



Labour Program  
Federal Contractors Program

|                           |
|---------------------------|
| OFFICIAL USE ONLY         |
| Agreement N°:<br>10000089 |

s.24(1)

## Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
- Revised Agreement

| ORGANIZATION   |   |
|--|---|
| Legal Name of Organization<br>Les Entreprises Fervel   | Parent company is located outside Canada<br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No   |
| Operating Name (if different from Legal Name of Organization)  | Business Number<br>[REDACTED]   |
| Organization's North American Industry Classification System (NAICS) Canada 2012 Code Number. To find your organization's four-digit NAICS code please visit:<br><a href="http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&amp;TYD=118464561722">http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&amp;TYD=118464561722</a> | Total number of employees in Canada (Permanent Full-time and/or Part-time)    275<br><br><input type="checkbox"/> Federally Regulated<br><input checked="" type="checkbox"/> Provincially Regulated |

| HEAD OFFICE  |                       |                |                        |
|--|-----------------------|----------------|------------------------|
| Address (building number, street, suite, etc.)<br>401, avenue St-Croix | City<br>Saint-Laurent | Province<br>Qc | Postal Code<br>H4N 2L3 |
| Telephone Number<br>514-744-4627                                       |                       |                |                        |

| EMPLOYMENT EQUITY CONTACT    |                           |                                  |   |
|------------------------------|---------------------------|----------------------------------|---|
| Name (print)<br>Danita Lopes | Title<br>Director General | Telephone Number<br>514-821-5440 | E-mail Address<br>danita.lopes@fervel.ca  |
|                              |                           |                                  | Preferred Language of Correspondence<br><input type="checkbox"/> English <input checked="" type="checkbox"/> French |

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

| SIGNATORY   |                                  |   |
|---|----------------------------------|---|
| <p><b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.</p> |                                  |   |
| Name (print)<br>Lino Lopes  | Title<br>President               |   |
| Telephone Number<br>514-744-4627  | E-mail Address<br>info@fervel.ca | Preferred Language of Correspondence<br><input type="checkbox"/> English <input checked="" type="checkbox"/> French |
| Signature   | Date (YYYY-MM-DD)<br>2016-01-06  |   |

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



## APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

### *Federal Contractors Program*

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

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I, the undersigned, on behalf of (legal name of organization) **Les Entreprises Fervel Inc.** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **1000089**, agree to the following statements:

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

(Please describe) **Office staff absent due to family and medical emergencies. Management must take on additional duties to compensate during this period, which limits the ability to complete the required documentation. Please allow an additional 3 weeks for us to complete the paperwork.**

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

Name: **Danita Lopes**

Position Title: **General Manager**

Email address: **danita.lopes@fervel.ca**

Telephone number: **514-744-4627**

Business address: **401 Sainte-Croix Avenue, Saint-Laurent, QC, H4N 2L3**

Signature: 



Employment and  
Social Development Canada

Emploi et  
Développement social Canada

Date: **October 15, 2018**

**From:** Yakibonge, Mauritius [NC]  
**Sent:** October 15, 2018 10:17 AM  
**To:** Danita Lopes  
**Subject:** Extension of Time to Submit Documentation to Complete the Conformity Assessment under the Federal Contractors Program - 10000089  
**Attachments:** SKM\_C36818101508550.pdf

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Hello,

You have requested an extension of time to submit documentation to complete your organization's conformity assessment beyond the original deadline set by the Labour Program under the Federal Contractors Program.

As requested, we grant you an extension until **November 2, 2018**.

If you have any questions regarding your employment equity report, please contact us at [ee-eme@hrsdc-rhdsc.gc.ca](mailto:ee-eme@hrsdc-rhdsc.gc.ca).

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

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



Rejoignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDMT) en ligne, un espace collaboratif pour employeurs. Invitez-nous en contactant votre ministre.  
Join the online Workplace Equity, Diversity and Inclusion Forum (WEDIF), a collaborative space for employers. Send us an email to join!

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**From:** Danita Lopes [<mailto:danita.lopes@fervel.ca>]  
**Sent:** October-15-18 9:53 AM  
**To:** Yakibonge, Mauritius [NC]  
**Subject:** BR: Government of Canada Agreement 10000089 - Subsequent Conformity Assessment under the Federal Contractors Program - New Tool

Hello Mr. Yakibonge,

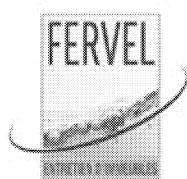
Here is the completed form. Thank you very much for your understanding. When can I call you for help?

Thank you!

Danita Lopes  
Managing Director  
Les Entreprises Fervel Inc  
401, ave Ste-Croix  
City of Saint-Laurent (QC) H4N  
2L3 Tel: 514-744-4627  
Fax: 514-744-6223

Email: [danita.lopes@fervel.ca](mailto:danita.lopes@fervel.ca)

Web: [www.fervel.ca](http://www.fervel.ca)





Les Entreprises Fervel (Certificate # 1000089)

EMPLOYMENT EQUITY: EMPLOYER IDENTIFICATION, SUMMARY REPORT AND CERTIFICATION

Period covered by te ~~REPORT GUIDE 1215~~ 2018-11-02 ~~REPORT GUIDE 1215~~ 2018-11-02

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                                     | 219                 | 0                   | 0         | 219                       | Montreal                                   | 2190 |
|  |                     |                     |           |                           |  | 0    |
| <b>Total number of employees in Canada</b> |                     |                     |           | 219                       | <b>Total number of employees in Canada</b> | 219  |

**Les Entreprises Fervel (Certificate # 10000089)**  
**FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES**  
**Full time / National**  
**Reporting period 2016-12-15 to 2018-11-02**

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



Les Entreprises Fervel (Certificate # 10000089)

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / National

Reporting period 2016-12-15 to 2018-11-02

| Occupational Category<br>Salary Range<br>Col. 1  | Quarter      | All employees   |               |                 | Aboriginal      |               |                 | Persons with disabilities |               |                  | Members of Visible Minorities |                |                  |
|--|--------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
|  |              | Total<br>Col. 2 | Men<br>Col. 3 | Women<br>Col. 4 | Total<br>Col. 5 | Men<br>Col. 6 | Women<br>Col. 7 | Total<br>Col. 8           | Men<br>Col. 9 | Women<br>Col. 10 | Total<br>Col. 11              | Men<br>Col. 12 | Women<br>Col. 13 |
| <b>Other sales and service personnel</b><br><br>Upper value: Less than \$5,000<br><br>Lower value: Less than \$5,000 | 4            |                 |               |                 |                 |               |                 |                           |               |                  |                               |                |                  |
|  | 3            |                 |               |                 |                 |               |                 |                           |               |                  |                               |                |                  |
|  | 2            |                 |               |                 |                 |               |                 |                           |               |                  |                               |                |                  |
|  | 1            | 210             | 140           | 70              |                 |               |                 |                           |               |                  | 186                           | 128            | 58               |
|  | <b>Total</b> | 210             | 140           | 70              |                 |               |                 |                           |               |                  | 186                           | 128            | 58               |
| <b>Total number of employees</b>   |              | <b>219</b>      | <b>146</b>    | <b>73</b>       |                 |               |                 |                           |               |                  | <b>194</b>                    | <b>134</b>     | <b>60</b>        |





**Les Entreprises Fervel (Certificate # 10000089)**  
**FEDERAL CONTRACT PROGRAMS: EMPLOYEE PROFILE**  
**Full time / National**  
**Reporting period 2016-12-15 to 2018-11-02**

| Salary Range                     | All employees   |               |                 | Aboriginal      |               |                 | Persons with disabilities |               |                 | Members of Visible Minorities |                |                  |
|----------------------------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
|                                  | Total<br>Col. 1 | Men<br>Col. 2 | Women<br>Col. 3 | Total<br>Col. 4 | Men<br>Col. 5 | Women<br>Col. 6 | Total<br>Col. 7           | Men<br>Col. 8 | Women<br>Col. 9 | Total<br>Col. 10              | Men<br>Col. 11 | Women<br>Col. 12 |
| <b>Less than \$15,000</b>        | <b>219</b>      | <b>146</b>    | <b>73</b>       |                 |               |                 |                           |               |                 | <b>194</b>                    | <b>134</b>     | <b>60</b>        |
| <b>Total number of employees</b> | <b>219</b>      | <b>146</b>    | <b>73</b>       |                 |               |                 |                           |               |                 | <b>194</b>                    | <b>134</b>     | <b>60</b>        |

**Les Entreprises Fervel (Certificate # 1000089) FEDERAL**

**CONTRACT PROGRAMS: RECRUITMENTS**

**Full time / National**

**Reporting period 2016-12-15 to 2018-11-02**

| Occupational Category                        | All employees   |               |                 | Aboriginal      |               |                 | Persons with disabilities |               |                 | Members of Visible Minorities |                |                  |
|--|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
|  | Total<br>Col. 1 | Men<br>Col. 2 | Women<br>Col. 3 | Total<br>Col. 4 | Men<br>Col. 5 | Women<br>Col. 6 | Total<br>Col. 7           | Men<br>Col. 8 | Women<br>Col. 9 | Total<br>Col. 10              | Men<br>Col. 11 | Women<br>Col. 12 |
| <b>Senior Management</b>                     | 1               |               | 1               |                 |               |                 |                           |               |                 | 1                             |                | 1                |
| <b>Middle management and other directors</b> | 1               | 1             |                 |                 |               |                 |                           |               |                 | 1                             | 1              |                  |
| <b>Supervisors</b>                           | 2               | 2             |                 |                 |               |                 |                           |               |                 | 2                             | 2              |                  |
| <b>Administrative and main office staff</b>  | 2               | 1             | 1               |                 |               |                 |                           |               |                 | 2                             | 1              | 1                |
| <b>Other sales and service personnel</b>     | 439             | 305           | 134             |                 |               |                 |                           |               |                 | 393                           | 275            | 118              |
| <b>Total number of employees hired</b>       | <b>445</b>      | <b>309</b>    | <b>136</b>      |                 |               |                 |                           |               |                 | <b>399</b>                    | <b>279</b>     | <b>120</b>       |

**CONTRACT PROGRAMS: EMPLOYMENT TERMINATIONS**

Full time / National

Reporting period 2016-12-15 to 2018-11-02

| Occupational Category  | All employees   |               |                 | Aboriginal      |               |                 | Persons with disabilities |               |                 | Members of Visible Minorities |                |                  |
|--|-----------------|---------------|-----------------|-----------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
|  | Total<br>Col. 1 | Men<br>Col. 2 | Women<br>Col. 3 | Total<br>Col. 4 | Men<br>Col. 5 | Women<br>Col. 6 | Total<br>Col. 7           | Men<br>Col. 8 | Women<br>Col. 9 | Total<br>Col. 10              | Men<br>Col. 11 | Women<br>Col. 12 |
| Other sales and service personnel                                | 293             | 206           | 87              |                 |               |                 |                           |               |                 | 264                           | 186            | 78               |
| <b>Total number of employees whose employment was terminated</b> | <b>293</b>      | <b>206</b>    | <b>87</b>       |                 |               |                 |                           |               |                 | <b>264</b>                    | <b>186</b>     | <b>78</b>        |

**Workplace Equity Information Management System - Les Entreprises Fervel**  
**Default Workforce Analysis System - Detailed Report**  
 Date: 2018-11-02

**Women**

| Employment Equity Occupational Group         | Internal location | All employees<br># | Representation |               | Availability  |            | Difference<br># | Place of recruitment |
|--|-------------------|--------------------|----------------|---------------|---------------|------------|-----------------|----------------------|
|  |                   |                    | #              | %             | %             | #          |                 |                      |
| 01: Senior Management                        | National          | 2                  | 1              | 50.0 %        | 27.4 %        | 1          | 0               | National             |
| 02: Middle management and other directors    | National          | 1                  | 0              | 0.0 %         | 38.9 %        | 0          | 0               | National             |
| 05: Supervisors                              |                   | 4                  | 1              | 25.0 %        | 50.8 %        | 2          | -1              |                      |
| Employment Equity Occupational Group         | Montreal          | 4                  | 1              | 25.0 %        | 50.8 %        | 2          | -1              | Montreal             |
| 07: Administrative and Senior Clerical Staff |                   | 2                  | 1              | 50.0 %        | 80.8 %        | 2          | -1              |                      |
| Employment Equity Occupational Group         | Montreal          | 2                  | 1              | 50.0 %        | 80.8 %        | 2          | -1              | Montreal             |
| 13: Other sales and service personnel        |                   | 210                | 70             | 33.3 %        | 51.1 %        | 107        | -37             |                      |
| Employment Equity Occupational Group         | Montreal          | 210                | 70             | 33.3 %        | 51.1 %        | 107        | -37             | Montreal             |
| <b>Total</b>                                 |                   | <b>219</b>         | <b>73</b>      | <b>33.3 %</b> | <b>51.1 %</b> | <b>112</b> | <b>-39</b>      |                      |

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 - Les Entreprises Fervel

Default Workforce Analysis System - Detailed Report

Date: 2018-11-02

Aboriginal

| Employment Equity Occupational Group         | Internal location | All employees # | Aboriginal Representation |             | Aboriginal Availability |          | Difference # | Place of recruitment |
|--|-------------------|-----------------|---------------------------|-------------|-------------------------|----------|--------------|----------------------|
|  |                   |                 | #                         | %           | %                       | #        |              |                      |
| 01: Senior Management                        | National          | 2               | 0                         | 0.0%        | 2.9%                    | 0        | 0            | National             |
| 02: Middle management and other directors    | National          | 1               | 0                         | 0.0%        | 2.2%                    | 0        | 0            | National             |
| 05: Supervisors                              |                   | 4               | 0                         | 0.0%        | 0.8%                    | 0        | 0            |                      |
| Employment Equity Occupational Group         | Montreal          | 4               | 0                         | 0.0%        | 0.8%                    | 0        | 0            | Montreal             |
| 07: Administrative and Senior Clerical Staff |                   | 2               | 0                         | 0.0%        | 0.7%                    | 0        | 0            |                      |
| Employment Equity Occupational Group         | Montreal          | 2               | 0                         | 0.0%        | 0.7%                    | 0        | 0            | Montreal             |
| 13: Other sales and service personnel        |                   | 210             | 0                         | 0.0%        | 0.8%                    | 2        | -2           |                      |
| Employment Equity Occupational Group         | Montreal          | 210             | 0                         | 0.0%        | 0.8%                    | 2        | -2           | Montreal             |
| <b>Total</b>                                 |                   | <b>219</b>      | <b>0</b>                  | <b>0.0%</b> | <b>0.8%</b>             | <b>2</b> | <b>-2</b>    |                      |

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 - Les Entreprises Fervel

Default Workforce Analysis System - Detailed Report

Date: 2018-11-02

Members of Visible Minorities

| Employment Equity Occupational Group         | Internal location | All employees # | Members of Visible Minorities |                |                  |                | Difference # | Place of recruitment |
|--|-------------------|-----------------|-------------------------------|----------------|------------------|----------------|--------------|----------------------|
|  |                   |                 | Representation #              | Availability % | Representation % | Availability # |              |                      |
| 01: Senior Management                        | National          | 2               | 2                             | 100.0 %        | 10.1 %           | 0              | 2            | National             |
| 02: Middle management and other directors    | National          | 1               | 1                             | 100.0 %        | 15.0 %           | 0              | 1            | National             |
| 05: Supervisors                              |                   | 4               | 3                             | 75.0 %         | 16.7 %           | 1              | 2            |                      |
| Employment Equity Occupational Group         | Montreal          | 4               | 3                             | 75.0 %         | 16.7 %           | 1              | 2            | Montreal             |
| 07: Administrative and Senior Clerical Staff |                   | 2               | 2                             | 100.0 %        | 12.2 %           | 0              | 2            |                      |
| Employment Equity Occupational Group         | Montreal          | 2               | 2                             | 100.0 %        | 12.2 %           | 0              | 2            | Montreal             |
| 13: Other sales and service personnel        |                   | 210             | 186                           | 88.6 %         | 24.3 %           | 51             | 135          |                      |
| Employment Equity Occupational Group         | Montreal          | 210             | 186                           | 88.6 %         | 24.3 %           | 51             | 135          | Montreal             |
| <b>Total</b>                                 |                   | <b>219</b>      | <b>194</b>                    | <b>88.6 %</b>  | <b>23.9 %</b>    | <b>52</b>      | <b>142</b>   |                      |

