



*Jurisdiction  
 Procurement 9 2 10 - 000  
 11, 2013 (58)*

s.24(1)

Labour Program  
 Federal Contractors Program

### Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization SNC-LAVALIN INC.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 55113	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 14100 To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm</a>

Official use only (If information above is incorrect)		
Procurement Business Number	Total number of employees in Canada	Organization's NAICS Code No

HEAD OFFICE			
Address (building number, street, suite, etc.) 455 René-Lévesque Blvd. West	City Montréal	Province Quebec	Postal Code H2Z 1Z3
	Telephone Number 514 393-1000	Fax Number 514-303-3235	

EMPLOYMENT EQUITY CONTACT	
Name (print) Jacques Croteau	Title Senior Vice-President, Total Rewards
Telephone Number 514 393-1000 #52064	E-mail Address jacques.croteau@sncclavalin.com

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> <li>• having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more 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 refer to: <a href="http://www.hrsdc.gc.ca/eng/abour/equality/fcp/index.shtml">http://www.hrsdc.gc.ca/eng/abour/equality/fcp/index.shtml</a> <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.

SIGNATORY	
<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.	
Name (print) Robert G. Card	Title President and Chief Executive Officer
Telephone Number 514 393-1000	E-mail Address robert.card@sncclavalin.com
Signature 	Date September 24, 2013

RETURN INSTRUCTIONS
<b>IMPORTANT</b> <ul style="list-style-type: none"> <li>• The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 953-8768 or by e-mail at: <a href="mailto:ee-eme@hrsdc-rhdcc.gc.ca">ee-eme@hrsdc-rhdcc.gc.ca</a></li> </ul>



FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA

Reporting Period 2016-10-20 to 2019-06-28

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)



	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	1316	5	0	1321	Calgary	217	2	0	219
Québec	2694	19	0	2713	Edmonton	32	0	0	32
Nova Scotia	109	1	0	110	Halifax	60	0	0	60
New Brunswick	48	0	0	48	Montréal	2121	10	0	2131
Manitoba	52	0	0	52	Regina	24	1	0	25
British Columbia	885	53	0	938	Toronto	922	5	0	927
Saskatchewan	108	10	0	118	Vancouver	746	35	0	781
Alberta	300	2	0	302	Winnipeg	52	0	0	52
Newfoundland and Labrador	156	0	0	156	St. John's	154	0	0	154
<b>Total Employees in Canada</b>				<b>5758</b>	Saguenay	36	0	0	36
					Québec	304	4	0	308
					Trois-Rivières	11	0	0	11
					Kingston	11	0	0	11
					Ottawa - Gatineau	191	0	0	191
					Hamilton	18	0	0	18
					Kitchener - Cambridge - Waterloo	6	0	0	6



FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA

Reporting Period 2016-10-20 to 2019-06-28

Census Metropolitan Areas

	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
London	8	0	0	8
Windsor	2	0	0	2
Greater Sudbury	29	0	0	29
Thunder Bay	2	0	0	2
Saskatoon	75	9	0	84
Kelowna	10	4	0	14
Victoria	58	1	0	59
Alta. less CMAs	51	0	0	51
B.C. less CMAs	71	13	0	84
N.B. less CMA	48	0	0	48
N.S. less CMA	49	1	0	50
Nfld.Lab. less CMA	2	0	0	2
Ont. less CMAs	138	0	0	138
Que. less CMAs	211	5	0	216
Sask. less CMA	9	0	0	9
<b>Total Employees in Canada</b>				<b>5758</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-10-20 to 2019-06-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	72	56	16				1		1	6	5	1
	<b>Total</b>	72	56	16				1		1	6	5	1
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	871	703	168	2		2	5	4	1	131	106	25
	<b>Total</b>	871	703	168	2		2	5	4	1	131	106	25
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2478	1653	825	10	5	5	27	17	10	676	459	217
	<b>Total</b>	2478	1653	825	10	5	5	27	17	10	676	459	217
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1225	927	298	11	10	1	16	13	3	263	185	78
	<b>Total</b>	1225	927	298	11	10	1	16	13	3	263	185	78



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-10-20 to 2019-06-28

00700

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Supervisors</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	56	33	23							14	10	4
	<b>Total</b>	56	33	23							14	10	4
<b>Supervisors: Crafts and Trades</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	67	60	7	3	2	1	2	1	1	8	8	
	<b>Total</b>	67	60	7	3	2	1	2	1	1	8	8	
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	535	67	468	2		2	8	2	6	97	23	74
	<b>Total</b>	535	67	468	2		2	8	2	6	97	23	74
<b>Skilled Crafts and Trades Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	86	85	1	1	1					14	14	
	<b>Total</b>	86	85	1	1	1					14	14	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-10-20 to 2019-06-28

