | 6 | 14.5% | | 0 | 40.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3.0% | 2 | 2 | 33.3% | 33.3% |
| 05 | Supervisors | 2 | -100.0% | | 0 | 100.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 06 | Supervisors: Crafts & Trades | 1 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 1 | 1 | 100.0% | 100.0% |
| 07 | Administrative & Sr Clerical | 2 | 14.5% | | 0 | 40.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2.7% | 0 | 0 | 0.0% | 0.0% |
| 08 | Skilled Sales & Service | 5 | -7.2% | | 0 | 88.9% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1.8% | 1 | 1 | 20.0% | 20.0% |
| 09 | Skilled Crafts & Trades | 3 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1.9% | 1 | 1 | 33.3% | 33.3% |
| 10 | Clerical Personnel | 12 | 5.3% | | 0 | 69.2% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4.2% | 3 | 3 | 33.3% | 33.3% |
| 11 | Intermediate Sales & Service | 1 | 58.7% | | 0 | 120.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2.9% | 0 | 0 | 0.0% | 0.0% |
| 12 | Semi-Skilled Manual | 52 | 4.9% | | 0 | 17.9% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3.2% | 13 | 13 | 28.8% | 28.8% |
| 13 | Other Sales & Service | 2 | -100.0% | | 0 | 100.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4.4% | 2 | 2 | 100.0% | 100.0% |
| 14 | Other Manual Workers | 19 | -3.6% | | 0 | 33.3% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 7 | 7 | 36.8% | 36.8% |
| Total | | 119 | 3.8% | | 0 | 31.7% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3.0% | 30 | 30 | 28.6% | 28.6% |

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

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

Table 6: Persons with Disabilities

| Employment Equity Occupational Group (EEOG) | | Persons with Disabilities | | | | Comments |
|---|------------------------------|---------------------------|-----|-----------------|-----|----------|
| | | Short-term Goals | | Long-term Goals | | |
| | | % | % | % | % | |
| 01/02 | Managers | 0 | 0.0 | 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 | |
| Total | | 0 | | 0 | | |

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Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

| Employment Equity Occupational Group (EEOG) | | First/Previous Short-term Goals | | | | | | | | | | | | | | | | | | | |
|---|------------------------------|---------------------------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|-------------------------------|--|-----------|------|-----------------------------|--------------|------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | | All Employees | | | | | | | | Members of Visible Minorities | | | | | | | | | | | |
| | | Number | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | | YYYY-MM-DD | From - To | | | YYYY - YYYY | | | | | | |
| | | 2015-02-24 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2015-02-24 | Annually | Over 3 Years | 2015 | 2018 | % | # | # | % | # | % | | |
| # | % | % | # | % | % | # | # | % | # | # | % | % | # | # | % | # | % | | | | |
| 01 | Senior Managers | 2 | -20.6% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 5.3% | 0 | 0 | 0.0% | 0.0% | |
| 02 | Middle & Other Managers | 8 | 11.2% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 1.9% | 0 | 0 | 0.0% | 0.0% | | |
| 03 | Professionals | 4 | 14.5% | | 0 | 40.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 4.8% | 0 | 0 | 0.0% | 0.0% | | |
| 04 | Semi-Professionals & Tech | 6 | 14.5% | | 0 | 40.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | |
| 05 | Supervisors | 2 | -100.0% | | 0 | 100.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.7% | 0 | 0 | 0.0% | 0.0% | | |
| 06 | Supervisors: Crafts & Trades | 1 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | |
| 07 | Administrative & Sr Clerical | 2 | 14.5% | | 0 | 40.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.6% | 0 | 0 | 0.0% | 0.0% | | |
| 08 | Skilled Sales & Service | 5 | -7.2% | | 0 | 88.9% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 8.5% | 0 | 0 | 0.0% | 0.0% | | |
| 09 | Skilled Crafts & Trades | 3 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | |
| 10 | Clerical Personnel | 12 | 5.3% | | 0 | 69.2% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.6% | 0 | 0 | 0.0% | 0.0% | | |
| 11 | Intermediate Sales & Service | 1 | 58.7% | | 0 | 120.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.9% | 0 | 0 | 0.0% | 0.0% | | |
| 12 | Semi-Skilled Manual | 52 | 4.9% | | 0 | 17.9% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.7% | 0 | 0 | 0.0% | 0.0% | | |
| 13 | Other Sales & Service | 2 | -100.0% | | 0 | 100.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 1.1% | 0 | 0 | 0.0% | 0.0% | | |
| 14 | Other Manual Workers | 19 | -3.6% | | 0 | 33.3% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 1.2% | 0 | 0 | 0.0% | 0.0% | | |
| Total | | 119 | 3.8% | | 0 | 31.7% | | 0 | 0 | 0.0% | 0 | 2 | 0 | 0 | 1.8% | -2 | -2 | 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.

Table 8: Members of Visible Minorities

| Employment Equity Occupational Group (EEOG) | Members of Visible Minorities | | | | Comments | |
|---|-------------------------------|---|-----------------|---|----------|--|
| | Short-term Goals | | Long-term Goals | | | |
| | | % | | % | | |
| 01 | Senior Managers | 0 | 0.0 | 0 | 0.0 | |
| 02 | Middle & Other Managers | 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 | |

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| | | | | | |
|-------|----------------------|---|-----|---|-----|
| 14 | Other Manual Workers | 0 | 0.0 | 0 | 0.0 |
| Total | | 0 | | 0 | |

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Data for Subsequent/Current Goals

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

Table 9: Women

| Employment Equity Occupational Group (EEOG) | | Subsequent/Current Short-term Goals | | | | | | | | | | | | | | | | | | | |
|---|------------------------------|-------------------------------------|----------|------------------------|--------------|----------|--|--------------|--------------------------------|------------|----------|--|-----------|-----------------------------|--------------|----|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | | All Employees | | | | | | | Women | | | | | | | | | | | | |
| | | Number | | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | Anticipated Hires Over 3 Years | Number | | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | | YYYY-MM-DD | | | From - To | | | | | | | | |
| | | 2018-02-23 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | | 2018-02-23 | Annually | Over 3 Years | 2018 | | 2021 | | | | | | |
| # | % | % | # | % | % | # | # | % | # | % | # | % | | | | | | | | | |
| 01 | Senior Managers | 1 | -20.6% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 25.5% | 0 | 0 | 0.0% | 0.0% | | |
| 02 | Middle & Other Managers | 11 | 11.2% | | 0 | 0.0% | | 0 | 4 | 0.0% | 0 | 0 | 0 | 35.7% | 0 | 0 | 36.4% | 36.4% | | | |
| 03 | Professionals | 6 | 14.5% | | 0 | 40.0% | | 0 | 4 | 0.0% | 0 | -1 | 0 | 44.8% | 1 | 1 | 66.7% | 66.7% | | | |
| 04 | Semi-Professionals & Tech | 9 | 14.5% | | 0 | 40.0% | | 0 | 5 | 0.0% | 0 | -4 | 0 | 15.0% | 4 | 4 | 55.6% | 55.6% | | | |
| 05 | Supervisors | 0 | -100.0% | | 0 | 100.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | | |
| 06 | Supervisors: Crafts & Trades | 1 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | | |
| 07 | Administrative & Sr Clerical | 3 | 14.5% | | 0 | 40.0% | | 0 | 2 | 0.0% | 0 | 1 | 0 | 86.4% | -1 | -1 | 66.7% | 66.7% | | | |
| 08 | Skilled Sales & Service | 4 | -7.2% | | 0 | 88.9% | | 0 | 0 | 0.0% | 0 | 1 | 0 | 29.1% | 29.1% | -1 | -1 | 0.0% | 0.0% | | |
| 09 | Skilled Crafts & Trades | 3 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 3.4% | 0 | 0 | 0.0% | 0.0% | | | |
| 10 | Clerical Personnel | 14 | 5.3% | | 0 | 69.2% | | 0 | 8 | 0.0% | 0 | 2 | 0 | 68.8% | -2 | -2 | 57.1% | 57.1% | | | |
| 11 | Intermediate Sales & Service | 4 | 58.7% | | 0 | 120.0% | | 0 | 3 | 0.0% | 0 | 0 | 0 | 70.2% | 0 | 0 | 75.0% | 75.0% | | | |
| 12 | Semi-Skilled Manual | 60 | 4.9% | | 0 | 17.9% | | 0 | 33 | 0.0% | 0 | -23 | 0 | 17.3% | 23 | 23 | 55.0% | 55.0% | | | |
| 13 | Other Sales & Service | 0 | -100.0% | | 0 | 100.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | | |
| 14 | Other Manual Workers | 17 | -3.6% | | 0 | 33.3% | | 0 | 14 | 0.0% | 0 | -10 | 0 | 22.3% | 10 | 10 | 82.4% | 82.4% | | | |
| Total | | 133 | 3.8% | | 0 | 31.7% | | 0 | 73 | 0.0% | 0 | -35 | 0 | 28.8% | 35 | 35 | 54.9% | 54.9% | | | |