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 - Les Entreprises Fervel  
 Default Workforce Analysis System - Detailed Report  
 Date: 2018-11-02

Persons with disabilities

| Employment Equity Occupational Group         | Internal location | All employees<br># | Persons with disabilities |                   |                   |    | Differ<br>ence# | Place of recruitment |
|--|-------------------|--------------------|---------------------------|-------------------|-------------------|----|-----------------|----------------------|
|  |                   |                    | Representation<br>#       | Availability<br>% | Availability<br>% | #  |                 |                      |
| 01/02 : Executives                           | National          | 3                  | 0                         | 0.0%              | 4.3%              | 0  | 0               | National             |
| 05: Supervisors                              | National          | 4                  | 0                         | 0.0%              | 13.9%             | 1  | -1              | National             |
| 07: Administrative and Senior Clerical Staff | National          | 2                  | 0                         | 0.0%              | 3.4%              | 0  | 0               | National             |
| 13: Other sales and service personnel        | National          | 210                | 0                         | 0.0%              | 6.3%              | 13 | -13             | National             |
| Total  |                   | 219                | 0                         | 0.0%              | 6.4%              | 14 | -14             |                      |

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

Sources: 2012 Canadian Disability Survey and internal employer data



Workplace Equity Information Management System - Les Entreprises Fervel

**Default Workforce Analysis System - Detailed Report**

Date: 2018-11-02

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

| <b>Employment Equity Occupational Group</b>  | <b>Perform an analysis by</b> | <b>Place of recruitment</b> |
|--|-------------------------------|-----------------------------|
| 1. Senior Management                         | EEOG                          | National                    |
| 2. Middle management and other directors     | EEOG                          | National                    |
| 05: Supervisors                              | EEOG                          | CMA                         |
| 07: Administrative and Senior Clerical Staff | EEOG                          | CMA                         |
| 13: Other sales and service personnel        | EEOG                          | CMA                         |





Workplace Equity Information Management System - Les Entreprises Fervel

**Default Workforce Analysis System - Detailed Report**

Date: 2018-11-02

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

| <b>Employment Equity Occupational Group</b>             | <b>Perform an analysis by</b> | <b>Place of recruitment</b> |
|---|-------------------------------|-----------------------------|
| <b>01/02:</b>   | CPEME                         | <b>National</b>             |
| <b>Managers 05:</b>                                     | CPEME                         | <b>National</b>             |
| <b>Supervisors</b>                                      | CPEME                         | <b>National</b>             |
| <b>07: Administrative and Senior Clerical Personnel</b> | CPEME                         |                             |
| <b>13: Other Sales and Service Personnel</b>            | CPEME                         |                             |
|   | CPEME                         |                             |



Workplace Equity Information Management System - Les Entreprises Fervel  
**Default Workforce Analysis System - Summary Report**  
 Date: 2018-11-02

Women

| Employment Equity Occupational Group         | All employees<br># | Representation |               | Women<br>Availability |            | Difference<br># |
|--|--------------------|----------------|---------------|-----------------------|------------|-----------------|
|  |                    | #              | %             | %                     | #          |                 |
| 01: Senior Management                        | 2                  | 1              | 50.0 %        | 27.4 %                | 1          | 0               |
| 02: Middle management and other directors    | 1                  | 0              | 0.0 %         | 38.9 %                | 0          | 0               |
| 05: Supervisors                              | 4                  | 1              | 25.0 %        | 50.8 %                | 2          | -1              |
| 07: Administrative and Senior Clerical Staff | 2                  | 1              | 50.0 %        | 80.8 %                | 2          | -1              |
| 13: Other sales and service personnel        | 210                | 70             | 33.3 %        | 51.1 %                | 107        | -37             |
| <b>Total</b>                                 | <b>219</b>         | <b>73</b>      | <b>33.3 %</b> | <b>51.1 %</b>         | <b>112</b> | <b>-39</b>      |

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



Workplace Equity Information Management System - Les Entreprises Fervel  
**Default Workforce Analysis System - Summary Report**  
 Date: 2018-11-02

**Aboriginal**

| Employment Equity Occupational Group         | All employees<br># | Aboriginal<br>Representation |             | Aboriginal<br>Availability |          | Difference<br># |
|--|--------------------|------------------------------|-------------|----------------------------|----------|-----------------|
|  |                    | #                            | %           | %                          | #        |                 |
| 01: Senior Management                        | 2                  | 0                            | 0.0%        | 2.9%                       | 0        | 0               |
| 02: Middle management and other directors    | 1                  | 0                            | 0.0%        | 2.2%                       | 0        | 0               |
| 05: Supervisors                              | 4                  | 0                            | 0.0%        | 0.8%                       | 0        | 0               |
| 07: Administrative and Senior Clerical Staff | 2                  | 0                            | 0.0%        | 0.7%                       | 0        | 0               |
| 13: Other sales and service personnel        | 210                | 0                            | 0.0%        | 0.8%                       | 2        | -2              |
| <b>Total</b>                                 | <b>219</b>         | <b>0</b>                     | <b>0.0%</b> | <b>0.8%</b>                | <b>2</b> | <b>-2</b>       |

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



Workplace Equity Information Management System - Les Entreprises Fervel  
**Default Workforce Analysis System - Summary Report**  
 Date: 2018-11-02

**Members of Visible Minorities**

| Employment Equity Occupational Group         | All employees<br># | Members of Visible Minorities<br>Representation Availability |              |              |           | Difference<br># |
|--|--------------------|--|--------------|--------------|-----------|-----------------|
|  |                    | #  | %            | %            | #         |                 |
| 01: Senior Management                        | 2                  | 2  | 100.0%       | 10.1%        | 0         | 2               |
| 02: Middle management and other directors    | 1                  | 1  | 100.0%       | 15.0%        | 0         | 1               |
| 05: Supervisors                              | 4                  | 3  | 75.0%        | 16.7%        | 1         | 2               |
| 07: Administrative and Senior Clerical Staff | 2                  | 2  | 100.0%       | 12.2%        | 0         | 2               |
| 13: Other sales and service personnel        | 210                | 186  | 88.6%        | 24.3%        | 51        | 135             |
| <b>Total</b>                                 | <b>219</b>         | <b>194</b>   | <b>88.6%</b> | <b>23.9%</b> | <b>52</b> | <b>142</b>      |

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



Workplace Equity Information Management System - Les Entreprises Fervel  
**Default Workforce Analysis System - Summary Report**  
 Date: 2018-11-02

**Persons with disabilities**

| Employment Equity Occupational Group         | All employees<br># | Persons with disabilities<br>Representation Availability |             |             |           | Differ<br>ence<br># |
|--|--------------------|--|-------------|-------------|-----------|---------------------|
|  |                    | #  | %           | %           | #         |                     |
| 01/02 : Executives                           | 3                  | 0  | 0.0%        | 4.3%        | 0         | 0                   |
| 05: Supervisors                              | 4                  | 0  | 0.0%        | 13.9%       | 1         | -1                  |
| 07: Administrative and Senior Clerical Staff | 2                  | 0  | 0.0%        | 3.4%        | 0         | 0                   |
| 13: Other sales and service personnel        | 210                | 0  | 0.0%        | 6.3%        | 13        | -13                 |
| <b>Total</b>                                 | <b>219</b>         | <b>0</b>   | <b>0.0%</b> | <b>6.4%</b> | <b>14</b> | <b>-14</b>          |

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



**Default Workforce Analysis System - Summary Report**

Date: 2018-11-02

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

| <b>Employment Equity Occupational Group</b>         | <b>Perform an analysis by</b> | <b>Place of recruitment</b> |
|---|-------------------------------|-----------------------------|
| <b>1. Senior Management</b>                         | <b>EEOG</b>                   | <b>National</b>             |
| <b>2. Middle management and other directors</b>     | <b>EEOG</b>                   | <b>National</b>             |
| <b>05: Supervisors</b>                              | <b>EEOG</b>                   | <b>CMA</b>                  |
| <b>07: Administrative and Senior Clerical Staff</b> | <b>EEOG</b>                   | <b>CMA</b>                  |
| <b>13: Other sales and service personnel</b>        | <b>EEOG</b>                   | <b>CMA</b>                  |



Workplace Equity Information Management System - Les Entreprises Fervel

**Default Workforce Analysis System - Summary Report**

Date: 2018-11-02

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

| <b>Employment Equity Occupational Group</b>             | <b>Perform an analysis by</b> | <b>Place of recruitment</b> |
|---|-------------------------------|-----------------------------|
| <b>01/02:</b>   | CPEME                         | <b>National</b>             |
| <b>Managers 05:</b>                                     | CPEME                         | <b>National</b>             |
| <b>Supervisors</b>                                      | CPEME                         | <b>National</b>             |
| <b>07: Administrative and Senior Clerical Personnel</b> | CPEME                         |                             |
| <b>13: Other Sales and Service Personnel</b>            | CPEME                         |                             |
|   | CPEME                         |                             |

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Les entreprises Fervel Inc.**

**2018-11-02**

**Data from First/Previous Workforce Analysis**

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| Data from First/Previous Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2016  | 12 | 15 |

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

| Data from Subsequent/Current Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2018  | 11 | 02 |

**Table 1: Women**

**First/Previous Workforce Analysis**

| Employment Equity Occupational Group (EEOG) |  | All Employees | Women          |               |
|---|--|---------------|----------------|---------------|
|   |  |               | Representation | Availability* |
|   |  | #             | #              | %             |
| 01  | Senior Managers                            | 2             | 1              | 27.4          |
| 02  | Middle & Other Managers                    | 1             | 0              | 38.9          |
| 03  | Professionals                              | 0             | 0              | 0.0           |
| 04  | Semi-Professionals & Technicians           | 0             | 0              | 0.0           |
| 05  | Supervisors                                | 3             | 0              | 50.8          |
| 06  | Supervisors: Crafts & Trades               | 0             | 0              | 0.0           |
| 07  | Administrative & Senior Clerical Personnel | 1             | 1              | 80.8          |
| 08  | Skilled Sales & Service Personnel          | 0             | 0              | 0.0           |
| 09  | Skilled Crafts & Trades Workers            | 0             | 0              | 0.0           |
| 10  | Clerical Personnel                         | 0             | 0              | 0.0           |
| 11  | Intermediate Sales & Service Personnel     | 0             | 0              | 0.0           |
| 12  | Semi-Skilled Manual Workers                | 0             | 0              | 0.0           |
| 13  | Other Sales & Service Personnel            | 159           | 54             | 51.1          |
| 14  | Other Manual Workers                       | 0             | 0              | 0.0           |
| <b>Total</b>                                |  | <b>166</b>    | <b>56</b>      | <b>50.9</b>   |

**Table 5: Women**

**Subsequent/Current Workforce Analysis**

| Employment Equity Occupational Group (EEOG) |  | All Employees | Women          |               |
|---|--|---------------|----------------|---------------|
|   |  |               | Representation | Availability* |
|   |  | #             | #              | %             |
| 01  | Senior Managers                            | 2             | 1              | 27.4          |
| 02  | Middle & Other Managers                    | 1             | 0              | 38.9          |
| 03  | Professionals                              | 0             | 0              | 0.0           |
| 04  | Semi-Professionals & Technicians           | 0             | 0              | 0.0           |
| 05  | Supervisors                                | 4             | 1              | 50.8          |
| 06  | Supervisors: Crafts & Trades               | 0             | 0              | 0.0           |
| 07  | Administrative & Senior Clerical Personnel | 2             | 1              | 80.8          |
| 08  | Skilled Sales & Service Personnel          | 0             | 0              | 0.0           |
| 09  | Skilled Crafts & Trades Workers            | 0             | 0              | 0.0           |
| 10  | Clerical Personnel                         | 0             | 0              | 0.0           |
| 11  | Intermediate Sales & Service Personnel     | 0             | 0              | 0.0           |
| 12  | Semi-Skilled Manual Workers                | 0             | 0              | 0.0           |
| 13  | Other Sales & Service Personnel            | 210           | 70             | 51.1          |
| 14  | Other Manual Workers                       | 0             | 0              | 0.0           |
| <b>Total</b>                                |  | <b>219</b>    | <b>73</b>      | <b>0.0</b>    |

**\* Source:**

2011 National Household Survey

**\* Source:**

2011 National Household Survey



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**Part 1: Workforce Analysis**

**Les entreprises Fervel Inc.**

**2018-11-02**

**Data from First/Previous Workforce Analysis**

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| Data from First/Previous Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2016  | 12 | 15 |

**Data from Subsequent/Current Workforce Analysis**

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| Data from Subsequent/Current Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2018  | 11 | 02 |

**Table 2: Aboriginal Peoples**

**First/Previous Workforce Analysis**

| Employment Equity Occupational Group (EEOG) |  | All Employees | Aboriginal Peoples |               |
|---|--|---------------|--------------------|---------------|
|   |  |               | Representation     | Availability* |
|   |  | #             | #                  | %             |
| 01  | Senior Managers                            | 2             | 0                  | 2.9           |
| 02  | Middle & Other Managers                    | 1             | 0                  | 2.2           |
| 03  | Professionals                              | 0             | 0                  | 0.0           |
| 04  | Semi-Professionals & Technicians           | 0             | 0                  | 0.0           |
| 05  | Supervisors                                | 3             | 0                  | 0.8           |
| 06  | Supervisors: Crafts & Trades               | 0             | 0                  | 0.0           |
| 07  | Administrative & Senior Clerical Personnel | 1             | 0                  | 0.7           |
| 08  | Skilled Sales & Service Personnel          | 0             | 0                  | 0.0           |
| 09  | Skilled Crafts & Trades Workers            | 0             | 0                  | 0.0           |
| 10  | Clerical Personnel                         | 0             | 0                  | 0.0           |
| 11  | Intermediate Sales & Service Personnel     | 0             | 0                  | 0.0           |
| 12  | Semi-Skilled Manual Workers                | 0             | 0                  | 0.0           |
| 13  | Other Sales & Service Personnel            | 159           | 1                  | 0.8           |
| 14  | Other Manual Workers                       | 0             | 0                  | 0.0           |
| <b>Total</b>                                |  | <b>166</b>    | <b>1</b>           | <b>0.8</b>    |