007091

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	85	14	71				2	1	1	11	3	8
	<b>Total</b>	85	14	71				2	1	1	11	3	8
<b>Intermediate Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	18	8	10							4	2	2
	<b>Total</b>	18	8	10							4	2	2
<b>Semi-Skilled Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	44	37	7							7	6	1
	<b>Total</b>	44	37	7							7	6	1
<b>Other Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	67	41	26							28	19	9
	<b>Total</b>	67	41	26							28	19	9



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-10-20 to 2019-06-28

007092

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Other Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	64	64					3	3				
	<b>Total</b>	64	64					3	3				
<b>Total Number of Employees</b>		<b>5668</b>	<b>3748</b>	<b>1920</b>	<b>29</b>	<b>18</b>	<b>11</b>	<b>64</b>	<b>41</b>	<b>23</b>	<b>1259</b>	<b>840</b>	<b>419</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2016-10-20 to 2019-06-28

007093

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	3	1									
	<b>Total</b>	4	3	1									
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	43	16	27				1	1		10	3	7
	<b>Total</b>	43	16	27				1	1		10	3	7
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	19	11	8	1	1					1		1
	<b>Total</b>	19	11	8	1	1					1		1
<b>Supervisors: Crafts and Trades</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										





FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2016-10-20 to 2019-06-28

007094

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	13	1	12							1		1
	<b>Total</b>	13	1	12							1		1
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	2	2									
	<b>Total</b>	4	2	2									
<b>Semi-Skilled Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Other Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	1	3							1		1
	<b>Total</b>	4	1	3							1		1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2016-10-20 to 2019-06-28

007096

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Other Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1								1	1	
	<b>Total</b>		1	1								1	1
<b>Total Number of Employees</b>		<b>90</b>	<b>37</b>	<b>53</b>	<b>1</b>	<b>1</b>		<b>1</b>	<b>1</b>		<b>14</b>	<b>4</b>	<b>10</b>



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

Reporting Period 2016-10-20 to 2019-06-28

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$15,000</b>	<b>5668</b>	<b>3748</b>	<b>1920</b>	<b>29</b>	<b>18</b>	<b>11</b>	<b>64</b>	<b>41</b>	<b>23</b>	<b>1259</b>	<b>840</b>	<b>419</b>
<b>Total Number of Employees</b>	<b>5668</b>	<b>3748</b>	<b>1920</b>	<b>29</b>	<b>18</b>	<b>11</b>	<b>64</b>	<b>41</b>	<b>23</b>	<b>1259</b>	<b>840</b>	<b>419</b>



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / National

Reporting Period 2016-10-20 to 2019-06-28

007097

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$5,000</b>	<b>90</b>	<b>37</b>	<b>53</b>	<b>1</b>	<b>1</b>		<b>1</b>	<b>1</b>		<b>14</b>	<b>4</b>	<b>10</b>
<b>Total Number of Employees</b>	<b>90</b>	<b>37</b>	<b>53</b>	<b>1</b>	<b>1</b>		<b>1</b>	<b>1</b>		<b>14</b>	<b>4</b>	<b>10</b>



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2016-10-20 to 2019-06-28

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	15	12	3									
Middle and Other Managers	231	186	45				1	1		24	20	4
Professionals	1359	882	477	11	7	4	12	7	5	377	252	125
Semi-Professionals and Technicians	495	382	113	5	4	1	5	4	1	124	89	35
Supervisors	12	10	2							6	5	1
Supervisors: Crafts and Trades	33	28	5	1	1		2	2		3	3	
Administrative and Senior Clerical Personnel	215	33	182	3		3	2	1	1	46	11	35
Skilled Sales and Service Personnel	7	5	2				1	1				
Skilled Crafts and Trades Workers	83	81	2	1	1					15	14	1
Clerical Personnel	39	6	33							4	1	3
Intermediate Sales and Service Personnel	12	6	6							3	1	2
Semi-Skilled Manual Workers	14	14								3	3	
Other Sales and Service Personnel	33	16	17							6	4	2
Other Manual Workers	46	39	7				1	1		3	3	
<b>Total Number of Employees Hired</b>	<b>2594</b>	<b>1700</b>	<b>894</b>	<b>21</b>	<b>13</b>	<b>8</b>	<b>24</b>	<b>17</b>	<b>7</b>	<b>614</b>	<b>406</b>	<b>208</b>