† 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 10: Women

| Employment Equity Occupational Group (EEOG) | | Women | | | | Comments |
|---|------------------------------|------------------|---|-----------------|---|--|
| | | Short-term Goals | | Long-term Goals | | |
| | | % | % | % | % | |
| 01 | Senior Managers | 0.0 | | 0.0 | | |
| 02 | Middle & Other Managers | 0.0 | | 0.0 | | |
| 03 | Professionals | 0.0 | | 0.0 | | |
| 04 | Semi-Professionals & Tech | 0.0 | | 0.0 | | |
| 05 | Supervisors | 0.0 | | 0.0 | | |
| 06 | Supervisors: Crafts & Trades | 0.0 | | 0.0 | | |
| 07 | Administrative & Sr Clerical | 0.0 | | 0.0 | | |
| 08 | Skilled Sales & Service | 29.1 | | 29.1 | | This category, which is entirely made up of sales representatives (NOC 6221) whose work involves representing the company in different areas across Quebec and the Maritimes, is targeted owing to an under-representation of women by a factor of 1. Given the constant travel, a scarcity of female workers is to be expected, despite the company's willingness to hire women in these positions, as has happened twice in the past with the presence of a woman on this team of specialists. |
| 09 | Skilled Crafts & Trades | 0.0 | | 0.0 | | |
| 10 | Clerical Personnel | 0.0 | | 0.0 | | |
| 11 | Intermediate Sales & Service | 0.0 | | 0.0 | | |

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| | | | | | |
|-------|-----------------------|--|-----|--|-----|
| 12 | Semi-Skilled Manual | | 0.0 | | 0.0 |
| 13 | Other Sales & Service | | 0.0 | | 0.0 |
| 14 | Other Manual Workers | | 0.0 | | 0.0 |
| Total | | | 0.0 | | 0.0 |

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Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

| Employment Equity Occupational Group (EEOG) | All Employees | Aboriginal Peoples | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|------------------------------|------------------------|--------------|--|--------------|--------------|-----------|--------------|--|-----------|--------------|--------------------------------|-----------|--------------|-----------|-----------|--|--------|-----------------------------|--------------|--------------|-----------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | | Number | | | | | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | | Number | | | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | Growth (New Positions) | | Turnover (Replacement of Terminated Employees) | | Actual | Projected | Actual | Projected | Actual | Projected | Actual | Projected | Actual | Projected | Actual | Projected | Actual | Projected | Actual | Projected | | | | | | |
| | | Actual | Projected | Actual | Projected | | | | | | | | | | | | | | | | | Actual | | | | | |
| | | YYYY-MM-DD | Actual | Projected | Over 3 Years | Actual | Projected | Over 3 Years | Actual | Projected | Over 3 Years | Actual | Projected | Over 3 Years | Actual | Projected | Over 3 Years | Actual | Projected | Over 3 Years | Actual | Projected | 2018 | 2021 | | | |
| 2018-02-23 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | # | % | % | # | % | % | # | % | % | # | % | % | # | % | # | % | % | | | | |
| 01 | Senior Managers | 1 | -20.6% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1.4% | 0 | 0 | 0.0% | 0.0% | | |
| 02 | Middle & Other Managers | 11 | 11.2% | | 0 | 0.0% | | 0 | 0 | 1 | 0.0% | | 0 | -1 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 9.1% | 9.1% | | | |
| 03 | Professionals | 6 | 14.5% | | 0 | 40.0% | | 0 | 0 | 0 | 0.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0.0% | | | |
| 04 | Semi-Professionals & Tech | 9 | 14.5% | | 0 | 40.0% | | 0 | 0 | 0 | 0.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0.0% | | | |
| 05 | Supervisors | 0 | -100.0% | | 0 | 100.0% | | 0 | 0 | 0 | 0.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | #DIV/0! | #DIV/0! | | | |
| 06 | Supervisors: Crafts & Trades | 1 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0.0% | | | |
| 07 | Administrative & Sr Clerical | 3 | 14.5% | | 0 | 40.0% | | 0 | 0 | 0 | 0.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0.0% | | | |
| 08 | Skilled Sales & Service | 4 | -7.2% | | 0 | 88.9% | | 0 | 0 | 0 | 0.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1.0% | 0 | 0 | 0.0% | 0.0% | | |
| 09 | Skilled Crafts & Trades | 3 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2.8% | 0 | 0 | 0.0% | 0.0% | | |
| 10 | Clerical Personnel | 14 | 5.3% | | 0 | 69.2% | | 0 | 0 | 1 | 0.0% | | -1 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 3.2% | 1 | 1 | 7.1% | 7.1% | | |
| 11 | Intermediate Sales & Service | 4 | 58.7% | | 0 | 120.0% | | 0 | 0 | 0 | 0.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3.1% | 0 | 0 | 0.0% | 0.0% | | |
| 12 | Semi-Skilled Manual | 60 | 4.9% | | 0 | 17.9% | | 0 | 0 | 9 | 0.0% | | -7 | 0 | 0 | 0 | 0 | 0 | 7 | 7 | 2.7% | 0 | 0 | 15.0% | 15.0% | | |
| 13 | Other Sales & Service | 0 | -100.0% | | 0 | 100.0% | | 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 | 17 | -3.6% | | 0 | 33.3% | | 0 | 0 | 1 | 0.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3.3% | 0 | 0 | 5.9% | 5.9% | | |
| Total | | 133 | 3.8% | | 0 | 31.7% | | 0 | 0 | 12 | 0.0% | | -9 | 0 | 0 | 0 | 0 | 0 | 9 | 9 | 2.3% | 9 | 9 | 9.0% | 9.0% | | |

† 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.