**\* Source:**

2011 National Household Survey

**Table 6: Aboriginal Peoples**

**Subsequent/Current Workforce Analysis**

| Employment Equity Occupational Group (EEOG) |  | All Employees | Aboriginal Peoples |               |
|---|--|---------------|--------------------|---------------|
|   |  |               | Representation     | Availability* |
|   |  | #             | #                  | %             |
| 01  | Senior Managers                            | 2             | 0                  | 2.9           |
| 02  | Middle & Other Managers                    | 1             | 0                  | 2.2           |
| 03  | Professionals                              | 0             | 0                  | 0.0           |
| 04  | Semi-Professionals & Technicians           | 0             | 0                  | 0.0           |
| 05  | Supervisors                                | 4             | 0                  | 0.8           |
| 06  | Supervisors: Crafts & Trades               | 0             | 0                  | 0.0           |
| 07  | Administrative & Senior Clerical Personnel | 2             | 0                  | 0.7           |
| 08  | Skilled Sales & Service Personnel          | 0             | 0                  | 0.0           |
| 09  | Skilled Crafts & Trades Workers            | 0             | 0                  | 0.0           |
| 10  | Clerical Personnel                         | 0             | 0                  | 0.0           |
| 11  | Intermediate Sales & Service Personnel     | 0             | 0                  | 0.0           |
| 12  | Semi-Skilled Manual Workers                | 0             | 0                  | 0.0           |
| 13  | Other Sales & Service Personnel            | 210           | 0                  | 0.8           |
| 14  | Other Manual Workers                       | 0             | 0                  | 0.0           |
| <b>Total</b>                                |  | <b>219</b>    | <b>0</b>           | <b>0.0</b>    |

**\* Source:**

2011 National Household Survey

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Les entreprises Fervel Inc.**

**2018-11-02**

**Data from First/Previous Workforce Analysis**

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| Data from First/Previous Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2016  | 12 | 15 |

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓

| Data from Subsequent/Current Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2018  | 11 | 02 |

**Table 3: Members of Visible Minorities**

**First/Previous Workforce Analysis**

| Employment Equity Occupational Group (EEOG) |  | All Employees | Members of Visible Minorities |               |
|---|--|---------------|-------------------------------|---------------|
|   |  |               | Representation                | Availability* |
|   |  | #             | #                             | %             |
| 01  | Senior Managers                            | 2             | 0                             | 10.1          |
| 02  | Middle & Other Managers                    | 1             | 1                             | 15.0          |
| 03  | Professionals                              | 0             | 0                             | 0.0           |
| 04  | Semi-Professionals & Technicians           | 0             | 0                             | 0.0           |
| 05  | Supervisors                                | 3             | 0                             | 16.7          |
| 06  | Supervisors: Crafts & Trades               | 0             | 0                             | 0.0           |
| 07  | Administrative & Senior Clerical Personnel | 1             | 0                             | 12.2          |
| 08  | Skilled Sales & Service Personnel          | 0             | 0                             | 0.0           |
| 09  | Skilled Crafts & Trades Workers            | 0             | 0                             | 0.0           |
| 10  | Clerical Personnel                         | 0             | 0                             | 0.0           |
| 11  | Intermediate Sales & Service Personnel     | 0             | 0                             | 0.0           |
| 12  | Semi-Skilled Manual Workers                | 0             | 0                             | 0.0           |
| 13  | Other Sales & Service Personnel            | 159           | 77                            | 24.3          |
| 14  | Other Manual Workers                       | 0             | 0                             | 0.0           |
| <b>Total</b>                                |  | <b>166</b>    | <b>78</b>                     | <b>23.9</b>   |

**Table 7: Members of Visible Minorities**

**Subsequent/Current Workforce Analysis**

| Employment Equity Occupational Group (EEOG) |  | All Employees | Members of Visible Minorities |               |
|---|--|---------------|-------------------------------|---------------|
|   |  |               | Representation                | Availability* |
|   |  | #             | #                             | %             |
|   |  | 2             | 2                             | 10.1          |
|   |  | 1             | 1                             | 15.0          |
|   |  | 0             | 0                             | 0.0           |
|   |  | 0             | 0                             | 0.0           |
|   |  | 4             | 3                             | 16.7          |
|   |  | 0             | 0                             | 0.0           |
|   |  | 2             | 2                             | 12.2          |
|   |  | 0             | 0                             | 0.0           |
|   |  | 0             | 0                             | 0.0           |
|   |  | 0             | 0                             | 0.0           |
|   |  | 0             | 0                             | 0.0           |
|   |  | 210           | 186                           | 24.3          |
|   |  | 0             | 0                             | 0.0           |
|   |  | <b>219</b>    | <b>194</b>                    | <b>0.0</b>    |

**\* Source:**  
2011 National Household Survey

**\* Source:**  
2011 National Household Survey

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Les entreprises Fervel Inc.**

**2018-11-02**

**Data from First/Previous Workforce Analysis**

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| Data from First/Previous Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2016  | 12 | 15 |

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

| Data from Subsequent/Current Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2018  | 11 | 02 |

**Table 4: Persons with Disabilities**

**First/Previous Workforce Analysis**

| Employment Equity Occupational Group (EEOG) |  | All Employees | Persons with Disabilities |               |
|---|--|---------------|---------------------------|---------------|
|   |  |               | Representation            | Availability* |
|   |  | #             | #                         | %             |
| 01/02                                       | Managers                                   | 3             | 0                         | 4.3           |
| 03  | Professionals                              | 0             | 0                         | 0.0           |
| 04  | Semi-Professionals & Technicians           | 0             | 0                         | 0.0           |
| 05  | Supervisors                                | 3             | 0                         | 13.9          |
| 06  | Supervisors: Crafts & Trades               | 0             | 0                         | 0.0           |
| 07  | Administrative & Senior Clerical Personnel | 1             | 0                         | 3.4           |
| 08  | Skilled Sales & Service Personnel          | 0             | 0                         | 0.0           |
| 09  | Skilled Crafts & Trades Workers            | 0             | 0                         | 0.0           |
| 10  | Clerical Personnel                         | 0             | 0                         | 0.0           |
| 11  | Intermediate Sales & Service Personnel     | 0             | 0                         | 0.0           |
| 12  | Semi-Skilled Manual Workers                | 0             | 0                         | 0.0           |
| 13  | Other Sales & Service Personnel            | 159           | 0                         | 6.3           |
| 14  | Other Manual Workers                       | 0             | 0                         | 0.0           |
| <b>Total</b>                                |  | <b>166</b>    | <b>0</b>                  | <b>6.4</b>    |

**Table 8: Persons with Disabilities**

**Subsequent/Current Workforce Analysis**

| Employment Equity Occupational Group (EEOG) |  | All Employees | Persons with Disabilities |               |
|---|--|---------------|---------------------------|---------------|
|   |  |               | Representation            | Availability* |
|   |  | #             | #                         | %             |
|   |  | 3             | 0                         | 4.3           |
|   |  | 0             | 0                         | 0.0           |
|   |  | 0             | 0                         | 0.0           |
|   |  | 4             | 0                         | 13.9          |
|   |  | 0             | 0                         | 0.0           |
|   |  | 2             | 0                         | 3.4           |
|   |  | 0             | 0                         | 0.0           |
|   |  | 0             | 0                         | 0.0           |
|   |  | 0             | 0                         | 0.0           |
|   |  | 0             | 0                         | 0.0           |
|   |  | 0             | 0                         | 0.0           |
|   |  | 210           | 0                         | 6.3           |
|   |  | 0             | 0                         | 0.0           |
| <b>Total</b>                                |  | <b>219</b>    | <b>0</b>                  | <b>0.0</b>    |

**\* Source:**  
2012 Canadian Survey on Disability

**\* Source:**  
2012 Canadian Survey on Disability

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Les entreprises Fervel Inc.**

**2018-11-02**

| Start Date of Flow Data |    |    |
|-------------------------|----|----|
| YYYY                    | MM | DD |
| 2016                    | 12 | 15 |

| End Date of Flow Data |    |    |
|-----------------------|----|----|
| YYYY                  | MM | DD |
| 2018                  | 11 | 02 |

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**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   | 1           | 1                    | 0           |
| 02 Middle & Other Managers                    | 1                    | 0           | 0                    | 0           |
| 03 Professionals                              | 0                    | 0           | 0                    | 0           |
| 04 Semi-Professionals & Technicians           | 0                    | 0           | 0                    | 0           |
| 05 Supervisors                                | 2                    | 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          | 0                    | 0           | 0                    | 0           |
| 09 Skilled Crafts & Trades Workers            | 0                    | 0           | 0                    | 0           |
| 10 Clerical Personnel                         | 0                    | 0           | 0                    | 0           |
| 11 Intermediate Sales & Service Personnel     | 0                    | 0           | 0                    | 0           |
| 12 Semi-Skilled Manual Workers                | 0                    | 0           | 0                    | 0           |
| 13 Other Sales & Service Personnel            | 439                  | 134         | 0                    | 0           |
| 14 Other Manual Workers                       | 0                    | 0           | 0                    | 0           |
| <b>Total</b>                                  | <b>445</b>           | <b>136</b>  | <b>0</b>             | <b>0</b>    |

| Full-time / National   |                | Part-time / National   |                |
|------------------------|----------------|------------------------|----------------|
| All Employees Promoted | Women Promoted | All Employees Promoted | Women Promoted |
| #                      | #              | #                      | #              |
| 0                      | 0              | 0                      | 0              |
| 0                      | 0              | 0                      | 0              |
| 0                      | 0              | 0                      | 0              |
| 0                      | 0              | 0                      | 0              |
| 0                      | 0              | 0                      | 0              |
| 0                      | 0              | 0                      | 0              |
| 0                      | 0              | 0                      | 0              |
| 0                      | 0              | 0                      | 0              |
| 0                      | 0              | 0                      | 0              |
| 0                      | 0              | 0                      | 0              |
| 0                      | 0              | 0                      | 0              |
| 0                      | 0              | 0                      | 0              |
| 0                      | 0              | 0                      | 0              |
| 0                      | 0              | 0                      | 0              |
| 0                      | 0              | 0                      | 0              |
| 0                      | 0              | 0                      | 0              |
| <b>0</b>               | <b>0</b>       | <b>0</b>               | <b>0</b>       |

| Full-time / National     |                  | Part-time / National     |                  |
|--------------------------|------------------|--------------------------|------------------|
| All Employees Terminated | Women Terminated | All Employees Terminated | Women Terminated |
| #                        | #                | #                        | #                |
| 0                        | 0                | 0                        | 0                |
| 0                        | 0                | 0                        | 0                |
| 0                        | 0                | 0                        | 0                |
| 0                        | 0                | 0                        | 0                |
| 0                        | 0                | 0                        | 0                |
| 0                        | 0                | 0                        | 0                |
| 0                        | 0                | 0                        | 0                |
| 0                        | 0                | 0                        | 0                |
| 0                        | 0                | 0                        | 0                |
| 0                        | 0                | 0                        | 0                |
| 0                        | 0                | 0                        | 0                |
| 0                        | 0                | 0                        | 0                |
| 293                      | 87               | 0                        | 0                |
| 0                        | 0                | 0                        | 0                |
| <b>293</b>               | <b>87</b>        | <b>0</b>                 | <b>0</b>         |

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Les entreprises Fervel Inc.**

**2018-11-02**

| Start Date of Flow Data |    |    |
|-------------------------|----|----|
| YYYY                    | MM | DD |
| 2016                    | 12 | 15 |

| End Date of Flow Data |    |    |
|-----------------------|----|----|
| YYYY                  | MM | DD |
| 2018                  | 11 | 02 |

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

| Employment Equity Occupational Group (EEOG)   | Full-time / National |                          | Part-time / National |                          |
|---|----------------------|--------------------------|----------------------|--------------------------|
|   | All Employees Hired  | Aboriginal Peoples Hired | All Employees Hired  | Aboriginal Peoples Hired |
|   | #                    | #                        | #                    | #                        |
|   | 01 Senior Managers   | 1                        | 0                    | 0                        |
| 02 Middle & Other Managers                    | 1                    | 0                        | 0                    | 0                        |
| 03 Professionals                              | 0                    | 0                        | 0                    | 0                        |
| 04 Semi-Professionals & Technicians           | 0                    | 0                        | 0                    | 0                        |
| 05 Supervisors                                | 2                    | 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          | 0                    | 0                        | 0                    | 0                        |
| 09 Skilled Crafts & Trades Workers            | 0                    | 0                        | 0                    | 0                        |
| 10 Clerical Personnel                         | 0                    | 0                        | 0                    | 0                        |
| 11 Intermediate Sales & Service Personnel     | 0                    | 0                        | 0                    | 0                        |
| 12 Semi-Skilled Manual Workers                | 0                    | 0                        | 0                    | 0                        |
| 13 Other Sales & Service Personnel            | 439                  | 0                        | 0                    | 0                        |
| 14 Other Manual Workers                       | 0                    | 0                        | 0                    | 0                        |
| <b>Total</b>                                  | <b>445</b>           | <b>0</b>                 | <b>0</b>             | <b>0</b>                 |

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

| Full-time / National     |                               | Part-time / National     |                               |
|--------------------------|-------------------------------|--------------------------|-------------------------------|
| All Employees Terminated | Aboriginal Peoples Terminated | All Employees Terminated | Aboriginal Peoples Terminated |
| #                        | #                             | #                        | #                             |
| 0                        | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| 293                      | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| <b>293</b>               | <b>0</b>                      | <b>0</b>                 | <b>0</b>                      |

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**Part 2: Flow Data Analysis**

**Les entreprises Fervel Inc.**

**2018-11-02**

| Start Date of Flow Data |    |    |
|-------------------------|----|----|
| YYYY                    | MM | DD |
| 2016                    | 12 | 15 |

| End Date of Flow Data |    |    |
|-----------------------|----|----|
| YYYY                  | MM | DD |
| 2018                  | 11 | 02 |

**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   | 1                               | 0                    | 0                               |
| 02 Middle & Other Managers                    | 1                    | 0                               | 0                    | 0                               |
| 03 Professionals                              | 0                    | 0                               | 0                    | 0                               |
| 04 Semi-Professionals & Technicians           | 0                    | 0                               | 0                    | 0                               |
| 05 Supervisors                                | 2                    | 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          | 0                    | 0                               | 0                    | 0                               |
| 09 Skilled Crafts & Trades Workers            | 0                    | 0                               | 0                    | 0                               |
| 10 Clerical Personnel                         | 0                    | 0                               | 0                    | 0                               |
| 11 Intermediate Sales & Service Personnel     | 0                    | 0                               | 0                    | 0                               |
| 12 Semi-Skilled Manual Workers                | 0                    | 0                               | 0                    | 0                               |
| 13 Other Sales & Service Personnel            | 439                  | 0                               | 0                    | 0                               |
| 14 Other Manual Workers                       | 0                    | 0                               | 0                    | 0                               |
| <b>Total</b>                                  | <b>445</b>           | <b>0</b>                        | <b>0</b>             | <b>0</b>                        |

| Full-time / National   |                                    | Part-time / National   |                                    |
|------------------------|------------------------------------|------------------------|------------------------------------|
| All Employees Promoted | Persons with Disabilities Promoted | All Employees Promoted | Persons with Disabilities Promoted |
| #                      | #                                  | #                      | #                                  |
| 0                      | 0                                  | 0                      | 0                                  |
| 0                      | 0                                  | 0                      | 0                                  |
| 0                      | 0                                  | 0                      | 0                                  |
| 0                      | 0                                  | 0                      | 0                                  |
| 0                      | 0                                  | 0                      | 0                                  |
| 0                      | 0                                  | 0                      | 0                                  |
| 0                      | 0                                  | 0                      | 0                                  |
| 0                      | 0                                  | 0                      | 0                                  |
| 0                      | 0                                  | 0                      | 0                                  |
| 0                      | 0                                  | 0                      | 0                                  |
| 0                      | 0                                  | 0                      | 0                                  |
| 0                      | 0                                  | 0                      | 0                                  |
| 0                      | 0                                  | 0                      | 0                                  |
| 0                      | 0                                  | 0                      | 0                                  |
| <b>0</b>               | <b>0</b>                           | <b>0</b>               | <b>0</b>                           |

| Full-time / National     |                                      | Part-time / National     |                                      |
|--------------------------|--------------------------------------|--------------------------|--------------------------------------|
| All Employees Terminated | Persons with Disabilities Terminated | All Employees Terminated | Persons with Disabilities Terminated |
| #                        | #                                    | #                        | #                                    |
| 0                        | 0                                    | 0                        | 0                                    |
| 0                        | 0                                    | 0                        | 0                                    |
| 0                        | 0                                    | 0                        | 0                                    |
| 0                        | 0                                    | 0                        | 0                                    |
| 0                        | 0                                    | 0                        | 0                                    |
| 0                        | 0                                    | 0                        | 0                                    |
| 0                        | 0                                    | 0                        | 0                                    |
| 0                        | 0                                    | 0                        | 0                                    |
| 0                        | 0                                    | 0                        | 0                                    |
| 0                        | 0                                    | 0                        | 0                                    |
| 0                        | 0                                    | 0                        | 0                                    |
| 0                        | 0                                    | 0                        | 0                                    |
| 293                      | 0                                    | 0                        | 0                                    |
| 0                        | 0                                    | 0                        | 0                                    |
| <b>293</b>               | <b>0</b>                             | <b>0</b>                 | <b>0</b>                             |