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / National

Reporting Period 2016-10-20 to 2019-06-28

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	5	3	2							2	1	1
<b>Semi-Professionals and Technicians</b>	1		1									
<b>Administrative and Senior Clerical Personnel</b>	3	1	2									
<b>Clerical Personnel</b>	1		1									
<b>Other Manual Workers</b>	1	1								1	1	
<b>Total Number of Employees Hired</b>	11	5	6							3	2	1



**SNC-LAVALIN INC. (certificate # 10000499)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / National**  
**Reporting Period 2016-10-20 to 2019-06-28**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Senior Managers</b>	31	22	9							4	4	
<b>Middle and Other Managers</b>	305	214	91	2		2	3	2	1	53	38	15
<b>Professionals</b>	633	360	273	3	2	1	2		2	173	103	70
<b>Semi-Professionals and Technicians</b>	166	104	62				1		1	39	23	16
<b>Supervisors</b>	24	13	11							4	4	
<b>Supervisors: Crafts and Trades</b>	15	13	2							1		1
<b>Administrative and Senior Clerical Personnel</b>	90	14	76				2		2	17	4	13
<b>Skilled Sales and Service Personnel</b>	4	3	1									
<b>Skilled Crafts and Trades Workers</b>	10	10								2	2	
<b>Clerical Personnel</b>	7	1	6									
<b>Intermediate Sales and Service Personnel</b>	4	2	2							1	1	
<b>Semi-Skilled Manual Workers</b>	8	8								3	3	
<b>Other Sales and Service Personnel</b>	5	4	1							2	1	1
<b>Other Manual Workers</b>	2	2										
<b>Total Number of Employees Promoted</b>	1304	770	534	5	2	3	8	2	6	299	183	116
<b>Total Number of Promotions</b>	1440	843	597	7	2	5	8	2	6	335	203	132



**SNC-LAVALIN INC. (certificate # 10000499)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Part-Time / National**  
**Reporting Period 2016-10-20 to 2019-06-28**

007101

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	<b>4</b>	<b>1</b>	<b>3</b>									
<b>Clerical Personnel</b>	<b>1</b>		<b>1</b>									
<b>Total Number of Employees Promoted</b>	<b>5</b>	<b>1</b>	<b>4</b>									
<b>Total Number of Promotions</b>	<b>5</b>	<b>1</b>	<b>4</b>									





FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2016-10-20 to 2019-06-28

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	34	28	6									
Middle and Other Managers	763	606	157	4	1	3	2	2		92	77	15
Professionals	1434	912	522	8	5	3	8	6	2	384	256	128
Semi-Professionals and Technicians	966	791	175	9	9		7	6	1	165	135	30
Supervisors	81	46	35	1	1					16	10	6
Supervisors: Crafts and Trades	96	93	3	3	3		1	1		7	6	1
Administrative and Senior Clerical Personnel	536	126	410	6	1	5	2	1	1	79	18	61
Skilled Sales and Service Personnel	64	43	21				1	1				
Skilled Crafts and Trades Workers	93	89	4							9	8	1
Clerical Personnel	114	22	92				1	1		6	2	4
Intermediate Sales and Service Personnel	58	25	33				2	1	1	2	1	1
Semi-Skilled Manual Workers	46	40	6	1		1				4	4	
Other Sales and Service Personnel	83	30	53							1	1	
Other Manual Workers	60	42	18							3	3	
<b>Total Number of Employees Terminated</b>	<b>4428</b>	<b>2893</b>	<b>1535</b>	<b>32</b>	<b>20</b>	<b>12</b>	<b>24</b>	<b>19</b>	<b>5</b>	<b>768</b>	<b>521</b>	<b>247</b>



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

Reporting Period 2016-10-20 to 2019-06-28

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Middle and Other Managers</b>	2		2									
<b>Professionals</b>	24	10	14							2	1	1
<b>Semi-Professionals and Technicians</b>	9	5	4	1	1							
<b>Supervisors</b>	1		1									
<b>Supervisors: Crafts and Trades</b>	1	1								1	1	
<b>Administrative and Senior Clerical Personnel</b>	10	2	8							1	1	
<b>Skilled Crafts and Trades Workers</b>	1	1										
<b>Clerical Personnel</b>	2		2							1		1
<b>Semi-Skilled Manual Workers</b>	1		1									
<b>Total Number of Employees Terminated</b>	<b>51</b>	<b>19</b>	<b>32</b>	<b>1</b>	<b>1</b>					<b>5</b>	<b>3</b>	<b>2</b>



Workplace Equity Information Management System - SNC-LAVALIN INC.