Table 12: Aboriginal Peoples

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

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| | | | |
|-------|--|-----|-----|
| Total | | 0.0 | 0.0 |
|-------|--|-----|-----|

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Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

| Employment Equity Occupational Group (EEOG) | All Employees | Persons with Disabilities | | | | | | | | | | | | | | | | | | | | | | |
|---|------------------------------|---------------------------|-----------|--|--------------|--------------------------------|--|--------------|--|--------------|-----------|------|-----|---|---|--------------|------|----|----|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | | Number | | | | | | | Turnover (Replacement of Terminated Employees) | | | | | | | 3 Year Goals | | | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | Growth (New Positions) | | Turnover (Replacement of Terminated Employees) | | Anticipated Hires Over 3 Years | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | | From - To | | | | | | | | | | | | | |
| | | Actual | Projected | Actual | Projected | | Actual | Projected | Actual | Projected | 2018 | 2021 | | | | | | | | | | | | |
| | | 2018-02-23 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | Annually | Over 3 Years | 2018 | 2021 | % | # | # | % | # | # | % | % | | | | |
| # | % | % | # | % | % | # | # | % | # | % | # | % | % | # | # | % | % | % | % | | | | | |
| 01/02 | Managers | 12 | -4.7% | | 0 | 0.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1.9% | 1 | 1 | 8.3% | 8.3% | | | |
| 03 | Professionals | 6 | 14.5% | | 0 | 40.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2.8% | 0 | 0 | 0.0% | 0.0% | | | |
| 04 | Semi-Professionals & Tech | 9 | 14.5% | | 0 | 40.0% | | 0 | 0 | 1 | 0 | 0 | -1 | 0 | 0 | 0 | 3.0% | 1 | 1 | 11.1% | 11.1% | | | |
| 05 | Supervisors | 0 | -100.0% | | 0 | 100.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | | |
| 06 | Supervisors: Crafts & Trades | 1 | 0.0% | | 0 | 0.0% | | 0 | 0 | 1 | 0 | 0 | -1 | 0 | 0 | 0 | 0.0% | 1 | 1 | 100.0% | 100.0% | | | |
| 07 | Administrative & Sr Clerical | 3 | 14.5% | | 0 | 40.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2.7% | 0 | 0 | 0.0% | 0.0% | | | |
| 08 | Skilled Sales & Service | 4 | -7.2% | | 0 | 88.9% | | 0 | 0 | 1 | 0 | 0 | -1 | 0 | 0 | 0 | 1.8% | 1 | 1 | 25.0% | 25.0% | | | |
| 09 | Skilled Crafts & Trades | 3 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1.9% | 0 | 0 | 0.0% | 0.0% | | | |
| 10 | Clerical Personnel | 14 | 5.3% | | 0 | 69.2% | | 0 | 0 | 4 | 0 | 0 | -3 | 0 | 0 | 0 | 4.2% | 3 | 3 | 28.6% | 28.6% | | | |
| 11 | Intermediate Sales & Service | 4 | 58.7% | | 0 | 120.0% | | 0 | 0 | 1 | 0 | 0 | -1 | 0 | 0 | 0 | 2.9% | 1 | 1 | 25.0% | 25.0% | | | |
| 12 | Semi-Skilled Manual | 60 | 4.9% | | 0 | 17.9% | | 0 | 0 | 13 | 0 | 0 | -11 | 0 | 0 | 0 | 3.2% | 11 | 11 | 21.7% | 21.7% | | | |
| 13 | Other Sales & Service | 0 | -100.0% | | 0 | 100.0% | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | | |
| 14 | Other Manual Workers | 17 | -3.6% | | 0 | 33.3% | | 0 | 0 | 4 | 0 | 0 | -4 | 0 | 0 | 0 | 0.0% | 4 | 4 | 23.5% | 23.5% | | | |
| Total | | 133 | 3.8% | | 0 | 31.7% | | 0 | 0 | 26 | 0.0% | 0 | -23 | 0 | 0 | 0 | 2.6% | 23 | 23 | 19.5% | 19.5% | | | |

† 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 100.

Table 14: Persons with Disabilities

| Employment Equity Occupational Group (EEOG) | Persons with Disabilities | | | | Comments |
|---|------------------------------|-----|-----------------|-----|----------|
| | Short-term Goals | | Long-term Goals | | |
| | % | % | % | % | |
| 01/02 | Managers | 0.0 | 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 | |
| Total | | 0.0 | 0.0 | 0.0 | |

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Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Subsequent/Current Short-term Goals

| Employment Equity Occupational Group (EEOG) | All Employees | Members of Visible Minorities | | | | | | | | | | | | | | | | | | | |
|---|------------------------------|-------------------------------|------------------------|-----------|--------------|--|-----------|--------------|--------------------------------|----------|--|-----------|------|-----------------------------|--------------|------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | | Number | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | | Actual | Projected | | Actual | Projected | | | | From - To | From - To | | | | | | | | | |
| | | YYYY-MM-DD | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | YYYY-MM-DD | Annually | Over 3 Years | 2018 | 2021 | % | # | # | % | % | | | |
| | | 2018-02-23 | # | % | % | # | % | % | # | # | % | # | # | % | % | # | # | % | % | | |
| 01 | Senior Managers | 1 | -20.6% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 5.3% | 0 | 0 | 0.0% | 0.0% | |
| 02 | Middle & Other Managers | 11 | 11.2% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 1.9% | 0 | 0 | 0.0% | 0.0% | | |
| 03 | Professionals | 6 | 14.5% | | 0 | 40.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 4.4% | 0 | 0 | 0.0% | 0.0% | | |
| 04 | Semi-Professionals & Tech | 9 | 14.5% | | 0 | 40.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | |
| 05 | Supervisors | 0 | -100.0% | | 0 | 100.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 06 | Supervisors: Crafts & Trades | 1 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | |
| 07 | Administrative & Sr Clerical | 3 | 14.5% | | 0 | 40.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.9% | 0 | 0 | 0.0% | 0.0% | | |
| 08 | Skilled Sales & Service | 4 | -7.2% | | 0 | 88.9% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 8.5% | 0 | 0 | 0.0% | 0.0% | | |
| 09 | Skilled Crafts & Trades | 3 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.5% | 0 | 0 | 0.0% | 0.0% | | |
| 10 | Clerical Personnel | 14 | 5.3% | | 0 | 69.2% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.6% | 0 | 0 | 0.0% | 0.0% | | |
| 11 | Intermediate Sales & Service | 4 | 58.7% | | 0 | 120.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.9% | 0 | 0 | 0.0% | 0.0% | | |
| 12 | Semi-Skilled Manual | 60 | 4.9% | | 0 | 17.9% | | 0 | 3 | 0.0% | 0 | -3 | 0 | 0 | 0.7% | 3 | 3 | 5.0% | 5.0% | | |
| 13 | Other Sales & Service | 0 | -100.0% | | 0 | 100.0% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 14 | Other Manual Workers | 17 | -3.6% | | 0 | 33.3% | | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 1.2% | 0 | 0 | 0.0% | 0.0% | | |
| Total | | 133 | 3.8% | | 0 | 31.7% | | 0 | 3 | 0.0% | 0 | -1 | 0 | | 1.2% | 1 | 1 | 2.3% | 2.3% | | |

† 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 16: Members of Visible Minorities

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

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| | | | |
|-------|--|-----|-----|
| Total | | 0.0 | 0.0 |
|-------|--|-----|-----|