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**Part 2: Flow Data Analysis**

**Les entreprises Fervel Inc.**

**2018-11-02**

| Start Date of Flow Data |    |    |
|-------------------------|----|----|
| YYYY                    | MM | DD |
| 2016                    | 12 | 15 |

| End Date of Flow Data |    |    |
|-----------------------|----|----|
| YYYY                  | MM | DD |
| 2018                  | 11 | 02 |

**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   | 1                                   | 1                    | 0                                   |
| 02 Middle & Other Managers                    | 1                    | 1                                   | 0                    | 0                                   |
| 03 Professionals                              | 0                    | 0                                   | 0                    | 0                                   |
| 04 Semi-Professionals & Technicians           | 0                    | 0                                   | 0                    | 0                                   |
| 05 Supervisors                                | 2                    | 2                                   | 0                    | 0                                   |
| 06 Supervisors: Crafts & Trades               | 0                    | 0                                   | 0                    | 0                                   |
| 07 Administrative & Senior Clerical Personnel | 2                    | 2                                   | 0                    | 0                                   |
| 08 Skilled Sales & Service Personnel          | 0                    | 0                                   | 0                    | 0                                   |
| 09 Skilled Crafts & Trades Workers            | 0                    | 0                                   | 0                    | 0                                   |
| 10 Clerical Personnel                         | 0                    | 0                                   | 0                    | 0                                   |
| 11 Intermediate Sales & Service Personnel     | 0                    | 0                                   | 0                    | 0                                   |
| 12 Semi-Skilled Manual Workers                | 0                    | 0                                   | 0                    | 0                                   |
| 13 Other Sales & Service Personnel            | 439                  | 393                                 | 0                    | 0                                   |
| 14 Other Manual Workers                       | 0                    | 0                                   | 0                    | 0                                   |
| <b>Total</b>                                  | <b>445</b>           | <b>399</b>                          | <b>0</b>             | <b>0</b>                            |

| Full-time / National   |  | Part-time / National   |  |
|------------------------|--|------------------------|--|
| All Employees Promoted | Members of Visible Minorities Promoted | All Employees Promoted | Members of Visible Minorities Promoted |
| #                      | #                                      | #                      | #                                      |
| 0                      | 0                                      | 0                      | 0                                      |
| 0                      | 0                                      | 0                      | 0                                      |
| 0                      | 0                                      | 0                      | 0                                      |
| 0                      | 0                                      | 0                      | 0                                      |
| 0                      | 0                                      | 0                      | 0                                      |
| 0                      | 0                                      | 0                      | 0                                      |
| 0                      | 0                                      | 0                      | 0                                      |
| 0                      | 0                                      | 0                      | 0                                      |
| 0                      | 0                                      | 0                      | 0                                      |
| 0                      | 0                                      | 0                      | 0                                      |
| 0                      | 0                                      | 0                      | 0                                      |
| 0                      | 0                                      | 0                      | 0                                      |
| 0                      | 0                                      | 0                      | 0                                      |
| 0                      | 0                                      | 0                      | 0                                      |
| 0                      | 0                                      | 0                      | 0                                      |
| <b>0</b>               | <b>0</b>                               | <b>0</b>               | <b>0</b>                               |

| 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  |
| 0                        | 0  | 0                        | 0  |
| 0                        | 0  | 0                        | 0  |
| 0                        | 0  | 0                        | 0  |
| 0                        | 0  | 0                        | 0  |
| 0                        | 0  | 0                        | 0  |
| 0                        | 0  | 0                        | 0  |
| 0                        | 0  | 0                        | 0  |
| 0                        | 0  | 0                        | 0  |
| 0                        | 0  | 0                        | 0  |
| 0                        | 0  | 0                        | 0  |
| 293                      | 264                                      | 0                        | 0  |
| 0                        | 0  | 0                        | 0  |
| <b>293</b>               | <b>264</b>                               | <b>0</b>                 | <b>0</b>                                 |

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**Part 3: Goals**

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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 1: Women**

**First/Previous Short-term Goals**

| Employment Equity Occupational Group (EOG) | All Employees | Women                |                        |           |               |  |           |              |                                |                      |  |              |                             |              |            |                      |              |               |                        |                                     |
|--|---------------|----------------------|------------------------|-----------|---------------|--|-----------|--------------|--------------------------------|----------------------|--|--------------|-----------------------------|--------------|------------|----------------------|--------------|---------------|------------------------|-------------------------------------|
|  |               | Number<br>YYYY-MM-DD | Growth (New Positions) |           |               | Turnover (Replacement of Terminated Employees) |           |              | Anticipated Hires Over 3 Years | Number<br>YYYY-MM-DD | 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 | Over 3 Years  | Actual   | Projected | Over 3 Years |                                |                      | Annually                                       | Over 3 Years |                             | From - To    | 2016       |                      |              |               |                        |                                     |
|  |               | 2016-12-15           | Annually               | Annually  | Over 3 Years  | Annually                                       | Annually  | Over 3 Years | 2016-12-15                     | Annually             | Over 3 Years                                   | #            | #                           | #            | %          | %                    | #            | #             | %                      | %                                   |
|  |               | #                    | %                      | %         | #             | %  | %         | #            | #                              | %                    | %  | #            | #                           | #            | %          | %                    | #            | #             | %                      | %                                   |
| 01 Senior Managers                         | 2             | 0.0%                 |                        | 0         | 0.0%          |  | 0         | 0            | 1                              | 0.0%                 | 0  | 0            | 0                           | 0            | 27.4%      | 0                    | 0            | 50.0%         | 50.0%                  |                                     |
| 02 Middle & Other Managers                 | 1             | 0.0%                 |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%                 | 0  | 0            | 0                           | 38.9%        | 0          | 0                    | 0.0%         | 0.0%          |                        |                                     |
| 03 Professionals                           | 0             | 0.0%                 |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%                 | 0  | 0            | 0                           | 0.0%         | 0          | 0                    | #DIV/0!      | #DIV/0!       |                        |                                     |
| 04 Semi-Professionals & Tech               | 0             | 0.0%                 |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%                 | 0  | 0            | 0                           | 0.0%         | 0          | 0                    | #DIV/0!      | #DIV/0!       |                        |                                     |
| 05 Supervisors                             | 3             | 10.1%                |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%                 | 0  | 2            | 0                           | 50.8%        | -2         | -2                   | 0.0%         | 0.0%          |                        |                                     |
| 06 Supervisors: Crafts & Trades            | 0             | 0.0%                 |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%                 | 0  | 0            | 0                           | 0.0%         | 0          | 0                    | #DIV/0!      | #DIV/0!       |                        |                                     |
| 07 Administrative & Sr Clerical            | 1             | 26.0%                |                        | 0         | 0.0%          |  | 0         | 0            | 1                              | 0.0%                 | 0  | 0            | 0                           | 80.8%        | 0          | 0                    | 100.0%       | 100.0%        |                        |                                     |
| 08 Skilled Sales & Service                 | 0             | 0.0%                 |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%                 | 0  | 0            | 0                           | 0.0%         | 0          | 0                    | #DIV/0!      | #DIV/0!       |                        |                                     |
| 09 Skilled Crafts & Trades                 | 0             | 0.0%                 |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%                 | 0  | 0            | 0                           | 0.0%         | 0          | 0                    | #DIV/0!      | #DIV/0!       |                        |                                     |
| 10 Clerical Personnel                      | 0             | 0.0%                 |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%                 | 0  | 0            | 0                           | 0.0%         | 0          | 0                    | #DIV/0!      | #DIV/0!       |                        |                                     |
| 11 Intermediate Sales & Service            | 0             | 0.0%                 |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%                 | 0  | 0            | 0                           | 0.0%         | 0          | 0                    | #DIV/0!      | #DIV/0!       |                        |                                     |
| 12 Semi-Skilled Manual                     | 0             | 0.0%                 |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%                 | 0  | 0            | 0                           | 0.0%         | 0          | 0                    | #DIV/0!      | #DIV/0!       |                        |                                     |
| 13 Other Sales & Service                   | 159           | 9.7%                 |                        | 0         | 158.8%        |  | 0         | 0            | 54                             | 0.0%                 | 0  | 27           | 0                           | 51.1%        | -27        | -27                  | 34.0%        | 34.0%         |                        |                                     |
| 14 Other Manual Workers                    | 0             | 0.0%                 |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%                 | 0  | 0            | 0                           | 0.0%         | 0          | 0                    | #DIV/0!      | #DIV/0!       |                        |                                     |
| <b>Total</b>                               | <b>166</b>    | <b>9.7%</b>          |                        | <b>0</b>  | <b>152.2%</b> |  | <b>0</b>  | <b>0</b>     | <b>56</b>                      | <b>0.0%</b>          | <b>0</b>                                       | <b>28</b>    | <b>0</b>                    | <b>50.9%</b> | <b>-28</b> | <b>-28</b>           | <b>33.7%</b> | <b>33.7%</b>  |                        |                                     |

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

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

**Table 2: Women**

| Employment Equity Occupational Group (EOG) | 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                             | 2                | 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                   | 8                | 0.0 | 19              | 0.0 |          |



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**Part 3: Goals**

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|       |                      |    |     |    |     |
|-------|----------------------|----|-----|----|-----|
| 14    | Other Manual Workers | 0  | 0.0 | 0  | 0.0 |
| Total |                      | 10 |     | 19 |     |

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**Part 3: Goals**

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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 <sup>†</sup> | Data Entry | C x E x 3 | From Flow Data Analysis & Workforce Analysis <sup>‡</sup> | Data Entry | C x H x 3 | F + I | From Workforce Analysis | Equivalent to H | K x L x 3 | (F x Q) - R + M | J x P | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K ÷ C | (K - M + O) ÷ (C + F) |

**Table 3: Aboriginal Peoples**

**First/Previous Short-term Goals**

| Employment Equity Occupational Group (EOG) | All Employees        |                        |           |              |  |           |              |                                | Aboriginal Peoples   |  |              |                             |              |             |                      |             |               |                        |                                     |
|--|----------------------|------------------------|-----------|--------------|--|-----------|--------------|--------------------------------|----------------------|--|--------------|-----------------------------|--------------|-------------|----------------------|-------------|---------------|------------------------|-------------------------------------|
|  | Number<br>YYYY-MM-DD | Growth (New Positions) |           |              | Turnover (Replacement of Terminated Employees) |           |              | Anticipated Hires Over 3 Years | Number<br>YYYY-MM-DD | 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 | Over 3 Years | Actual   | Projected | Over 3 Years |                                |                      | Annually                                       | Over 3 Years |                             | From - To    | 2016        |                      |             |               |                        |                                     |
|  | 2016-12-15           | Annually               | Annually  | Over 3 Years | Annually                                       | Annually  | Over 3 Years | 2016-12-15                     | Annually             | Over 3 Years                                   | 2016         | 2019                        | %            | %           | %                    | %           | %             | %                      |                                     |
|  | #                    | %                      | %         | #            | %  | %         | #            | #                              | %                    | #  | #            | %                           | %            | %           | #                    | #           | %             | %                      |                                     |
| 01 Senior Managers                         | 2                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0            | 2.9%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 02 Middle & Other Managers                 | 1                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0            | 2.2%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 03 Professionals                           | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 04 Semi-Professionals & Tech               | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 05 Supervisors                             | 3                    | 10.1%                  |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0            | 0.8%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 06 Supervisors: Crafts & Trades            | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 07 Administrative & Sr Clerical            | 1                    | 26.0%                  |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0            | 0.7%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 08 Skilled Sales & Service                 | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 09 Skilled Crafts & Trades                 | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 10 Clerical Personnel                      | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 11 Intermediate Sales & Service            | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 12 Semi-Skilled Manual                     | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 13 Other Sales & Service                   | 159                  | 9.7%                   |           | 0            | 158.8%   |           | 0            | 0                              | 1                    | 0.0%   | 0            | 0                           | 0            | 0.8%        | 0                    | 0           | 0.6%          | 0.6%                   |                                     |
| 14 Other Manual Workers                    | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| <b>Total</b>                               | <b>166</b>           | <b>9.7%</b>            |           | <b>0</b>     | <b>152.2%</b>                                  |           | <b>0</b>     | <b>0</b>                       | <b>1</b>             | <b>0.0%</b>                                    | <b>0</b>     | <b>0</b>                    | <b>0</b>     | <b>0.8%</b> | <b>0</b>             | <b>0</b>    | <b>0.6%</b>   | <b>0.6%</b>            |                                     |

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

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

**Table 4: Aboriginal Peoples**

| Employment Equity Occupational Group (EOG) | 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**

**First/Previous Short-term Goals**

| Employment Equity Occupational Group (EOG) | All Employees        |                        |           |              |  |           |              |                                | Persons with Disabilities |  |              |                             |              |             |                      |             |               |                        |                                     |
|--|----------------------|------------------------|-----------|--------------|--|-----------|--------------|--------------------------------|---------------------------|--|--------------|-----------------------------|--------------|-------------|----------------------|-------------|---------------|------------------------|-------------------------------------|
|  | Number<br>YYYY-MM-DD | Growth (New Positions) |           |              | Turnover (Replacement of Terminated Employees) |           |              | Anticipated Hires Over 3 Years | Number<br>YYYY-MM-DD      | 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 | Over 3 Years | Actual   | Projected | Over 3 Years |                                |                           | Annually                                       | Over 3 Years |                             | From - To    | 2016        |                      |             |               |                        |                                     |
|  | 2016-12-15           | Annually               | Annually  | Over 3 Years | Annually                                       | Annually  | Over 3 Years | 2016-12-15                     | Annually                  | Over 3 Years                                   | 2016         | 2019                        | %            | %           | %                    | %           | %             | %                      |                                     |
|  | #                    | %                      | %         | #            | %  | %         | #            | #                              | %                         | #  | #            | #                           | %            | %           | #                    | #           | %             | %                      |                                     |
| 01/02 Managers                             | 3                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0.0%                      | 0  | 0            | 0                           | 0            | 4.3%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 03 Professionals                           | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0.0%                      | 0  | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 04 Semi-Professionals & Tech               | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0.0%                      | 0  | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 05 Supervisors                             | 3                    | 10.1%                  |           | 0            | 0.0%   |           | 0            | 0                              | 0.0%                      | 0  | 0            | 0                           | 0            | 13.9%       | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 06 Supervisors: Crafts & Trades            | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0.0%                      | 0  | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 07 Administrative & Sr Clerical            | 1                    | 26.0%                  |           | 0            | 0.0%   |           | 0            | 0                              | 0.0%                      | 0  | 0            | 0                           | 0            | 3.4%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 08 Skilled Sales & Service                 | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0.0%                      | 0  | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 09 Skilled Crafts & Trades                 | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0.0%                      | 0  | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 10 Clerical Personnel                      | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0.0%                      | 0  | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 11 Intermediate Sales & Service            | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0.0%                      | 0  | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 12 Semi-Skilled Manual                     | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0.0%                      | 0  | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 13 Other Sales & Service                   | 159                  | 9.7%                   |           | 0            | 158.8%   |           | 0            | 0                              | 0.0%                      | 0  | 10           | 0                           | 0            | 6.3%        | -10                  | -10         | 0.0%          | 0.0%                   |                                     |
| 14 Other Manual Workers                    | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0.0%                      | 0  | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| <b>Total</b>                               | <b>166</b>           | <b>9.7%</b>            |           | <b>0</b>     | <b>152.2%</b>                                  |           | <b>0</b>     | <b>0</b>                       | <b>0.0%</b>               | <b>0</b>                                       | <b>11</b>    | <b>0</b>                    | <b>0</b>     | <b>6.4%</b> | <b>-11</b>           | <b>-11</b>  | <b>0.0%</b>   | <b>0.0%</b>            |                                     |