Workforce Analysis - Detailed Report

Date: 2019-06-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	72	16	22.2 %	27.6 %	20	-4	National
<b>02 : Middle and Other Managers</b>		875	169	19.3 %	24.6 %	215	-46	
0111 : Financial managers	National	80	31	38.8 %	57.9 %	46	-15	National
0112 : Human resources managers	National	40	28	70.0 %	67.2 %	27	1	National
0113 : Purchasing managers	National	11	2	18.2 %	35.7 %	4	-2	National
0114 : Other administrative services managers	National	21	7	33.3 %	51.1 %	11	-4	National
0124 : Advertising, marketing and public relations managers	National	13	9	69.2 %	56.6 %	7	2	National
0125 : Other business services managers	National	19	5	26.3 %	39.0 %	7	-2	National
0211 : Engineering managers	National	406	39	9.6 %	14.3 %	58	-19	National
0212 : Architecture and science managers	National	13	3	23.1 %	40.6 %	5	-2	National
0213 : Computer and information systems managers	National	40	14	35.0 %	24.2 %	10	4	National
0601 : Corporate sales managers	National	24	6	25.0 %	31.3 %	8	-2	National
0711 : Construction managers	National	127	11	8.7 %	11.4 %	14	-3	National
0714 : Facility operation and maintenance managers	National	79	12	15.2 %	22.5 %	18	-6	National
0911 : Manufacturing managers	National	2	2	100.0 %	19.5 %	0	2	National
<b>03 : Professionals</b>		2521	852	33.8 %	25.9 %	653	199	
1111 : Financial auditors and accountants	National	115	66	57.4 %	56.0 %	64	2	National
1112 : Financial and investment analysts	National	53	35	66.0 %	44.9 %	24	11	National
1114 : Other financial officers	National	130	58	44.6 %	45.6 %	59	-1	National
1121 : Human resources professionals	National	98	81	82.7 %	73.2 %	72	9	National
1123 : Professional occupations in advertising, marketing and public relations	National	55	43	78.2 %	66.6 %	37	6	National
2113 : Geoscientists and oceanographers	National	153	59	38.6 %	24.0 %	37	22	National
2115 : Other professional occupations in physical sciences	National	30	15	50.0 %	23.5 %	7	8	National
2121 : Biologists and related scientists	National	67	39	58.2 %	52.8 %	35	4	National



Workplace Equity Information Management System - SNC-LAVALIN INC.

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2131 : Civil engineers	National	489	123	25.2 %	17.7 %	87	36	National
2132 : Mechanical engineers	National	227	39	17.2 %	9.5 %	22	17	National
2133 : Electrical and electronics engineers	National	318	45	14.2 %	10.7 %	34	11	National
2141 : Industrial and manufacturing engineers	National	89	23	25.8 %	20.4 %	18	5	National
2142 : Metallurgical and materials engineers	National	40	7	17.5 %	15.9 %	6	1	National
2143 : Mining engineers	National	5	1	20.0 %	13.1 %	1	0	National
2144 : Geological engineers	National	145	34	23.4 %	18.1 %	26	8	National
2147 : Computer engineers (except software engineers and designers)	National	59	7	11.9 %	11.1 %	7	0	National
2148 : Other professional engineers, n.e.c.	National	254	82	32.3 %	19.9 %	51	31	National
2151 : Architects	National	5	2	40.0 %	32.4 %	2	0	National
2154 : Land surveyors	National	7	3	42.9 %	8.2 %	1	2	National
2171 : Information systems analysts and consultants	National	102	45	44.1 %	27.7 %	28	17	National
2174 : Computer programmers and interactive media developers	National	4	1	25.0 %	16.6 %	1	0	National
4112 : Lawyers and Quebec notaries	National	21	14	66.7 %	43.9 %	9	5	National
4162 : Economists and economic policy researchers and analysts	National	16	8	50.0 %	43.8 %	7	1	National
4163 : Business development officers and marketing researchers and consultants	National	33	18	54.5 %	51.3 %	17	1	National
4169 : Other professional occupations in social science, n.e.c.	National	5	3	60.0 %	58.7 %	3	0	National
5111 : Librarians	National	1	1	100.0 %	81.4 %	1	0	National
<b>04 : Semi-Professionals and Technicians</b>		<b>1244</b>	<b>306</b>	<b>24.6 %</b>	<b>24.6 %</b>	<b>306</b>	<b>0</b>	
2211 : Chemical technologists and technicians	British Columbia	1	0	0.0 %	48.7 %	0	0	British Columbia
2211 : Chemical technologists and technicians	Ontario	16	2	12.5 %	49.3 %	8	-6	Ontario
2211 : Chemical technologists and technicians	Québec	57	8	14.0 %	54.4 %	31	-23	Québec
2212 : Geological and mineral technologists and technicians	Alberta	5	2	40.0 %	29.9 %	1	1	Alberta
2212 : Geological and mineral technologists and technicians	British Columbia	11	7	63.6 %	24.2 %	3	4	British Columbia