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Part 4: Results - Women

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|---|------|--------------------|----------------|--------------|------|-----------|---------------|--------|----------|--------------------|---------------|--------|----------|------------|---------------|--------|----------|--------------|---|---|-------|---|-----|---|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | |
| | | All Employees | Women | | | | All Employees | Women | | | All Employees | Women | | | All Employees | Women | | | | | | | | |
| | | | Representation | Availability | Gap | EE Result | | Actual | Expected | Difference | | Actual | Expected | Difference | | Actual | Expected | Difference | | | | | | |
| # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # | | |
| 01 Senior Managers | 2015 | 2 | 0 | 0.0 | 25.5 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 1 | 0 | 0.0 | 25.5 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 |
| 02 Middle & Other Managers | 2015 | 8 | 3 | 37.5 | 35.7 | 3 | 0 | 105.0 | | | | | | | | | | | | | | | | |
| | 2018 | 11 | 4 | 36.4 | 35.7 | 4 | 0 | 101.9 | 3 | 1 | 33.3 | 1 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 |
| 03 Professionals | 2015 | 4 | 3 | 75.0 | 76.7 | 3 | 0 | 97.8 | | | | | | | | | | | | | | | | |
| | 2018 | 6 | 4 | 66.7 | 44.8 | 3 | 1 | 148.8 | 4 | 3 | 75.0 | 2 | 1 | 1 | 1 | 100.0 | 1 | 0 | 2 | 1 | 50.0 | 2 | -1 | |
| 04 Semi-Professionals & Technicians | 2015 | 6 | 4 | 66.7 | 34.1 | 2 | 2 | 195.5 | | | | | | | | | | | | | | | | |
| | 2018 | 9 | 5 | 55.6 | 15.0 | 1 | 4 | 370.4 | 7 | 3 | 42.9 | 1 | 2 | 0 | 0 | 0.0 | 0 | 0 | 3 | 1 | 33.3 | 2 | -1 | |
| 05 Supervisors | 2015 | 2 | 2 | 100.0 | 58.8 | 1 | 1 | 170.1 | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 1 | 1 | 100.0 | 1 | 0 | |
| 06 Supervisors: Crafts & Trades | 2015 | 1 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 1 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|---|------|---------------|--------|-------|---------------------|------------------|---------------------|------|---------------------|-----------------|---------------------|------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Women | | | Women | | | | Women | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | # | % | # | % | % | % | # | % | % | % | | | |
| 01 Senior Managers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | | | |
| 02 Middle & Other Managers | 2018 | 3 | 1 | 33.3 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 3 | 1 | 33.3 | | | | | | | | | | |
| 03 Professionals | 2018 | 3 | 4 | 133.3 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 3 | 4 | 133.3 | | | | | | | | | | |
| 04 Semi-Professionals & Technicians | 2018 | 4 | 3 | 75.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 4 | 3 | 75.0 | | | | | | | | | | |
| 05 Supervisors | 2018 | -1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | -1 | 0 | 0.0 | | | | | | | | | | |
| 06 Supervisors: Crafts & Trades | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | | | |

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|---|------|--------------------|----------------|--------------|------|-----------|---------------|--------|----------|--------------------|---------------|--------|----------|------------|---------------|--------|----------|--------------|----|---|-------|-------|----|---|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | |
| | | All Employees | Women | | | | All Employees | Women | | | All Employees | Women | | | All Employees | Women | | | | | | | | |
| | | | Representation | Availability | Gap | EE Result | | Actual | Expected | Difference | | Actual | Expected | Difference | | Actual | Expected | Difference | | | | | | |
| # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # | # | | |
| 07 Administrative & Senior Clerical | 2015 | 2 | 2 | 100.0 | 87.5 | 2 | 0 | 114.3 | | | | | | | | | | | | | | | | |
| | 2018 | 3 | 2 | 66.7 | 86.4 | 3 | -1 | 77.2 | 2 | 1 | 50.0 | 2 | -1 | 0 | 0 | 0.0 | 0 | 0 | 0 | 1 | 1 | 100.0 | 1 | 0 |
| 08 Skilled Sales & Service Personnel | 2015 | 5 | 0 | 0.0 | 29.1 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 4 | 0 | 0.0 | 29.1 | 1 | -1 | 0.0 | 3 | 0 | 0.0 | 1 | -1 | 0 | 0 | 0.0 | 0 | 0 | 4 | 0 | 0.0 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 2015 | 3 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 3 | 0 | 0.0 | 3.4 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 2015 | 12 | 7 | 58.3 | 66.8 | 8 | -1 | 87.3 | | | | | | | | | | | | | | | | |
| | 2018 | 14 | 8 | 57.1 | 68.8 | 10 | -2 | 83.1 | 14 | 2 | 14.3 | 10 | -8 | 2 | 2 | 100.0 | 1 | 1 | 9 | 1 | 11.1 | 5 | -4 | |
| 11 Intermediate Sales & Service Personnel | 2015 | 1 | 1 | 100.0 | 70.2 | 1 | 0 | 142.5 | | | | | | | | | | | | | | | | |
| | 2018 | 4 | 3 | 75.0 | 70.2 | 3 | 0 | 106.8 | 7 | 6 | 85.7 | 5 | 1 | 1 | 0 | 0.0 | 1 | -1 | 3 | 3 | 100.0 | 3 | 0 | |
| 12 Semi-Skilled Manual Workers | 2015 | 52 | 28 | 53.8 | 17.3 | 9 | 19 | 311.2 | | | | | | | | | | | | | | | | |
| | 2018 | 60 | 33 | 55.0 | 17.3 | 10 | 23 | 317.9 | 21 | 9 | 42.9 | 4 | 5 | 3 | 1 | 33.3 | 2 | -1 | 10 | 4 | 40.0 | 5 | -1 | |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|---|------|---------------|--------|-------|---------------------|------------------|---------------------|------|---------------------|-----------------|---------------------|------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Women | | | Women | | | | Women | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | % | % | # | % | % | % | # | % | % | % | | | |
| 07 Administrative & Senior Clerical | 2018 | 1 | 1 | 100.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 1 | 1 | 100.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 08 Skilled Sales & Service Personnel | 2018 | -1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | -1 | 0 | 0.0 | | | 29.1 | 0.0 | | | 29.1 | 0.0 | | |
| 09 Skilled Crafts & Trades Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 10 Clerical Personnel | 2018 | 7 | 4 | 57.1 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 7 | 4 | 57.1 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 11 Intermediate Sales & Service Personnel | 2018 | 5 | 6 | 120.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 5 | 6 | 120.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 12 Semi-Skilled Manual Workers | 2018 | 14 | 10 | 71.4 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 14 | 10 | 71.4 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | | | |
|---|------|--------------------|----------------|--------------|------|---------------|-----------|--------|----------|--------------------|------------|--------|----------|---------------|------------|--------|----------|--------------|---|----|----|-------|----|---|--|----|--|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | | | |
| | | All Employees | Women | | | All Employees | Women | | | All Employees | Women | | | All Employees | Women | | | | | | | | | | | | |
| | | | Representation | Availability | Gap | | EE Result | Actual | Expected | | Difference | Actual | Expected | | Difference | Actual | Expected | Difference | | | | | | | | | |
| # | # | # | % | % | # | # | % | # | % | # | # | % | # | % | # | # | % | # | % | # | # | % | # | # | | | |
| 13 Other Sales & Service Personnel | 2015 | 2 | 1 | 50.0 | 58.8 | 1 | 0 | 85.0 | | | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 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 | 1 | | | -1 | |
| 14 Other Manual Workers | 2015 | 19 | 16 | 84.2 | 22.3 | 4 | 12 | 377.6 | | | | | | | | | | | | | | | | | | | |
| | 2018 | 17 | 14 | 82.4 | 22.3 | 4 | 10 | 369.3 | 8 | 8 | 100.0 | 2 | 6 | 0 | 0 | 0.0 | 0 | 0 | 0 | 6 | 6 | 100.0 | 5 | | | 1 | |
| Total | 2015 | 119 | 67 | 56.3 | 31.7 | 38 | 29 | 177.6 | | | | | | | | | | | | | | | | | | | |
| | 2018 | 133 | 73 | 54.9 | 28.8 | 38 | 35 | 190.6 | 69 | 33 | 47.8 | 20 | 13 | 7 | 4 | 57.1 | 4 | 0 | 0 | 40 | 18 | 45.0 | 23 | | | -5 | |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|---|------|---------------|--------|-------|---------------------|------------------|---------------------|------|---------------------|-----------------|---------------------|------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Women | | | Women | | | | Women | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | # | % | # | % | % | % | # | % | % | % | | | |
| 13 Other Sales & Service Personnel | 2018 | -1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | -1 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 14 Other Manual Workers | 2018 | 2 | 8 | 400.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 2 | 8 | 400.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| Total | 2018 | 36 | 37 | 102.8 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 36 | 37 | 102.8 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | |
|---|------|--------------------|--------------------|--------------|-----|-----------|--------|----------|---------------|--------------------|--------------------|---------------|--------------------|------------|---------------|--------------------|--------------|------------|---|---|-----|---|---|---|
| | | Workforce | | | | | | | | | Hires | | | Promotions | | | Terminations | | | | | | | |
| | | All Employees | Aboriginal Peoples | | | | | | All Employees | Aboriginal Peoples | | All Employees | Aboriginal Peoples | | All Employees | Aboriginal Peoples | | | | | | | | |
| | | | Representation | Availability | Gap | EE Result | Actual | Expected | | Difference | Actual | | Expected | Difference | | Actual | Expected | Difference | | | | | | |
| # | # | # | % | % | # | # | % | # | # | % | # | # | # | % | # | # | # | # | % | # | # | # | | |
| 01 Senior Managers | 2015 | 2 | 0 | 0.0 | 1.4 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 1 | 0 | 0.0 | 1.4 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 1.4 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 2015 | 8 | 1 | 12.5 | 1.2 | 0 | 1 | 1,041.7 | | | | | | | | | | | | | | | | |
| | 2018 | 11 | 1 | 9.1 | 1.2 | 0 | 1 | 757.6 | 3 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 |
| 03 Professionals | 2015 | 4 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 6 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 4 | 0 | 0.0 | 0 | 0 | 0 | 1 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 2 | 0 |
| 04 Semi-Professionals & Technicians | 2015 | 6 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 9 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 7 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 3 | 0 |
| 05 Supervisors | 2015 | 2 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 1 | 0 |
| 06 Supervisors: Crafts & Trades | 2015 | 1 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 1 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|---|------|---------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Aboriginal Peoples | | | Aboriginal Peoples | | | | Aboriginal Peoples | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | # | % | # | % | % | % | # | % | % | % | | | |
| 01 Senior Managers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | | | |
| 02 Middle & Other Managers | 2018 | 3 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 3 | 0 | 0.0 | | | | | | | | | | |
| 03 Professionals | 2018 | 3 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 3 | 0 | 0.0 | | | | | | | | | | |
| 04 Semi-Professionals & Technicians | 2018 | 4 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 4 | 0 | 0.0 | | | | | | | | | | |
| 05 Supervisors | 2018 | -1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | -1 | 0 | 0.0 | | | | | | | | | | |
| 06 Supervisors: Crafts & Trades | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | | | |