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

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

**Table 6: Persons with Disabilities**

| Employment Equity Occupational Group (EOG) | 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                   | 3                         | 0.0 | 7               | 0.0 |          |
| 14 Other Manual Workers                    | 0                         | 0.0 | 0               | 0.0 |          |
| <b>Total</b>                               | <b>3</b>                  |     | <b>7</b>        |     |          |

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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 (EOG) |                              | 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 | Actual   | Projected    | Actual     |                                | Projected    | Actual                        | Projected                                      | From - To |                             |              |    |                      |             |               |                        |                                     |
|  |                              | 2016-12-15    | Annually | Annually               | Over 3 Years | Annually  | Annually                                       | Over 3 Years | 2016-12-15 | Annually                       | Over 3 Years | 2016                          | 2019   |           |                             |              |    |                      |             |               |                        |                                     |
|  |                              | #             | %        | %                      | #            | %         | %  | #            | #          | %                              | #            | #                             | %  |           |                             |              |    |                      |             |               |                        |                                     |
| 01   | Senior Managers              | 2             | 0.0%     |                        | 0            | 0.0%      |  | 0            | 0          | 0                              | 0.0%         | 0                             | 0  | 0         | 0                           | 10.1%        | 0  | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 02   | Middle & Other Managers      | 1             | 0.0%     |                        | 0            | 0.0%      |  | 0            | 0          | 1                              | 0.0%         | 0                             | -1   | 0         | 0                           | 15.0%        | 0  | 1                    | 1           | 100.0%        | 100.0%                 |                                     |
| 03   | Professionals                | 0             | 0.0%     |                        | 0            | 0.0%      |  | 0            | 0          | 0                              | 0.0%         | 0                             | 0  | 0         | 0                           | 0.0%         | 0  | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 04   | Semi-Professionals & Tech    | 0             | 0.0%     |                        | 0            | 0.0%      |  | 0            | 0          | 0                              | 0.0%         | 0                             | 0  | 0         | 0                           | 0.0%         | 0  | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 05   | Supervisors                  | 3             | 10.1%    |                        | 0            | 0.0%      |  | 0            | 0          | 0                              | 0.0%         | 0                             | 1  | 0         | 0                           | 16.7%        | -1 | -1                   | 0           | 0.0%          | 0.0%                   |                                     |
| 06   | Supervisors: Crafts & Trades | 0             | 0.0%     |                        | 0            | 0.0%      |  | 0            | 0          | 0                              | 0.0%         | 0                             | 0  | 0         | 0                           | 0.0%         | 0  | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 07   | Administrative & Sr Clerical | 1             | 26.0%    |                        | 0            | 0.0%      |  | 0            | 0          | 0                              | 0.0%         | 0                             | 0  | 0         | 0                           | 12.2%        | 0  | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 08   | Skilled Sales & Service      | 0             | 0.0%     |                        | 0            | 0.0%      |  | 0            | 0          | 0                              | 0.0%         | 0                             | 0  | 0         | 0                           | 0.0%         | 0  | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 09   | Skilled Crafts & Trades      | 0             | 0.0%     |                        | 0            | 0.0%      |  | 0            | 0          | 0                              | 0.0%         | 0                             | 0  | 0         | 0                           | 0.0%         | 0  | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 10   | Clerical Personnel           | 0             | 0.0%     |                        | 0            | 0.0%      |  | 0            | 0          | 0                              | 0.0%         | 0                             | 0  | 0         | 0                           | 0.0%         | 0  | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 11   | Intermediate Sales & Service | 0             | 0.0%     |                        | 0            | 0.0%      |  | 0            | 0          | 0                              | 0.0%         | 0                             | 0  | 0         | 0                           | 0.0%         | 0  | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 12   | Semi-Skilled Manual          | 0             | 0.0%     |                        | 0            | 0.0%      |  | 0            | 0          | 0                              | 0.0%         | 0                             | 0  | 0         | 0                           | 0.0%         | 0  | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 13   | Other Sales & Service        | 159           | 9.7%     |                        | 0            | 158.8%    |  | 0            | 0          | 77                             | 0.0%         | 0                             | -38  | 0         | 0                           | 24.3%        | 38 | 38                   | 0           | 48.4%         | 48.4%                  |                                     |
| 14   | Other Manual Workers         | 0             | 0.0%     |                        | 0            | 0.0%      |  | 0            | 0          | 0                              | 0.0%         | 0                             | 0  | 0         | 0                           | 0.0%         | 0  | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| <b>Total</b>                               |                              | 166           | 9.7%     |                        | 0            | 152.2%    |  | 0            | 0          | 78                             | 0.0%         | 0                             | -38  | 0         | 0                           | 23.9%        | 38 | 38                   | 0           | 47.0%         | 47.0%                  |                                     |

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

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

**Table 8: Members of Visible Minorities**

| Employment Equity Occupational Group (EOG) |                              | 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                  | 1                             | 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 |                      | 1 |     | 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 <sup>†</sup> | Data Entry | C x E x 3 | From Flow Data Analysis & Workforce Analysis <sup>‡</sup> | Data Entry | C x H x 3 | F + I | From Workforce Analysis | Equivalent to H | K x L x 3 | (F x Q) - R + M | J x P | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K ÷ C | (K - M + O) ÷ (C + F) |
|               |   | ↓                       | ↓                                    | ↓          | ↓         | ↓   | ↓          | ↓         | ↓     | ↓                       | ↓               | ↓         | ↓               | ↓     | ↓          | ↓                       | ↓                       | ↓                           | ↓     | ↓                     |

**Table 9: Women**

**Subsequent/Current Short-term Goals**

| Employment Equity Occupational Group (EOG) | 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 |
|  |               |             | Actual                 | Projected | Over 3 Years  | Actual   | Projected | Over 3 Years |                                |             | 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                        | %            | #           | #                    | %           | %             |                        |                                     |
|  |               | 2018-11-02  | %                      | %         | #             | %  | %         | #            | #                              | %           | #  | #          | #                           | %            | %           | #                    | #           | %             | %                      |                                     |
| 01 Senior Managers                         | 2             | 0.0%        |                        | 0         | 0.0%          |  | 0         | 0            | 1                              | 0.0%        | 0  | 0          | 0                           |              | 27.4%       | 0                    | 0           | 50.0%         | 50.0%                  |                                     |
| 02 Middle & Other Managers                 | 1             | 0.0%        |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%        | 0  | 0          | 0                           |              | 38.9%       | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 03 Professionals                           | 0             | 0.0%        |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%        | 0  | 0          | 0                           |              | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 04 Semi-Professionals & Tech               | 0             | 0.0%        |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%        | 0  | 0          | 0                           |              | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 05 Supervisors                             | 4             | 10.1%       | 10.0%                  | 1         | 0.0%          | 10.0%  | 1         | 2            | 1                              | 10.0%       | 0  | 2          | 1                           | 50.0%        | 50.8%       | -1                   | -1          | 25.0%         | 40.0%                  |                                     |
| 06 Supervisors: Crafts & Trades            | 0             | 0.0%        |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%        | 0  | 0          | 0                           |              | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 07 Administrative & Sr Clerical            | 2             | 26.0%       |                        | 0         | 0.0%          |  | 0         | 0            | 1                              | 0.0%        | 0  | 1          | 0                           |              | 80.8%       | -1                   | -1          | 50.0%         | 50.0%                  |                                     |
| 08 Skilled Sales & Service                 | 0             | 0.0%        |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%        | 0  | 0          | 0                           |              | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 09 Skilled Crafts & Trades                 | 0             | 0.0%        |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%        | 0  | 0          | 0                           |              | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 10 Clerical Personnel                      | 0             | 0.0%        |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%        | 0  | 0          | 0                           |              | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 11 Intermediate Sales & Service            | 0             | 0.0%        |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%        | 0  | 0          | 0                           |              | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 12 Semi-Skilled Manual                     | 0             | 0.0%        |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%        | 0  | 0          | 0                           |              | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 13 Other Sales & Service                   | 210           | 9.7%        | 10.0%                  | 63        | 158.8%        | 10.0%  | 63        | 126          | 70                             | 10.0%       | 21   | 91         | 63                          | 50.0%        | 51.1%       | -37                  | -28         | 33.3%         | 41.0%                  |                                     |
| 14 Other Manual Workers                    | 0             | 0.0%        |                        | 0         | 0.0%          |  | 0         | 0            | 0                              | 0.0%        | 0  | 0          | 0                           |              | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| <b>Total</b>                               | <b>219</b>    | <b>9.7%</b> |                        | <b>0</b>  | <b>152.2%</b> |  | <b>0</b>  | <b>0</b>     | <b>73</b>                      | <b>0.0%</b> | <b>0</b>                                       | <b>-73</b> | <b>0</b>                    |              | <b>0.0%</b> | <b>73</b>            | <b>73</b>   | <b>33.3%</b>  | <b>33.3%</b>           |                                     |

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

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

**Table 10: Women**

| Employment Equity Occupational Group (EOG) | 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                             |                  | 50.0 |                 | 50.0 |          |
| 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                   |                  | 50.0 |                 | 50.0 |          |



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| 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 <sup>†</sup> | Data Entry | C x E x 3 | From Flow Data Analysis & Workforce Analysis <sup>‡</sup> | Data Entry | C x H x 3 | F + I | From Workforce Analysis | Equivalent to H | K x L x 3 | (F x Q) - R + M | J x P | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K ÷ C | (K - M + O) ÷ (C + F) |

**Table 11: Aboriginal Peoples**

**Subsequent/Current Short-term Goals**

| Employment Equity Occupational Group (EOG) | All Employees        |                        |           |              |  |           |              |                                | Aboriginal Peoples   |  |              |                             |                          |             |                      |             |               |                        |                                     |
|--|----------------------|------------------------|-----------|--------------|--|-----------|--------------|--------------------------------|----------------------|--|--------------|-----------------------------|--------------------------|-------------|----------------------|-------------|---------------|------------------------|-------------------------------------|
|  | Number<br>YYYY-MM-DD | Growth (New Positions) |           |              | Turnover (Replacement of Terminated Employees) |           |              | Anticipated Hires Over 3 Years | Number<br>YYYY-MM-DD | 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 | Over 3 Years | Actual   | Projected | Over 3 Years |                                |                      | Annually                                       | Over 3 Years |                             | From - To<br>YYYY - YYYY | 2018        |                      |             |               |                        |                                     |
|  | 2018-11-02           | Annually               | Annually  | Over 3 Years | Annually                                       | Annually  | Over 3 Years | 2018-11-02                     | Annually             | Over 3 Years                                   | 2018         | 2021                        | %                        | %           | %                    | %           | %             | %                      |                                     |
|  | #                    | %                      | %         | #            | %  | %         | #            | #                              | %                    | #  | #            | #                           | %                        | %           | #                    | #           | %             | %                      |                                     |
| 01 Senior Managers                         | 2                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0                        | 0           | 2.9%                 | 0           | 0             | 0.0%                   | 0.0%                                |
| 02 Middle & Other Managers                 | 1                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0                        | 2.2%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 03 Professionals                           | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0                        | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 04 Semi-Professionals & Tech               | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0                        | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 05 Supervisors                             | 4                    | 10.1%                  |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0                        | 0.8%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 06 Supervisors: Crafts & Trades            | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0                        | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 07 Administrative & Sr Clerical            | 2                    | 26.0%                  |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0                        | 0.7%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 08 Skilled Sales & Service                 | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0                        | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 09 Skilled Crafts & Trades                 | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0                        | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 10 Clerical Personnel                      | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0                        | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 11 Intermediate Sales & Service            | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0                        | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 12 Semi-Skilled Manual                     | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0                        | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 13 Other Sales & Service                   | 210                  | 9.7%                   | 10.0%     | 63           | 158.8%   | 160.0%    | 1,008        | 1,071                          | 0                    | 160.0%   | 0            | 2                           | 9                        | 0.8%        | 0.8%                 | -2          | 7             | 0.0%                   | 3.3%                                |
| 14 Other Manual Workers                    | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                    | 0.0%   | 0            | 0                           | 0                        | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| <b>Total</b>                               | <b>219</b>           | <b>9.7%</b>            |           | <b>0</b>     | <b>152.2%</b>                                  |           | <b>0</b>     | <b>0</b>                       | <b>0</b>             | <b>0.0%</b>                                    | <b>0</b>     | <b>0</b>                    | <b>0</b>                 | <b>0.0%</b> | <b>0.0%</b>          | <b>0</b>    | <b>0</b>      | <b>0.0%</b>            | <b>0.0%</b>                         |

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

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

**Table 12: Aboriginal Peoples**

| Employment Equity Occupational Group (EOG) | 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                   | 0.8                | 0.8             |          |

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|       |                      |  |     |  |     |
|-------|----------------------|--|-----|--|-----|
| 14    | Other Manual Workers |  | 0.0 |  | 0.0 |
| Total |                      |  | 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                     |
|---------------|---|-------------------------|--------------------------|------------|-----------|---|------------|-----------|-------|-------------------------|-----------------|-----------|-----------------|-------|------------|-------------------------|-------------------------|-----------------------------|-------|-----------------------|
| 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 (EOG) | All Employees        |                        |           |              |  |           |              |                                | Persons with Disabilities |  |              |                             |              |             |                      |             |               |                        |                                     |
|--|----------------------|------------------------|-----------|--------------|--|-----------|--------------|--------------------------------|---------------------------|--|--------------|-----------------------------|--------------|-------------|----------------------|-------------|---------------|------------------------|-------------------------------------|
|  | Number<br>YYYY-MM-DD | Growth (New Positions) |           |              | Turnover (Replacement of Terminated Employees) |           |              | Anticipated Hires Over 3 Years | Number<br>YYYY-MM-DD      | 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 |              |                                |                           | Annually                                       | Over 3 Years |                             | From - To    | 2018        |                      |             |               |                        |                                     |
|  | 2018-11-02           | Annually               | Annually  | Over 3 Years | Annually                                       | Annually  | Over 3 Years | 2018-11-02                     | Annually                  | Over 3 Years                                   |              | 2018                        | 2021         | %           | #                    | #           | %             | %                      |                                     |
|  | #                    | %                      | %         | #            | %  | %         | #            | #                              | %                         | #  | #            | #                           | %            | %           | %                    | #           | #             | %                      | %                                   |
| 01/02 Managers                             | 3                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                         | 0.0%   | 0            | 0                           | 0            | 4.3%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 03 Professionals                           | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                         | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 04 Semi-Professionals & Tech               | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                         | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 05 Supervisors                             | 4                    | 10.1%                  | 10.0%     | 1            | 0.0%   | 10.0%     | 1            | 2                              | 0                         | 10.0%  | 0            | 1                           | 0            | 13.9%       | 13.9%                | -1          | -1            | 0.0%                   |                                     |
| 06 Supervisors: Crafts & Trades            | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                         | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 07 Administrative & Sr Clerical            | 2                    | 26.0%                  |           | 0            | 0.0%   |           | 0            | 0                              | 0                         | 0.0%   | 0            | 0                           | 0            | 3.4%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 08 Skilled Sales & Service                 | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                         | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 09 Skilled Crafts & Trades                 | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                         | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 10 Clerical Personnel                      | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                         | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 11 Intermediate Sales & Service            | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                         | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 12 Semi-Skilled Manual                     | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                         | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 13 Other Sales & Service                   | 210                  | 9.7%                   | 10.0%     | 63           | 158.8%   | 160.0%    | 1,008        | 1,071                          | 0                         | 160.0%   | 0            | 17                          | 67           | 6.3%        | 6.3%                 | -13         | 50            | 0.0%                   |                                     |
| 14 Other Manual Workers                    | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                         | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| <b>Total</b>                               | <b>219</b>           | <b>9.7%</b>            |           | <b>0</b>     | <b>152.2%</b>                                  |           | <b>0</b>     | <b>0</b>                       | <b>0</b>                  | <b>0.0%</b>                                    | <b>0</b>     | <b>0</b>                    | <b>0</b>     | <b>0.0%</b> | <b>0</b>             | <b>0</b>    | <b>0.0%</b>   | <b>0.0%</b>            |                                     |