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|---|------|--------------------|--------------------|--------------|-----|-----------|--------|----------|---------------|--------------------|--------------------|---------------|--------------------|------------|---------------|--------------------|--------------|------------|----|---|------|---|------|---|---|
| | | Workforce | | | | | | | | | Hires | | | Promotions | | | Terminations | | | | | | | | |
| | | All Employees | Aboriginal Peoples | | | | | | All Employees | Aboriginal Peoples | | All Employees | Aboriginal Peoples | | All Employees | Aboriginal Peoples | | | | | | | | | |
| | | | Representation | Availability | Gap | EE Result | Actual | Expected | | Difference | Actual | | Expected | Difference | | Actual | Expected | Difference | | | | | | | |
| # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # | | | |
| 07 Administrative & Senior Clerical | 2015 | 2 | 0 | 0.0 | 2.9 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 3 | 0 | 0.0 | 2.1 | 0 | 0 | 0.0 | 2 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 2015 | 5 | 0 | 0.0 | 1.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 4 | 0 | 0.0 | 1.0 | 0 | 0 | 0.0 | 3 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 4 | 0 | 0.0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 2015 | 3 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 3 | 0 | 0.0 | 2.8 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 10 Clerical Personnel | 2015 | 12 | 0 | 0.0 | 3.2 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 14 | 1 | 7.1 | 3.2 | 0 | 1 | 223.2 | 14 | 2 | 14.3 | 0 | 2 | 2 | 2 | 0 | 0.0 | 0 | 0 | 0 | 9 | 1 | 11.1 | 0 | 1 |
| 11 Intermediate Sales & Service Personnel | 2015 | 1 | 0 | 0.0 | 3.1 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 4 | 0 | 0.0 | 3.1 | 0 | 0 | 0.0 | 7 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0 | 0.0 | 0 | 0 | 0 | 3 | 0 | 0.0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 2015 | 52 | 6 | 11.5 | 2.7 | 1 | 5 | 427.4 | | | | | | | | | | | | | | | | | |
| | 2018 | 60 | 9 | 15.0 | 2.7 | 2 | 7 | 555.6 | 21 | 5 | 23.8 | 1 | 4 | 3 | 1 | 33.3 | 0 | 1 | 10 | 2 | 20.0 | 1 | 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 |
| | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ |

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|---|------|---------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Aboriginal Peoples | | | Aboriginal Peoples | | | | Aboriginal Peoples | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | # | % | # | % | % | % | # | % | % | % | | | |
| 07 Administrative & Senior Clerical | 2018 | 1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 1 | 0 | 0.0 | | | | | | | | | | |
| 08 Skilled Sales & Service Personnel | 2018 | -1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | -1 | 0 | 0.0 | | | | | | | | | | |
| 09 Skilled Crafts & Trades Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | | | |
| 10 Clerical Personnel | 2018 | 7 | 2 | 28.6 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 7 | 2 | 28.6 | | | | | | | | | | |
| 11 Intermediate Sales & Service Personnel | 2018 | 5 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 5 | 0 | 0.0 | | | | | | | | | | |
| 12 Semi-Skilled Manual Workers | 2018 | 14 | 6 | 42.9 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 14 | 6 | 42.9 | | | | | | | | | | |

Federal Contractors Program Achievement Report

004660

Part 5: Results - Aboriginal Peoples

L.P. Royer Inc.

30/11/18

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|---|------|--------------------|--------------------|--------------|-----|-----------|--------|----------|------------|--------------------|--------------------|----------|------------|---------------|--------------------|----------|------------|---------------|--------------------|---|-----|-----|-----|---|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | |
| | | All Employees | Aboriginal Peoples | | | | | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | | | |
| | | | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | | Actual | Expected | Difference | | Actual | Expected | Difference | | | | | | | |
| # | # | # | % | % | # | # | % | # | # | % | # | # | # | % | # | # | # | # | % | # | # | # | | |
| 13 Other Sales & Service Personnel | 2015 | 2 | 0 | 0.0 | 4.5 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 0 |
| 14 Other Manual Workers | 2015 | 19 | 1 | 5.3 | 3.3 | 1 | 0 | 159.5 | | | | | | | | | | | | | | | | |
| | 2018 | 17 | 1 | 5.9 | 3.3 | 1 | 0 | 178.3 | 8 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 6 | 0 | 0.0 | 0 | 0 |
| Total | 2015 | 119 | 8 | 6.7 | 2.4 | 3 | 5 | 280.1 | | | | | | | | | | | | | | | | |
| | 2018 | 133 | 12 | 9.0 | 2.3 | 3 | 9 | 392.3 | 69 | 7 | 10.1 | 2 | 5 | 7 | 1 | 14.3 | 0 | 1 | 40 | 3 | 7.5 | 3 | 0 | |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|---|------|---------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Aboriginal Peoples | | | Aboriginal Peoples | | | | Aboriginal Peoples | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | # | % | # | % | % | % | # | % | % | % | | | |
| 13 Other Sales & Service Personnel | 2018 | -1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | -1 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 14 Other Manual Workers | 2018 | 2 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 2 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| Total | 2018 | 36 | 8 | 22.2 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 36 | 8 | 22.2 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

004961

Part 6: Results - Persons with Disabilities

L.P. Royer Inc.

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|---|------|--------------------|---------------------------|--------------|-----|-----------|---------------|---------------------------|----------|--------------------|---------------|---------------------------|----------|------------|---------------|---------------------------|----------|--------------|---|---|---|------|-----|---|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | |
| | | All Employees | Persons with Disabilities | | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | | | | | | |
| | # | % | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | | | | | | | |
| 01&02 Managers | 2015 | 10 | 1 | 10.0 | 1.9 | 0 | 1 | 526.3 | | | | | | | | | | | | | | | | |
| | 2018 | 12 | 1 | 8.3 | 1.9 | 0 | 1 | 438.6 | 3 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 |
| 03 Professionals | 2015 | 4 | 0 | 0.0 | 2.8 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 6 | 0 | 0.0 | 2.8 | 0 | 0 | 0.0 | 4 | 0 | 0.0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 | 2 | 0 | 0.0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 2015 | 6 | 2 | 33.3 | 3.0 | 0 | 2 | 1,111.1 | | | | | | | | | | | | | | | | |
| | 2018 | 9 | 1 | 11.1 | 3.0 | 0 | 1 | 370.4 | 7 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 3 | 1 | 33.3 | 1 | 0 |
| 05 Supervisors | 2015 | 2 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 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 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 2015 | 1 | 1 | 100.0 | 0.0 | 0 | 1 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 1 | 1 | 100.0 | 0.0 | 0 | 1 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|---|------|---------------|---------------------------|------|---------------------|---------------------------|---------------------|------|---------------------|---------------------------|---------------------|------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Persons with Disabilities | | | Persons with Disabilities | | | | Persons with Disabilities | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| | # | % | % | % | % | % | % | % | % | % | % | | | |
| 01&02 Managers | 2018 | 3 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 3 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 03 Professionals | 2018 | 3 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 3 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 04 Semi-Professionals & Technicians | 2018 | 4 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 4 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 05 Supervisors | 2018 | -1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | -1 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 06 Supervisors: Crafts & Trades | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

004962

Part 6: Results - Persons with Disabilities

L.P. Royer Inc.

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | |
|--|------|--------------------|---------------------------|--------------|-----|-----------|--------|----------|---------------|---------------------------|--------------------|---------------|---------------------------|------------|---------------|---------------------------|--------------|------------|---|----|---|------|-----|---|
| | | Workforce | | | | | | | | | Hires | | | Promotions | | | Terminations | | | | | | | |
| | | All Employees | Persons with Disabilities | | | | | | All Employees | Persons with Disabilities | | All Employees | Persons with Disabilities | | All Employees | Persons with Disabilities | | | | | | | | |
| | | | Representation | Availability | Gap | EE Result | Actual | Expected | | Difference | Actual | | Expected | Difference | | Actual | Expected | Difference | | | | | | |
| # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # | | |
| 07 Administrative & Senior Clerical | 2015 | 2 | 0 | 0.0 | 2.7 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 3 | 0 | 0.0 | 2.7 | 0 | 0 | 0.0 | 2 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 0 |
| 08 Skilled Sales & Service Personnel | 2015 | 5 | 1 | 20.0 | 1.8 | 0 | 1 | 1,111.1 | | | | | | | | | | | | | | | | |
| | 2018 | 4 | 1 | 25.0 | 1.8 | 0 | 1 | 1,388.9 | 3 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 4 | 0 | 0.0 | 1 |
| 09 Skilled Crafts & Trades Workers | 2015 | 3 | 1 | 33.3 | 1.9 | 0 | 1 | 1,754.4 | | | | | | | | | | | | | | | | |
| | 2018 | 3 | 0 | 0.0 | 1.9 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 |
| 10 Clerical Personnel | 2015 | 12 | 4 | 33.3 | 4.2 | 1 | 3 | 793.7 | | | | | | | | | | | | | | | | |
| | 2018 | 14 | 4 | 28.6 | 4.2 | 1 | 3 | 680.3 | 14 | 4 | 28.6 | 1 | 3 | 2 | 1 | 50.0 | 1 | 0 | 0 | 9 | 1 | 11.1 | 3 | |
| 11 Intermediate Sales & Service Personnel | 2015 | 1 | 0 | 0.0 | 2.9 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 4 | 1 | 25.0 | 2.9 | 0 | 1 | 862.1 | 7 | 2 | 28.6 | 0 | 2 | 1 | 0 | 0.0 | 0 | 0 | 0 | 3 | 1 | 33.3 | 0 | |
| 12 Semi-Skilled Manual Workers | 2015 | 52 | 15 | 28.8 | 3.2 | 2 | 13 | 901.4 | | | | | | | | | | | | | | | | |
| | 2018 | 60 | 13 | 21.7 | 3.2 | 2 | 11 | 677.1 | 21 | 0 | 0.0 | 1 | -1 | 3 | 1 | 33.3 | 1 | 0 | 0 | 10 | 3 | 30.0 | 3 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--|------|---------------|---------------------------|------|---------------------|---------------------------|---------------------|------|---------------------|---------------------------|---------------------|------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Persons with Disabilities | | | Persons with Disabilities | | | | Persons with Disabilities | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | # | % | # | % | % | % | # | % | % | % | | | |
| 07 Administrative & Senior Clerical | 2018 | 1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 1 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 08 Skilled Sales & Service Personnel | 2018 | -1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | -1 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 09 Skilled Crafts & Trades Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 10 Clerical Personnel | 2018 | 7 | 5 | 71.4 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 7 | 5 | 71.4 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 11 Intermediate Sales & Service Personnel | 2018 | 5 | 2 | 40.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 5 | 2 | 40.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 12 Semi-Skilled Manual Workers | 2018 | 14 | 1 | 7.1 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 14 | 1 | 7.1 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

004963

Part 6: Results - Persons with Disabilities

L.P. Royer Inc.