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

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

**Table 14: Persons with Disabilities**

| Employment Equity Occupational Group (EOG) | Persons with Disabilities |            |                 |            | Comments |
|--|---------------------------|------------|-----------------|------------|----------|
|  | Short-term Goals          |            | Long-term Goals |            |          |
|  |                           | %          |                 | %          |          |
| 01/02 Managers                             |                           | 0.0        |                 | 0.0        |          |
| 03 Professionals                           |                           | 0.0        |                 | 0.0        |          |
| 04 Semi-Professionals & Tech               |                           | 0.0        |                 | 0.0        |          |
| 05 Supervisors                             |                           | 13.9       |                 | 13.9       |          |
| 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                   |                           | 6.3        |                 | 6.3        |          |
| 14 Other Manual Workers                    |                           | 0.0        |                 | 0.0        |          |
| <b>Total</b>                               |                           | <b>0.0</b> |                 | <b>0.0</b> |          |

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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 (EOG) | All Employees        |                        |           |              |  |           |              |                                | Members of Visible Minorities |  |              |                             |              |             |                      |             |               |                        |                                     |
|--|----------------------|------------------------|-----------|--------------|--|-----------|--------------|--------------------------------|-------------------------------|--|--------------|-----------------------------|--------------|-------------|----------------------|-------------|---------------|------------------------|-------------------------------------|
|  | Number<br>YYYY-MM-DD | Growth (New Positions) |           |              | Turnover (Replacement of Terminated Employees) |           |              | Anticipated Hires Over 3 Years | Number<br>YYYY-MM-DD          | 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 | Over 3 Years | Actual   | Projected | Over 3 Years |                                |                               | Annually                                       | Over 3 Years |                             | From - To    | 2018        |                      |             |               |                        |                                     |
|  | 2018-11-02           | Annually               | Annually  | Over 3 Years | Annually                                       | Annually  | Over 3 Years | 2018-11-02                     | Annually                      | Over 3 Years                                   | #            | %                           | %            | %           | #                    | #           | %             | %                      |                                     |
|  | #                    | %                      | %         | #            | %  | %         | #            | #                              | %                             | #  | #            | %                           | %            | %           | #                    | #           | %             | %                      |                                     |
| 01 Senior Managers                         | 2                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 2                             | 0.0%   | 0            | -2                          | 0            | 10.1%       | 2                    | 2           | 100.0%        | 100.0%                 |                                     |
| 02 Middle & Other Managers                 | 1                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 1                             | 0.0%   | 0            | -1                          | 0            | 15.0%       | 1                    | 1           | 100.0%        | 100.0%                 |                                     |
| 03 Professionals                           | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                             | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 04 Semi-Professionals & Tech               | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                             | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 05 Supervisors                             | 4                    | 10.1%                  |           | 0            | 0.0%   |           | 0            | 0                              | 3                             | 0.0%   | 0            | -2                          | 0            | 16.7%       | 2                    | 2           | 75.0%         | 75.0%                  |                                     |
| 06 Supervisors: Crafts & Trades            | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                             | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 07 Administrative & Sr Clerical            | 2                    | 26.0%                  |           | 0            | 0.0%   |           | 0            | 0                              | 2                             | 0.0%   | 0            | -2                          | 0            | 12.2%       | 2                    | 2           | 100.0%        | 100.0%                 |                                     |
| 08 Skilled Sales & Service                 | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                             | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 09 Skilled Crafts & Trades                 | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                             | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 10 Clerical Personnel                      | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                             | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 11 Intermediate Sales & Service            | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                             | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 12 Semi-Skilled Manual                     | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                             | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 13 Other Sales & Service                   | 210                  | 9.7%                   |           | 0            | 158.8%   |           | 0            | 0                              | 186                           | 0.0%   | 0            | -135                        | 0            | 24.3%       | 135                  | 135         | 88.6%         | 88.6%                  |                                     |
| 14 Other Manual Workers                    | 0                    | 0.0%                   |           | 0            | 0.0%   |           | 0            | 0                              | 0                             | 0.0%   | 0            | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| <b>Total</b>                               | <b>219</b>           | <b>9.7%</b>            |           | <b>0</b>     | <b>152.2%</b>                                  |           | <b>0</b>     | <b>0</b>                       | <b>194</b>                    | <b>0.0%</b>                                    | <b>0</b>     | <b>-194</b>                 | <b>0</b>     | <b>0.0%</b> | <b>194</b>           | <b>194</b>  | <b>88.6%</b>  | <b>88.6%</b>           |                                     |

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

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

**Table 16: Members of Visible Minorities**

| Employment Equity Occupational Group (EOG) | 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 |          |

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

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**Part 4: Results - Women**

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                |              |      |           |        |          |            | Flow Data Analysis |        |          |            |               |        |          |            |               |       |   |   |     |   |   |
|---|------|--------------------|----------------|--------------|------|-----------|--------|----------|------------|--------------------|--------|----------|------------|---------------|--------|----------|------------|---------------|-------|---|---|-----|---|---|
|   |      | Workforce          |                |              |      |           |        |          |            | Hires              |        |          |            | Promotions    |        |          |            | Terminations  |       |   |   |     |   |   |
|   |      | All Employees      | Women          |              |      |           |        |          |            | 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                          | 2016 | 2                  | 1              | 50.0         | 27.4 | 1         | 0      | 182.5    |            |                    |        |          |            |               |        |          |            |               |       |   |   |     |   |   |
|   | 2018 | 2                  | 1              | 50.0         | 27.4 | 1         | 0      | 182.5    | 1          | 1                  | 100.0  | 0        | 1          | 0             | 0      | 0.0      | 0          | 0             | 0     | 0 | 0 | 0.0 | 0 | 0 |
| 02 Middle & Other Managers                  | 2016 | 1                  | 0              | 0.0          | 38.9 | 0         | 0      | 0.0      |            |                    |        |          |            |               |        |          |            |               |       |   |   |     |   |   |
|   | 2018 | 1                  | 0              | 0.0          | 38.9 | 0         | 0      | 0.0      | 1          | 0                  | 0.0    | 0        | 0          | 0             | 0      | 0.0      | 0          | 0             | 0     | 0 | 0 | 0.0 | 0 | 0 |
| 03 Professionals                            | 2016 | 0                  | 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 | 0 | 0 |
| 04 Semi-Professionals & Technicians         | 2016 | 0                  | 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 | 0 | 0 |
| 05 Supervisors                              | 2016 | 3                  | 0              | 0.0          | 50.8 | 2         | -2     | 0.0      |            |                    |        |          |            |               |        |          |            |               |       |   |   |     |   |   |
|   | 2018 | 4                  | 1              | 25.0         | 50.8 | 2         | -1     | 49.2     | 2          | 0                  | 0.0    | 1        | -1         | 0             | 0      | 0.0      | 0          | 0             | 0     | 0 | 0 | 0.0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades             | 2016 | 0                  | 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 | 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 |                     | Women           |                     | Women |                     |          |  |
|   |      |               | Actual | Goal             | Percent of Goal Met | Goal  | Percent of Goal Met | Goal            | Percent of Goal Met | Goal  | Percent of Goal Met |          |  |
| #   | #    | #             | %      | #                | %                   | #     | %                   | #               | %                   |       |                     |          |  |
| 01 Senior Managers                          | 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      |  |
| 02 Middle & Other Managers                  | 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      |  |
| 03 Professionals                            | 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      |  |
| 04 Semi-Professionals & Technicians         | 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      |  |
| 05 Supervisors                              | 2018 | 2             | 0      | 0.0              | 2                   | 0.0   | 0.0                 | 0.0             | 0                   | 0.0   | 0.0                 | 0.0      |  |
|   | 2021 | 2             | 0      | 0.0              |                     |       | 50.0                | 0.0             |                     |       | 50.0                | 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      |  |

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                |              |      |           |        |          |            |        | Flow Data Analysis |          |            |        |               |          |            |   |               |       |     |     |   |   |
|---|------|--------------------|----------------|--------------|------|-----------|--------|----------|------------|--------|--------------------|----------|------------|--------|---------------|----------|------------|---|---------------|-------|-----|-----|---|---|
|   |      | Workforce          |                |              |      |           |        |          |            |        | Hires              |          |            |        | Promotions    |          |            |   | Terminations  |       |     |     |   |   |
|   |      | All Employees      | Women          |              |      |           |        |          |            |        | 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         | 2016 | 1                  | 1              | 100.0        | 80.8 | 1         | 0      | 123.8    |            |        |                    |          |            |        |               |          |            |   |               |       |     |     |   |   |
|   | 2018 | 2                  | 1              | 50.0         | 80.8 | 2         | -1     | 61.9     | 2          | 1      | 50.0               | 2        | -1         | 0      | 0             | 0.0      | 0          | 0 | 0             | 0     | 0   | 0.0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel        | 2016 | 0                  | 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   | 0 |   |
| 09 Skilled Crafts & Trades Workers          | 2016 | 0                  | 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   | 0 |   |
| 10 Clerical Personnel                       | 2016 | 0                  | 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   | 0 |   |
| 11 Intermediate Sales & Service Personnel   | 2016 | 0                  | 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   | 0 |   |
| 12 Semi-Skilled Manual Workers              | 2016 | 0                  | 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   | 0 |   |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |        |      |                     | Goals            |                     |      |                     |                 |                     |  |  | Comments |
|---|------|---------------|--------|------|---------------------|------------------|---------------------|------|---------------------|-----------------|---------------------|--|--|----------|
|   |      | Flow Data     |        |      |                     | Short-term Goals |                     |      |                     | Long-term Goals |                     |  |  |          |
|   |      | All Employees | Women  |      |                     | Women            |                     |      |                     | Women           |                     |  |  |          |
|   |      |               | Actual | Goal | Percent of Goal Met | Goal             | Percent of Goal Met | Goal | Percent of Goal Met | Goal            | Percent of Goal Met |  |  |          |
| #   | #    | #             | %      | #    | %                   | %                | #                   | %    | %                   | %               |                     |  |  |          |
| 07 Administrative & Senior Clerical         | 2018 | 2             | 1      | 50.0 | 0                   | 0.0              | 0.0                 | 0    | 0.0                 | 0.0             | 0.0                 |  |  |          |
|   | 2021 | 2             | 1      | 50.0 |                     |                  |                     |      |                     |                 |                     |  |  |          |
| 08 Skilled Sales & Service Personnel        | 2018 | 0             | 0      | 0.0  | 0                   | 0.0              | 0.0                 | 0    | 0.0                 | 0.0             | 0.0                 |  |  |          |
|   | 2021 | 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                 |  |  |          |
|   | 2021 | 0             | 0      | 0.0  |                     |                  |                     |      |                     |                 |                     |  |  |          |
| 10 Clerical Personnel                       | 2018 | 0             | 0      | 0.0  | 0                   | 0.0              | 0.0                 | 0    | 0.0                 | 0.0             | 0.0                 |  |  |          |
|   | 2021 | 0             | 0      | 0.0  |                     |                  |                     |      |                     |                 |                     |  |  |          |
| 11 Intermediate Sales & Service Personnel   | 2018 | 0             | 0      | 0.0  | 0                   | 0.0              | 0.0                 | 0    | 0.0                 | 0.0             | 0.0                 |  |  |          |
|   | 2021 | 0             | 0      | 0.0  |                     |                  |                     |      |                     |                 |                     |  |  |          |
| 12 Semi-Skilled Manual Workers              | 2018 | 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 4: Results - Women**

**Les entreprises Fervel Inc.**

**2018-11-02**

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                |              |      |           |        |          |            | Flow Data Analysis |        |          |            |               |        |          |            |               |       |     |    |      |     |     |
|---|------|--------------------|----------------|--------------|------|-----------|--------|----------|------------|--------------------|--------|----------|------------|---------------|--------|----------|------------|---------------|-------|-----|----|------|-----|-----|
|   |      | Workforce          |                |              |      |           |        |          |            | Hires              |        |          |            | Promotions    |        |          |            | Terminations  |       |     |    |      |     |     |
|   |      | All Employees      | Women          |              |      |           |        |          |            | 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          | 2016 | 159                | 54             | 34.0         | 51.1 | 81        | -27    | 66.5     |            |                    |        |          |            |               |        |          |            |               |       |     |    |      |     |     |
|   | 2018 | 210                | 70             | 33.3         | 51.1 | 107       | -37    | 65.2     | 439        | 134                | 30.5   | 224      | -90        | 0             | 0      | 0.0      | 0          | 0             | 0     | 293 | 87 | 29.7 | 100 | -13 |
| 14 Other Manual Workers                     | 2016 | 0                  | 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  | 0   | 0   |
| Total                                       | 2016 | 166                | 56             | 33.7         | 50.9 | 84        | -28    | 66.3     |            |                    |        |          |            |               |        |          |            |               |       |     |    |      |     |     |
|   | 2018 | 219                | 73             | 33.3         | 0.0  | 0         | 73     | 0.0      | 445        | 136                | 30.6   | 0        | 136        | 0             | 0      | 0.0      | 0          | 0             | 0     | 293 | 87 | 29.7 | 99  | -12 |

|               |                            |                            |             |               |             |               |             |               |             |               |             |
|---------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| 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 |       |  |          |
| #   | #    | #             | %      | #                | %                   | %      | %                   | #               | %                   | %     | %                   |       |  |          |
| 13 Other Sales & Service Personnel          | 2018 | 146           | 134    | 91.8             | 8                   | 1675.0 | 0.0                 | 0.0             | 19                  | 705.3 | 0.0                 | 0.0   |  |          |
|   | 2021 | 146           | 134    | 91.8             |                     |        | 50.0                | 183.6           |                     |       | 50.0                | 183.6 |  |          |
| 14 Other Manual 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   |  |          |
| Total                                       | 2018 | 152           | 136    | 89.5             | 10                  | 1360.0 | 0.0                 | 0.0             | 19                  | 715.8 | 0.0                 | 0.0   |  |          |
|   | 2021 | 152           | 136    | 89.5             |                     |        | 0.0                 | 0.0             |                     |       | 0.0                 | 0.0   |  |          |

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Les entreprises Fervel Inc.**