30/11/18

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | |
|--|------|--------------------|---------------------------|--------------|-----|-----------|--------|----------|------------|--------|--------------------|---------------------------|------------|---------------|---------------------------|----------|---------------|---------------------------|----|---|------|-----|----|----|
| | | Workforce | | | | | | | | | Hires | | | Promotions | | | Terminations | | | | | | | |
| | | All Employees | Persons with Disabilities | | | | | | | | All Employees | Persons with Disabilities | | All Employees | Persons with Disabilities | | All Employees | Persons with Disabilities | | | | | | |
| | | | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | | Expected | Difference | | Actual | Expected | | Difference | | | | | | |
| # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # | | |
| 13 Other Sales & Service Personnel | 2015 | 2 | 2 | 100.0 | 4.4 | 0 | 2 | 2,272.7 | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 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 | 1 | -1 |
| 14 Other Manual Workers | 2015 | 19 | 7 | 36.8 | 0.0 | 0 | 7 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 17 | 4 | 23.5 | 0.0 | 0 | 4 | 0.0 | 8 | 2 | 25.0 | 0 | 2 | 0 | 0 | 0.0 | 0 | 0 | 6 | 3 | 50.0 | 2 | 1 | |
| Total | 2015 | 119 | 34 | 28.6 | 3.0 | 4 | 30 | 952.4 | | | | | | | | | | | | | | | | |
| | 2018 | 133 | 26 | 19.5 | 2.6 | 3 | 23 | 751.9 | 69 | 8 | 11.6 | 2 | 6 | 7 | 2 | 28.6 | 2 | 0 | 40 | 9 | 22.5 | 11 | -2 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--|------|---------------|---------------------------|-------|---------------------|---------------------------|---------------------|------|---------------------|---------------------------|---------------------|------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Persons with Disabilities | | | Persons with Disabilities | | | | Persons with Disabilities | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | # | % | # | % | % | % | # | % | % | % | | | |
| 13 Other Sales & Service Personnel | 2018 | -1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | -1 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 14 Other Manual Workers | 2018 | 2 | 2 | 100.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 2 | 2 | 100.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| Total | 2018 | 36 | 10 | 27.8 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 36 | 10 | 27.8 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

004964

Part 7: Results - Members of Visible Minorities

L.P. Royer Inc.

30/11/18

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|---------------|---|----------------------------|----------------------------|-------------|----------------------------|-------------|-------|-------------|----------------------------|----------------------------|-------------|-------------|-------|----------------------------|----------------------------|-------------|-------------|-------|----------------------------|----------------------------|-------------|-------------|-------|---|
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y |
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E + D x 100 | Part 1: Workforce Analysis | D x G + 100 | E - H | E + H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | L + K x 100 | K x G + 100 | L - N | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Q + P x 100 | P x F + 100 | Q - S | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | V + U x 100 | U x F + 100 | V - X | |
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| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|---|------|--------------------|--------------------|--------------|-----|-----------|---------------|--------------------|----------|--------------------|---------------|--------------------|----------|------------|---------------|--------------------|----------|--------------|---|---|---|-----|------|---|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | |
| | | All Employees | Visible Minorities | | | | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | | | | | | |
| | | | Representation | Availability | Gap | EE Result | | Actual | Expected | Difference | | Actual | Expected | Difference | | Actual | Expected | Difference | | | | | | |
| # | # | # | % | % | # | # | % | # | # | % | # | # | # | % | # | # | # | # | % | # | # | # | | |
| 01 Senior Managers | 2015 | 2 | 0 | 0.0 | 5.3 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 1 | 0 | 0.0 | 5.3 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 |
| 02 Middle & Other Managers | 2015 | 8 | 0 | 0.0 | 1.9 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 11 | 0 | 0.0 | 1.9 | 0 | 0 | 0.0 | 3 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 03 Professionals | 2015 | 4 | 0 | 0.0 | 4.8 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 6 | 0 | 0.0 | 4.4 | 0 | 0 | 0.0 | 4 | 0 | 0.0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 | 0 | 2 | 0 | 0.0 | 0 |
| 04 Semi-Professionals & Technicians | 2015 | 6 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 9 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 7 | 1 | 14.3 | 0 | 1 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 3 | 1 | 33.3 | 0 |
| 05 Supervisors | 2015 | 2 | 0 | 0.0 | 0.7 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 0 |
| 06 Supervisors: Crafts & Trades | 2015 | 1 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 1 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|---|------|---------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Visible Minorities | | | Visible Minorities | | | | Visible Minorities | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | # | % | # | % | % | % | # | % | % | % | | | |
| 01 Senior Managers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | | | |
| 02 Middle & Other Managers | 2018 | 3 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 3 | 0 | 0.0 | | | | | | | | | | |
| 03 Professionals | 2018 | 3 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 3 | 0 | 0.0 | | | | | | | | | | |
| 04 Semi-Professionals & Technicians | 2018 | 4 | 1 | 25.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 4 | 1 | 25.0 | | | | | | | | | | |
| 05 Supervisors | 2018 | -1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | -1 | 0 | 0.0 | | | | | | | | | | |
| 06 Supervisors: Crafts & Trades | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | | | |

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

L.P. Royer Inc.

30/11/18

004965

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|---|------|--------------------|--------------------|--------------|-----|-----------|--------|----------|---------------|--------------------|--------------------|---------------|--------------------|------------|---------------|--------------------|--------------|------------|---|----|---|-----|-----|---|---|
| | | Workforce | | | | | | | | | Hires | | | Promotions | | | Terminations | | | | | | | | |
| | | All Employees | Visible Minorities | | | | | | All Employees | Visible Minorities | | All Employees | Visible Minorities | | All Employees | Visible Minorities | | | | | | | | | |
| | | | Representation | Availability | Gap | EE Result | Actual | Expected | | Difference | Actual | | Expected | Difference | | Actual | Expected | Difference | | | | | | | |
| # | # | # | % | % | # | # | % | # | # | % | # | # | # | % | # | # | # | % | # | # | # | # | | | |
| 07 Administrative & Senior Clerical | 2015 | 2 | 0 | 0.0 | 0.6 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 3 | 0 | 0.0 | 0.9 | 0 | 0 | 0.0 | 2 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 2015 | 5 | 0 | 0.0 | 8.5 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 4 | 0 | 0.0 | 8.5 | 0 | 0 | 0.0 | 3 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 4 | 0 | 0.0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 2015 | 3 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 3 | 0 | 0.0 | 0.5 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 10 Clerical Personnel | 2015 | 12 | 0 | 0.0 | 0.6 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 14 | 0 | 0.0 | 0.6 | 0 | 0 | 0.0 | 14 | 0 | 0.0 | 0 | 0 | 0 | 2 | 0 | 0.0 | 0 | 0 | 0 | 9 | 0 | 0.0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 2015 | 1 | 0 | 0.0 | 0.9 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 4 | 0 | 0.0 | 0.9 | 0 | 0 | 0.0 | 7 | 0 | 0.0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 | 0 | 3 | 0 | 0.0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 2015 | 52 | 0 | 0.0 | 0.7 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 60 | 3 | 5.0 | 0.7 | 0 | 3 | 714.3 | 21 | 3 | 14.3 | 0 | 3 | 3 | 0 | 0.0 | 0 | 0 | 0 | 10 | 0 | 0.0 | 0 | 0 | |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|---|------|---------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Visible Minorities | | | Visible Minorities | | | | Visible Minorities | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | # | % | # | % | % | % | # | % | % | % | | | |
| 07 Administrative & Senior Clerical | 2018 | 1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 1 | 0 | 0.0 | | | | | | | | | | |
| 08 Skilled Sales & Service Personnel | 2018 | -1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | -1 | 0 | 0.0 | | | | | | | | | | |
| 09 Skilled Crafts & Trades Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | | | | | | | | |
| 10 Clerical Personnel | 2018 | 7 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 7 | 0 | 0.0 | | | | | | | | | | |
| 11 Intermediate Sales & Service Personnel | 2018 | 5 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 5 | 0 | 0.0 | | | | | | | | | | |
| 12 Semi-Skilled Manual Workers | 2018 | 14 | 3 | 21.4 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 14 | 3 | 21.4 | | | | | | | | | | |

Federal Contractors Program Achievement Report

004966

Part 7: Results - Members of Visible Minorities

L.P. Royer Inc.