**2018-11-02**

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                    |              |     |           |        |          |            | Flow Data Analysis |                    |          |            |               |                    |          |            |               |                    |   |   |     |   |   |
|---|------|--------------------|--------------------|--------------|-----|-----------|--------|----------|------------|--------------------|--------------------|----------|------------|---------------|--------------------|----------|------------|---------------|--------------------|---|---|-----|---|---|
|   |      | Workforce          |                    |              |     |           |        |          |            | Hires              |                    |          |            | Promotions    |                    |          |            | Terminations  |                    |   |   |     |   |   |
|   |      | All Employees      | 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                          | 2016 | 2                  | 0                  | 0.0          | 2.9 | 0         | 0      | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |   |   |     |   |   |
|   | 2018 | 2                  | 0                  | 0.0          | 2.9 | 0         | 0      | 0.0      | 1          | 0                  | 0.0                | 0        | 0          | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 0 | 0 | 0.0 | 0 | 0 |
| 02 Middle & Other Managers                  | 2016 | 1                  | 0                  | 0.0          | 2.2 | 0         | 0      | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |   |   |     |   |   |
|   | 2018 | 1                  | 0                  | 0.0          | 2.2 | 0         | 0      | 0.0      | 1          | 0                  | 0.0                | 0        | 0          | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 0 | 0 | 0.0 | 0 | 0 |
| 03 Professionals                            | 2016 | 0                  | 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 | 0 | 0 |
| 04 Semi-Professionals & Technicians         | 2016 | 0                  | 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 | 0 | 0 |
| 05 Supervisors                              | 2016 | 3                  | 0                  | 0.0          | 0.8 | 0         | 0      | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |   |   |     |   |   |
|   | 2018 | 4                  | 0                  | 0.0          | 0.8 | 0         | 0      | 0.0      | 2          | 0                  | 0.0                | 0        | 0          | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 0 | 0 | 0.0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades             | 2016 | 0                  | 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 | 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 |     |  |          |
| #   | #    | #             | %                  | #    | %                   | %                  | #                   | %    | %                   | #                  | %                   | %   |  |          |
| 01 Senior Managers                          | 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 |  |          |
| 02 Middle & Other Managers                  | 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 |  |          |
| 03 Professionals                            | 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 |  |          |
| 04 Semi-Professionals & Technicians         | 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 |  |          |
| 05 Supervisors                              | 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 |  |          |
| 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 |  |          |

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                    |              |     |           |        |          |            | Flow Data Analysis |                    |          |            |               |                    |          |            |               |                    |   |   |     |   |   |
|---|------|--------------------|--------------------|--------------|-----|-----------|--------|----------|------------|--------------------|--------------------|----------|------------|---------------|--------------------|----------|------------|---------------|--------------------|---|---|-----|---|---|
|   |      | Workforce          |                    |              |     |           |        |          |            | Hires              |                    |          |            | Promotions    |                    |          |            | Terminations  |                    |   |   |     |   |   |
|   |      | All Employees      | 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         | 2016 | 1                  | 0                  | 0.0          | 0.7 | 0         | 0      | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |   |   |     |   |   |
|   | 2018 | 2                  | 0                  | 0.0          | 0.7 | 0         | 0      | 0.0      | 2          | 0                  | 0.0                | 0        | 0          | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 0 | 0 | 0.0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel        | 2016 | 0                  | 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 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers          | 2016 | 0                  | 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 | 0 | 0 |
| 10 Clerical Personnel                       | 2016 | 0                  | 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 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel   | 2016 | 0                  | 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 | 0 | 0 |
| 12 Semi-Skilled Manual Workers              | 2016 | 0                  | 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 | 0 | 0 |

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

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

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Les entreprises Fervel Inc.**

**2018-11-02**

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Les entreprises Fervel Inc.**

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                    |              |     |           |        |          |            | Flow Data Analysis |                    |          |            |               |                    |          |            |               |                    |     |   |     |   |    |
|---|------|--------------------|--------------------|--------------|-----|-----------|--------|----------|------------|--------------------|--------------------|----------|------------|---------------|--------------------|----------|------------|---------------|--------------------|-----|---|-----|---|----|
|   |      | Workforce          |                    |              |     |           |        |          |            | Hires              |                    |          |            | Promotions    |                    |          |            | Terminations  |                    |     |   |     |   |    |
|   |      | All Employees      | 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          | 2016 | 159                | 1                  | 0.6          | 0.8 | 1         | 0      | 78.6     |            |                    |                    |          |            |               |                    |          |            |               |                    |     |   |     |   |    |
|   | 2018 | 210                | 0                  | 0.0          | 0.8 | 2         | -2     | 0.0      | 439        | 0                  | 0.0                | 4        | -4         | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 293 | 0 | 0.0 | 2 | -2 |
| 14 Other Manual Workers                     | 2016 | 0                  | 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 | 0 | 0  |
| Total                                       | 2016 | 166                | 1                  | 0.6          | 0.8 | 1         | 0      | 75.3     |            |                    |                    |          |            |               |                    |          |            |               |                    |     |   |     |   |    |
|   | 2018 | 219                | 0                  | 0.0          | 0.0 | 0         | 0      | 0.0      | 445        | 0                  | 0.0                | 0        | 0          | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 293 | 0 | 0.0 | 2 | -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 (EEOG) | Year | New Entrants  |                    | Goals              |                     |      |                     |                    |                     |      |                     |     |  | Comments |
|---|------|---------------|--------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|-----|--|----------|
|   |      | Flow Data     |                    | Short-term Goals   |                     |      |                     | Long-term Goals    |                     |      |                     |     |  |          |
|   |      | All Employees | Aboriginal Peoples | Aboriginal Peoples |                     |      |                     | Aboriginal Peoples |                     |      |                     |     |  |          |
|   |      |               | Actual             | Goal               | Percent of Goal Met | Goal | Percent of Goal Met | Goal               | Percent of Goal Met | Goal | Percent of Goal Met |     |  |          |
| #   | #    | %             | #                  | %                  | %                   | %    | #                   | %                  | %                   | %    |                     |     |  |          |
| 13 Other Sales & Service Personnel          | 2018 | 146           | 0                  | 0.0                | 0                   | 0.0  | 0.0                 | 0.0                | 0                   | 0.0  | 0.0                 | 0.0 |  |          |
|   | 2021 | 146           | 0                  | 0.0                |                     |      | 0.8                 | 0.0                |                     |      | 0.8                 | 0.0 |  |          |
| 14 Other Manual 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 |  |          |
| Total                                       | 2018 | 152           | 0                  | 0.0                | 0                   | 0.0  | 0.0                 | 0.0                | 0                   | 0.0  | 0.0                 | 0.0 |  |          |
|   | 2021 | 152           | 0                  | 0.0                |                     |      | 0.0                 | 0.0                |                     |      | 0.0                 | 0.0 |  |          |



**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**Les entreprises Fervel Inc.**

**2018-11-02**

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                           |              |      |           |        |          |            | Flow Data Analysis |                           |          |            |               |                           |          |            |               |                           |   |   |     |   |   |
|---|------|--------------------|---------------------------|--------------|------|-----------|--------|----------|------------|--------------------|---------------------------|----------|------------|---------------|---------------------------|----------|------------|---------------|---------------------------|---|---|-----|---|---|
|   |      | Workforce          |                           |              |      |           |        |          |            | Hires              |                           |          |            | Promotions    |                           |          |            | Terminations  |                           |   |   |     |   |   |
|   |      | All Employees      | Persons with Disabilities |              |      |           |        |          |            | All Employees      | Persons with Disabilities |          |            | All Employees | Persons with Disabilities |          |            | All Employees | Persons with Disabilities |   |   |     |   |   |
|   |      |                    | Representation            | Availability | Gap  | EE Result | Actual | Expected | Difference |                    | Actual                    | Expected | Difference |               | Actual                    | Expected | Difference |               |                           |   |   |     |   |   |
| #   | #    | #                  | %                         | %            | #    | #         | %      | #        | #          | %                  | #                         | #        | #          | #             | %                         | #        | #          | #             | #                         | % | # | #   |   |   |
| 01&02 Managers                              | 2016 | 3                  | 0                         | 0.0          | 4.3  | 0         | 0      | 0.0      |            |                    |                           |          |            |               |                           |          |            |               |                           |   |   |     |   |   |
|   | 2018 | 3                  | 0                         | 0.0          | 4.3  | 0         | 0      | 0.0      | 2          | 0                  | 0.0                       | 0        | 0          | 0             | 0                         | 0.0      | 0          | 0             | 0                         | 0 | 0 | 0.0 | 0 | 0 |
| 03 Professionals                            | 2016 | 0                  | 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 | 0 | 0 |
| 04 Semi-Professionals & Technicians         | 2016 | 0                  | 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 | 0 | 0 |
| 05 Supervisors                              | 2016 | 3                  | 0                         | 0.0          | 13.9 | 0         | 0      | 0.0      |            |                    |                           |          |            |               |                           |          |            |               |                           |   |   |     |   |   |
|   | 2018 | 4                  | 0                         | 0.0          | 13.9 | 1         | -1     | 0.0      | 2          | 0                  | 0.0                       | 0        | 0          | 0             | 0                         | 0.0      | 0          | 0             | 0                         | 0 | 0 | 0.0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades             | 2016 | 0                  | 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 | 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 |     |  |          |
| #   | #    | #             | %                         | #    | %                   | %                         | %                   | #    | %                   | %                         | %                   |     |  |          |
| 01&02 Managers                              | 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 |  |          |
| 03 Professionals                            | 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 |  |          |
| 04 Semi-Professionals & Technicians         | 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 |  |          |
| 05 Supervisors                              | 2018 | 2             | 0                         | 0.0  | 0                   | 0.0                       | 0.0                 | 0.0  | 0                   | 0.0                       | 0.0                 | 0.0 |  |          |
|   | 2021 | 2             | 0                         | 0.0  |                     |                           | 13.9                | 0.0  |                     |                           | 13.9                | 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 |  |          |

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                           |              |     |           |        |          |            |        | Flow Data Analysis |                           |            |        |               |                           |            |   |               |                           |   |   |     |   |   |
|---|------|--------------------|---------------------------|--------------|-----|-----------|--------|----------|------------|--------|--------------------|---------------------------|------------|--------|---------------|---------------------------|------------|---|---------------|---------------------------|---|---|-----|---|---|
|   |      | Workforce          |                           |              |     |           |        |          |            |        | Hires              |                           |            |        | Promotions    |                           |            |   | Terminations  |                           |   |   |     |   |   |
|   |      | All Employees      | 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         | 2016 | 1                  | 0                         | 0.0          | 3.4 | 0         | 0      | 0.0      |            |        |                    |                           |            |        |               |                           |            |   |               |                           |   |   |     |   |   |
|   | 2018 | 2                  | 0                         | 0.0          | 3.4 | 0         | 0      | 0.0      | 2          | 0      | 0.0                | 0                         | 0          | 0      | 0             | 0                         | 0.0        | 0 | 0             | 0                         | 0 | 0 | 0.0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel        | 2016 | 0                  | 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 | 0.0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers          | 2016 | 0                  | 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 | 0.0 | 0 | 0 |
| 10 Clerical Personnel                       | 2016 | 0                  | 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 | 0.0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel   | 2016 | 0                  | 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 | 0.0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers              | 2016 | 0                  | 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 | 0.0 | 0 | 0 |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |                           |      |                     | Goals                     |                     |      |                     |                           |                     |      |                     | Comments |
|---|------|---------------|---------------------------|------|---------------------|---------------------------|---------------------|------|---------------------|---------------------------|---------------------|------|---------------------|----------|
|   |      | Flow Data     |                           |      |                     | Short-term Goals          |                     |      |                     | Long-term Goals           |                     |      |                     |          |
|   |      | All Employees | Persons with Disabilities |      |                     | Persons with Disabilities |                     |      |                     | Persons with Disabilities |                     |      |                     |          |
|   |      |               | Actual                    | Goal | Percent of Goal Met | Goal                      | Percent of Goal Met | Goal | Percent of Goal Met | Goal                      | Percent of Goal Met | Goal | Percent of Goal Met |          |
| #   | #    | #             | %                         | #    | %                   | %                         | %                   | #    | %                   | %                         | %                   |      |                     |          |
| 07 Administrative & Senior Clerical         | 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                 |          |
| 08 Skilled Sales & Service Personnel        | 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                 |          |
| 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 | 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                 |          |
| 11 Intermediate Sales & Service Personnel   | 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                 |          |
| 12 Semi-Skilled Manual 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                 |          |

**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**Les entreprises Fervel Inc.**

**2018-11-02**

**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**Les entreprises Fervel Inc.**

**2018-11-02**

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                           |              |     |           |        |          |            | Flow Data Analysis |                           |          |            |               |                           |          |            |               |                           |     |   |     |   |   |
|---|------|--------------------|---------------------------|--------------|-----|-----------|--------|----------|------------|--------------------|---------------------------|----------|------------|---------------|---------------------------|----------|------------|---------------|---------------------------|-----|---|-----|---|---|
|   |      | Workforce          |                           |              |     |           |        |          |            | Hires              |                           |          |            | Promotions    |                           |          |            | Terminations  |                           |     |   |     |   |   |
|   |      | All Employees      | Persons with Disabilities |              |     |           |        |          |            | All Employees      | Persons with Disabilities |          |            | All Employees | Persons with Disabilities |          |            | All Employees | Persons with Disabilities |     |   |     |   |   |
|   |      |                    | Representation            | Availability | Gap | EE Result | Actual | Expected | Difference |                    | Actual                    | Expected | Difference |               | Actual                    | Expected | Difference |               |                           |     |   |     |   |   |
| #   | #    | #                  | %                         | %            | #   | #         | %      | #        | #          | %                  | #                         | #        | #          | #             | %                         | #        | #          | #             | #                         | %   | # | #   |   |   |
| 13 Other Sales & Service Personnel          | 2016 | 159                | 0                         | 0.0          | 6.3 | 10        | -10    | 0.0      |            |                    |                           |          |            |               |                           |          |            |               |                           |     |   |     |   |   |
|   | 2018 | 210                | 0                         | 0.0          | 6.3 | 13        | -13    | 0.0      | 439        | 0                  | 0.0                       | 28       | -28        | 0             | 0                         | 0.0      | 0          | 0             | 0                         | 293 | 0 | 0.0 | 0 | 0 |
| 14 Other Manual Workers                     | 2016 | 0                  | 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 | 0 | 0 |
| Total                                       | 2016 | 166                | 0                         | 0.0          | 6.4 | 11        | -11    | 0.0      |            |                    |                           |          |            |               |                           |          |            |               |                           |     |   |     |   |   |
|   | 2018 | 219                | 0                         | 0.0          | 0.0 | 0         | 0      | 0.0      | 445        | 0                  | 0.0                       | 0        | 0          | 0             | 0                         | 0.0      | 0          | 0             | 0                         | 293 | 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 |     |  |          |
| #   | #    | #             | %                         | #    | %                   | #                         | %                   | #    | %                   | #                         | %                   |     |  |          |
| 13 Other Sales & Service Personnel          | 2018 | 146           | 0                         | 0.0  | 3                   | 0.0                       | 0.0                 | 0.0  | 7                   | 0.0                       | 0.0                 | 0.0 |  |          |
|   | 2021 | 146           | 0                         | 0.0  |                     |                           | 6.3                 | 0.0  |                     |                           | 6.3                 | 0.0 |  |          |
| 14 Other Manual 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 |  |          |
| Total                                       | 2018 | 152           | 0                         | 0.0  | 3                   | 0.0                       | 0.0                 | 0.0  | 7                   | 0.0                       | 0.0                 | 0.0 |  |          |
|   | 2021 | 152           | 0                         | 0.0  |                     |                           | 0.0                 | 0.0  |                     |                           | 0.0                 | 0.0 |  |          |