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|---------------|---|----------------------------|----------------------------|-------------|----------------------------|-------------|-------|-------------|----------------------------|----------------------------|-------------|-------------|-------|----------------------------|----------------------------|-------------|-------------|-------|----------------------------|----------------------------|-------------|-------------|-------|---|
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y |
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E + D x 100 | Part 1: Workforce Analysis | D x G + 100 | E - H | E + H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | L + K x 100 | K x G + 100 | L - N | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Q + P x 100 | P x F + 100 | Q - S | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | V + U x 100 | U x F + 100 | V - X | |
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| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|--|------|--------------------|--------------------|--------------|-----|-----------|---------------|--------------------|----------|--------------------|---------------|--------------------|----------|------------|---------------|--------------------|----------|--------------|---|----|---|-----|-----|---|---|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | |
| | | All Employees | Visible Minorities | | | EE Result | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | | | | | | | |
| | | | Representation | Availability | Gap | | | Actual | Expected | Difference | | Actual | Expected | Difference | | Actual | Expected | Difference | | | | | | | |
| # | # | % | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # | # | # | # | | | | |
| 13 Other Sales & Service Personnel | 2015 | 2 | 0 | 0.0 | 1.1 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 |
| 14 Other Manual Workers | 2015 | 19 | 0 | 0.0 | 1.2 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 17 | 0 | 0.0 | 1.2 | 0 | 0 | 0.0 | 8 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 6 | 0 | 0.0 | 0 | 0 |
| Total | 2015 | 119 | 0 | 0.0 | 1.8 | 2 | -2 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 133 | 3 | 2.3 | 1.2 | 2 | 1 | 188.0 | 69 | 4 | 5.8 | 1 | 3 | 7 | 0 | 0.0 | 0 | 0 | 0 | 40 | 1 | 2.5 | 0 | 1 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | Goals | | | | | | | | Comments | | |
|--|------|---------------|--------------------|------------------|---------------------|------|---------------------|-----------------|---------------------|------|---------------------|----------|-----|--|
| | | Flow Data | | Short-term Goals | | | | Long-term Goals | | | | | | |
| | | All Employees | Visible Minorities | | Visible Minorities | | | | Visible Minorities | | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | |
| # | # | % | # | % | % | # | % | % | # | % | | | | |
| 13 Other Sales & Service Personnel | 2018 | -1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2021 | -1 | 0 | 0.0 | | | 0.0 | 0.0 | | | | 0.0 | 0.0 | |
| 14 Other Manual Workers | 2018 | 2 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2021 | 2 | 0 | 0.0 | | | 0.0 | 0.0 | | | | 0.0 | 0.0 | |
| Total | 2018 | 36 | 4 | 11.1 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2021 | 36 | 4 | 11.1 | | | 0.0 | 0.0 | | | | 0.0 | 0.0 | |

| |
|---|
| Federal Contractors Program Achievement Report |
| Part 8: Reasonable Efforts |
| L.P. Royer Inc. |
| 30/11/18 |

Efforts

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

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

Company sold / new owner.

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

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

- Other.

Additional Details

Please provide any additional information (optional):

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: L.P. Royer Inc.

Primary Location: Lac-Drolet (Québec)

Number of Employees: 133

Organization Overview:

NAICS 3162 – Footwear Manufacturing

L.P. Royer Inc. manufactures and develops safety footwear for the following industries: military, mining, smelting, smelting, electrical, chemical, petrochemical, agricultural, forestry and construction.

Key Dates – First Year Assessment

Initiated: 2015-02-17

Received: 2015-09-15

Closed: 2015-11-30

Workforce Analysis: 2015-02-24

Key Dates – Subsequent Assessment

Initiated: 2018-01-24

Received: 2018-06-07

Workforce Analysis: 2018-02-23

DATA VERIFICATION

I have verified that the data provided as part of the subsequent assessment package is consistent with that provided during the previous submission:

Yes No

Comments: None

I have verified that the data provided in the Achievement Report is consistent with that found in Forms 1 to 6:

Yes No

Comments:

- Minor discrepancies were noted in the workforce analysis. Corrections were made based on the summary report. The data from the current workforce analysis included in the Achievement Table is consistent with that found in Forms 1 to 6 from WEIMS.

ASSESSMENT OF REASONABLE PROGRESS

- The previous assessment revealed three gaps for women and no short-term goals were set.

Women

| | | |
|----|-----------------------------------|-------------|
| 01 | Senior Managers | No goal set |
| 08 | Skilled Sales & Service Personnel | No goal set |
| 10 | Clerical Personnel | No goal set |

Assessment/Observations

- EEOG 10: A goal was not required given that the representation was above 50%.

Aboriginal Peoples

Assessment/Observations

- There were no gaps.

Persons with Disabilities

Assessment/Observations

- There were no gaps.

Members of Visible Minorities

Assessment/Observations

- There were no gaps.

ASSESSMENT OF REASONABLE EFFORTS

An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.

- Given that no short-term goal was set during the previous assessment, an assessment of reasonable efforts is not possible.

ASSESSMENT OF GOALS

- This organisation has not selected geographic defaults for establishing external availability estimates since the first assessment due to their location. Lac-Drolet is a small city of approximately 1000 habitants located 120 km from Sherbrooke and 160 km from Quebec City. The company has 133 employees and is relatively far from any other metropolitan areas. This situation may make recruiting process more challenging. The reasons for selecting a different recruitment area are acceptable. Regarding persons

with disabilities, I would recommend not changing the default given that the majority of the availability numbers are too small, suppressed or are only to be used with caution at the provincial level.

Women

| Workforce Analysis Results | | | Goals | | Representation | LMA |
|---|-----------------------------------|-----|------------------------------|-------------------------|----------------|------|
| Employment Equity Occupational Group (EEOG) | | Gap | Short-term (1 to 3 years) | Long-term (+3 years) | | |
| # | Description | # | % | % | % | % |
| 07 | Admin & Senior Clerical Personnel | -1 | - | - | 66.7 | 86.4 |
| 08 | Skilled Sales & Service Personnel | -1 | 29.1 | 29.1 | 0.0 | 29.1 |
| 10 | Clerical Personnel | -1 | - | - | 57.1 | 66.8 |

Observations:

- Goals are not required for EEOG 07 and 10 given that the current representation is above 50%.

Aboriginal Peoples

Observations:

- There are no gaps.

Persons with Disabilities

Observations:

- There are no gaps.

Members of Visible Minorities

Observations:

- There are no gaps.

RECOMMENDATION

I recommend that the employer be found:

- in compliance in non-compliance

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

- L.P. Royer Inc. did not select the default recruitment location for persons with disabilities in the workforce analysis. It is not common to change the default recruitment location for people with disabilities from the national to the provincial level since most of the data collected at the provincial level is minimal and should therefore be viewed with great caution. We therefore ask that you use the default values for future assessments.

Name of Analyst: Maurice N. Yakibonge

Date: 2018-11-03

From: Yakibonge, Ntambwe N [NC] on behalf of EE-EME
Sent: December 10, 2018 9:29 AM
To: 'slarochelle@royer.com'
Cc: 'jpoulin@royer.com'; 'vturmel@royer.com'

Subject: Government of Canada Agreement Number: 050506 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear S. Larochelle:

I am writing to inform you that the subsequent compliance assessment initiated on January 24, 2018, has been completed. As a result of the assessment, L.P. Royer Inc. 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 L.P. Royer Inc. 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 L.P. Royer Inc.'s employment equity program.

- L.P. Royer Inc. did not select the default recruiting location for persons with disabilities in the workforce analysis. It is not common to change the default recruiting location for persons with disabilities from the national level to the provincial level as most of the data collected at the provincial level is minimal and should therefore be viewed with great caution. We therefore ask that you use the default values for future assessments.

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 January 24, 2021. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When L.P. Royer Inc. 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, L.P. Royer Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish L.P. Royer Inc. 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!