**Federal Contractors Program Achievement Report**

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

**Les entreprises Fervel Inc.**

**2018-11-02**

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                    |              |      |           |        |          |            | Flow Data Analysis |                    |          |            |               |                    |          |            |               |                    |   |   |     |   |   |
|---|------|--------------------|--------------------|--------------|------|-----------|--------|----------|------------|--------------------|--------------------|----------|------------|---------------|--------------------|----------|------------|---------------|--------------------|---|---|-----|---|---|
|   |      | Workforce          |                    |              |      |           |        |          |            | Hires              |                    |          |            | Promotions    |                    |          |            | Terminations  |                    |   |   |     |   |   |
|   |      | All Employees      | Visible Minorities |              |      |           |        |          |            | All Employees      | Visible Minorities |          |            | All Employees | Visible Minorities |          |            | All Employees | Visible Minorities |   |   |     |   |   |
|   |      |                    | Representation     | Availability | Gap  | EE Result | Actual | Expected | Difference |                    | Actual             | Expected | Difference |               | Actual             | Expected | Difference |               |                    |   |   |     |   |   |
| #   | #    | #                  | %                  | %            | #    | #         | %      | #        | #          | %                  | #                  | #        | #          | #             | %                  | #        | #          | #             | #                  | % | # | #   |   |   |
| 01 Senior Managers                          | 2016 | 2                  | 0                  | 0.0          | 10.1 | 0         | 0      | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |   |   |     |   |   |
|   | 2018 | 2                  | 2                  | 100.0        | 10.1 | 0         | 2      | 990.1    | 1          | 1                  | 100.0              | 0        | 1          | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 0 | 0 | 0.0 | 0 | 0 |
| 02 Middle & Other Managers                  | 2016 | 1                  | 1                  | 100.0        | 15.0 | 0         | 1      | 666.7    |            |                    |                    |          |            |               |                    |          |            |               |                    |   |   |     |   |   |
|   | 2018 | 1                  | 1                  | 100.0        | 15.0 | 0         | 1      | 666.7    | 1          | 1                  | 100.0              | 0        | 1          | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 0 | 0 | 0.0 | 0 | 0 |
| 03 Professionals                            | 2016 | 0                  | 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 | 0 | 0 |
| 04 Semi-Professionals & Technicians         | 2016 | 0                  | 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 | 0 | 0 |
| 05 Supervisors                              | 2016 | 3                  | 0                  | 0.0          | 16.7 | 1         | -1     | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |   |   |     |   |   |
|   | 2018 | 4                  | 3                  | 75.0         | 16.7 | 1         | 2      | 449.1    | 2          | 2                  | 100.0              | 0        | 2          | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 0 | 0 | 0.0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades             | 2016 | 0                  | 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 | 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 |     |     |          |
| #   | #    | #             | %                  | #     | %                   | %                  | #                   | %    | %                   | #                  | %                   | %   |     |          |
| 01 Senior Managers                          | 2018 | 1             | 1                  | 100.0 | 0                   | 0.0                | 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 |          |
| 02 Middle & Other Managers                  | 2018 | 1             | 1                  | 100.0 | 0                   | 0.0                | 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 |          |
| 03 Professionals                            | 2018 | 0             | 0                  | 0.0   | 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 |          |
| 04 Semi-Professionals & Technicians         | 2018 | 0             | 0                  | 0.0   | 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 |          |
| 05 Supervisors                              | 2018 | 2             | 2                  | 100.0 | 1                   | 200.0              | 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 |          |
| 06 Supervisors: Crafts & Trades             | 2018 | 0             | 0                  | 0.0   | 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**

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

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**2018-11-02**

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

| Employment Equity Occupational Group (EOG) | 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        | 2016 | 1                  | 0                  | 0.0          | 12.2 | 0         | 0      | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |   |   |     |     |   |   |
|  | 2018 | 2                  | 2                  | 100.0        | 12.2 | 0         | 2      | 819.7    | 2          | 2                  | 100.0              | 0        | 2          | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 0 | 0 | 0   | 0.0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel       | 2016 | 0                  | 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 | 0   | 0 | 0 |
| 09 Skilled Crafts & Trades Workers         | 2016 | 0                  | 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 | 0   | 0 | 0 |
| 10 Clerical Personnel                      | 2016 | 0                  | 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 | 0   | 0 | 0 |
| 11 Intermediate Sales & Service Personnel  | 2016 | 0                  | 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 | 0   | 0 | 0 |
| 12 Semi-Skilled Manual Workers             | 2016 | 0                  | 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 | 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 (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 |     |  |          |
| #  | #    | #             | %                  | #     | %                   | %                  | %                   | #    | %                   | %                  | %                   |     |  |          |
| 07 Administrative & Senior Clerical        | 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 |  |          |
| 08 Skilled Sales & Service Personnel       | 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 |  |          |
| 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 | 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 |  |          |
| 11 Intermediate Sales & Service Personnel  | 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 |  |          |
| 12 Semi-Skilled Manual 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 |  |          |

**Federal Contractors Program Achievement Report**

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

**Les entreprises Fervel Inc.**

**2018-11-02**



**Federal Contractors Program Achievement Report**

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

**Les entreprises Fervel Inc.**

**2018-11-02**

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                    |              |      |           |        |          |            | Flow Data Analysis |                    |          |            |               |                    |          |            |               |                    |     |     |      |     |     |
|---|------|--------------------|--------------------|--------------|------|-----------|--------|----------|------------|--------------------|--------------------|----------|------------|---------------|--------------------|----------|------------|---------------|--------------------|-----|-----|------|-----|-----|
|   |      | Workforce          |                    |              |      |           |        |          |            | Hires              |                    |          |            | Promotions    |                    |          |            | Terminations  |                    |     |     |      |     |     |
|   |      | All Employees      | Visible Minorities |              |      |           |        |          |            | All Employees      | Visible Minorities |          |            | All Employees | Visible Minorities |          |            | All Employees | Visible Minorities |     |     |      |     |     |
|   |      |                    | Representation     | Availability | Gap  | EE Result | Actual | Expected | Difference |                    | Actual             | Expected | Difference |               | Actual             | Expected | Difference |               |                    |     |     |      |     |     |
| #   | #    | #                  | %                  | %            | #    | #         | %      | #        | #          | %                  | #                  | #        | #          | #             | %                  | #        | #          | #             | #                  | %   | #   | #    |     |     |
| 13 Other Sales & Service Personnel          | 2016 | 159                | 77                 | 48.4         | 24.3 | 39        | 38     | 199.3    |            |                    |                    |          |            |               |                    |          |            |               |                    |     |     |      |     |     |
|   | 2018 | 210                | 186                | 88.6         | 24.3 | 51        | 135    | 364.5    | 439        | 393                | 89.5               | 107      | 286        | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 293 | 264 | 90.1 | 142 | 122 |
| 14 Other Manual Workers                     | 2016 | 0                  | 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  | 0   | 0   |
| Total                                       | 2016 | 166                | 78                 | 47.0         | 23.9 | 40        | 38     | 196.6    |            |                    |                    |          |            |               |                    |          |            |               |                    |     |     |      |     |     |
|   | 2018 | 219                | 194                | 88.6         | 0.0  | 0         | 194    | 0.0      | 445        | 399                | 89.7               | 0        | 399        | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 293 | 264 | 90.1 | 138 | 126 |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |                    | Goals              |                     |         |                     |                    |                     |      |                     | Comments |
|---|------|---------------|--------------------|--------------------|---------------------|---------|---------------------|--------------------|---------------------|------|---------------------|----------|
|   |      | Flow Data     |                    | Short-term Goals   |                     |         |                     | Long-term Goals    |                     |      |                     |          |
|   |      | All Employees | Visible Minorities | Visible Minorities |                     |         |                     | Visible Minorities |                     |      |                     |          |
|   |      |               | Actual             | Goal               | Percent of Goal Met | Goal    | Percent of Goal Met | Goal               | Percent of Goal Met | Goal | Percent of Goal Met |          |
| #   | #    | #             | %                  | #                  | %                   | %       | %                   | #                  | %                   | %    | %                   |          |
| 13 Other Sales & Service Personnel          | 2018 | 146           | 393                | 269.2              | 0                   | 0.0     | 0.0                 | 0.0                | 0                   | 0.0  | 0.0                 | 0.0      |
|   | 2021 | 146           | 393                | 269.2              |                     |         | 0.0                 | 0.0                |                     |      | 0.0                 | 0.0      |
| 14 Other Manual 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      |
| Total                                       | 2018 | 152           | 399                | 262.5              | 1                   | 39900.0 | 0.0                 | 0.0                | 0                   | 0.0  | 0.0                 | 0.0      |
|   | 2021 | 152           | 399                | 262.5              |                     |         | 0.0                 | 0.0                |                     |      | 0.0                 | 0.0      |

|   |
|---|
| <b>Federal Contractors Program Achievement Report</b> |
| <b>Part 8: Reasonable Efforts</b>                     |
| <b>Les entreprises Fervel Inc.</b>                    |
| <b>2018-11-02</b>                                     |

## Efforts

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

### Required measures:

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

### Other measures:

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

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

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

- 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:** Les Entreprises Fervel Inc.

**Primary Location:** Saint-Laurent (Québec)

**Number of Employees:** 219

**Organization Overview:**

NAICS 5617 – Services to Buildings and Dwellings

Les Entreprises Fervel Inc. offers building cleaning and maintenance services.

### Key Dates – First Year Assessment

Initiated: 2016-09-23  
 Received: 2016-12-15  
 Closed: 2017-01-12  
 Workforce Analysis: 2016-12-15

### Key Dates – Subsequent Assessment

Initiated: 2018-09-22  
 Received: 2018-11-05  
 Workforce Analysis: 2018-11-02

### 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: None

### ASSESSMENT OF REASONABLE PROGRESS

- The organization established goals in numbers and not in percentages during the previous assessment.

**Women**

|    |                                 |                            |
|----|---------------------------------|----------------------------|
| 05 | Supervisors                     | Goal not met (0% achieved) |
| 13 | Other Sales & Service Personnel | Goal met at 1675%          |

## Assessment/Observations

- EEOG 05: There were two new entrants and none were women. This is to be expected given the labour market availability (LMA) of 27.4%.

**Aboriginal Peoples**

## Assessment/Observations

- There were no gaps.

**Persons with Disabilities**

|    |                                 |                            |
|----|---------------------------------|----------------------------|
| 13 | Other Sales & Service Personnel | Goal not met (0% achieved) |
|----|---------------------------------|----------------------------|

## Assessment/Observations

- There were 439 new entrants and none were Aboriginal persons. With an availability rate of 6.3%, at least 27 would have been expected.

**Members of Visible Minorities**

|    |             |                  |
|----|-------------|------------------|
| 05 | Supervisors | Goal met at 200% |
|----|-------------|------------------|

## Assessment/Observations

- None.

**ASSESSMENT OF REASONABLE EFFORTS**

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

- The organization set four goals and achieved two. This equals 50% of goals met, which does not meet the 80% threshold necessary to demonstrate reasonable efforts.
- In one instance the goal was not met given that the organisation did not see sufficient new entrants.
- In one instance where goal was not met, there were sufficient new entrants to expect reasonable progress. The employer explained that they are in the situation of having to hire people available without having a real power of selection given that this industry is characterised by chronic shortage of workers and high turnover.

- An assessment of reasonable effort form was submitted and shows that Les Entreprises Fervel Inc. made all the required measures and other specific measures to implement the Federal Contractors Program.

### ASSESSMENT OF GOALS

- A goal has been set for every gap in representation uncovered by the workforce analysis. All short-term and long-term goals were set in percentage format and are, at minimum, equal to LMA.

#### Women

| Workforce Analysis Results                  |                                   |     | Goals                        |                         | Representation | LMA  |
|---|-----------------------------------|-----|------------------------------|-------------------------|----------------|------|
| Employment Equity Occupational Group (EEOG) |                                   | Gap | Short-term<br>(1 to 3 years) | Long-term<br>(+3 years) |                |      |
| #   | Description                       | #   | %                            | %                       | %              | %    |
| 05  | Supervisors                       | -1  | 50.0                         | 50.0                    | 25.0           | 50.8 |
| 07  | Admin & Senior Clerical Personnel | -1  | -                            | -                       | 50.0           | 80.8 |
| 13  | Other Sales & Service Personnel   | -37 | 50.0                         | 50.0                    | 33.3           | 51.1 |

Observations:

EEOG 07: Short and long-term goals are not required given that the current representation is 50%.

#### Aboriginal Peoples

| Workforce Analysis Results                  |                                 |     | Goals                        |                         | Representation | LMA |
|---|---------------------------------|-----|------------------------------|-------------------------|----------------|-----|
| Employment Equity Occupational Group (EEOG) |                                 | Gap | Short-term<br>(1 to 3 years) | Long-term<br>(+3 years) |                |     |
| #   | Description                     | #   | %                            | %                       | %              | %   |
| 13  | Other Sales & Service Personnel | -2  | 0.8                          | 0.8                     | 0.0            | 0.8 |

Observations: None.

**Members of Visible Minorities**

Observations:

- No gaps revealed in the workforce analysis.

**Persons with Disabilities**

| Workforce Analysis Results                  |                                 |     | Goals                        |                         | Representation | LMA  |
|---|---------------------------------|-----|------------------------------|-------------------------|----------------|------|
| Employment Equity Occupational Group (EEOG) |                                 | Gap | Short-term<br>(1 to 3 years) | Long-term<br>(+3 years) |                |      |
| #   | Description                     | #   | %                            | %                       | %              | %    |
| 05  | Supervisors                     | -1  | 13.9                         | 13.9                    | 0.0            | 13.9 |
| 13  | Other Sales & Service Personnel | -13 | 6.3                          | 6.3                     | 0.0            | 6.3  |

Observations: None.

**RECOMMENDATION**

I recommend that the employer be found:

 in compliance     in non-compliance

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

- Fervel Enterprises Inc. met 50% of the objectives set during the first evaluation. We encourage you to continue your efforts to put in place hiring measures and practices that encourage the recruitment of designated group members.
- We have noted a very high turnover rate in Occupational Category 13 - Other Skilled Manual Workers. It may be beneficial for your organization to conduct exit interviews when employees in this category are terminated. This could help the organization identify barriers or obstacles that may prevent the retention of employees in this occupational category.

**Name of Analyst: Maurice N. Yakibonge**
**Date: 2018-12-05**



From : Yakibonge, Ntambwe N [NC]

Sent : January 11 2019 10:37

To : "info@fervel.ca

Cc : 'danita.lopes@fervel.ca

**Subject: Government of Canada Agreement Number: 10000089– Notification of Compliance with the Federal Contractors Program**

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

Dear Danita Lopes:

I am writing to inform you that the subsequent compliance assessment initiated on September 22, 2018, has been completed. As a result of the assessment, Les Entreprises Fervel 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 your organization has maintained compliance with the requirements of the FCP and made reasonable progress and/or reasonable efforts to achieve employment equity.

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of Les Entreprises Fervel Inc.'s employment equity program.

- Les Entreprises Fervel Inc. met 50% of the objectives set in the first assessment. We encourage you to continue your efforts to put in place hiring measures and practices that encourage the recruitment of designated group members.
- We noted a very high turnover rate in Occupational Category 13 – Other Skilled Manual Workers. It may be beneficial for your organization to conduct exit interviews when employees in this category are terminated. This could help the organization identify any barriers or obstacles that may prevent the retention of employees in this occupational category.

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 September 22, 2021. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When Les Entreprises Fervel 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, Les Entreprises Fervel 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](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish Les Entreprises Fervel 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](mailto: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!