Workplace Equity Information Management System - SNC-LAVALIN INC.

Workforce Analysis - Detailed Report

Date: 2019-06-28

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2212 : Geological and mineral technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	21.1 %	0	0	Newfoundland and Labrador
2212 : Geological and mineral technologists and technicians	Ontario	1	0	0.0 %	20.7 %	0	0	Ontario
2212 : Geological and mineral technologists and technicians	Québec	5	1	20.0 %	21.4 %	1	0	Québec
2212 : Geological and mineral technologists and technicians	Saskatchewan	1	1	100.0 %	26.8 %	0	1	Saskatchewan
2221 : Biological technologists and technicians	British Columbia	1	0	0.0 %	49.9 %	0	0	British Columbia
2221 : Biological technologists and technicians	Québec	1	0	0.0 %	51.2 %	1	-1	Québec
2231 : Civil engineering technologists and technicians	Alberta	2	0	0.0 %	18.1 %	0	0	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	5	1	20.0 %	21.8 %	1	0	British Columbia
2231 : Civil engineering technologists and technicians	Manitoba	1	0	0.0 %	14.1 %	0	0	Manitoba
2231 : Civil engineering technologists and technicians	Newfoundland and Labrador	4	1	25.0 %	21.2 %	1	0	Newfoundland and Labrador
2231 : Civil engineering technologists and technicians	Nova Scotia	5	2	40.0 %	12.3 %	1	1	Nova Scotia
2231 : Civil engineering technologists and technicians	Ontario	19	4	21.1 %	14.9 %	3	1	Ontario
2231 : Civil engineering technologists and technicians	Québec	185	26	14.1 %	16.9 %	31	-5	Québec
2231 : Civil engineering technologists and technicians	Saskatchewan	18	5	27.8 %	18.5 %	3	2	Saskatchewan
2232 : Mechanical engineering technologists and technicians	Alberta	13	3	23.1 %	9.0 %	1	2	Alberta
2232 : Mechanical engineering technologists and technicians	British Columbia	4	0	0.0 %	7.1 %	0	0	British Columbia
2232 : Mechanical engineering technologists and technicians	New Brunswick	1	0	0.0 %	7.1 %	0	0	New Brunswick
2232 : Mechanical engineering technologists and technicians	Newfoundland and Labrador	4	3	75.0 %	10.2 %	0	3	Newfoundland and Labrador
2232 : Mechanical engineering technologists and technicians	Nova Scotia	1	0	0.0 %	6.6 %	0	0	Nova Scotia
2232 : Mechanical engineering technologists and technicians	Ontario	20	5	25.0 %	9.1 %	2	3	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	50	11	22.0 %	8.6 %	4	7	Québec
2232 : Mechanical engineering technologists and technicians	Saskatchewan	8	1	12.5 %	8.2 %	1	0	Saskatchewan
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	7	1	14.3 %	24.6 %	2	-1	Québec
2234 : Construction estimators	Alberta	7	1	14.3 %	16.6 %	1	0	Alberta



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2234 : Construction estimators	British Columbia	12	2	16.7 %	12.9 %	2	0	British Columbia
2234 : Construction estimators	Ontario	26	4	15.4 %	12.7 %	3	1	Ontario
2234 : Construction estimators	Québec	28	9	32.1 %	19.8 %	6	3	Québec
2241 : Electrical and electronics engineering technologists and technicians	Alberta	3	0	0.0 %	12.3 %	0	0	Alberta
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	1	0	0.0 %	7.0 %	0	0	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	14.8 %	0	0	Newfoundland and Labrador
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	1	0	0.0 %	7.6 %	0	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	15	3	20.0 %	11.0 %	2	1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	62	6	9.7 %	8.4 %	5	1	Québec
2242 : Electronic service technicians (household and business equipment)	British Columbia	8	0	0.0 %	6.4 %	1	-1	British Columbia
2243 : Industrial instrument technicians and mechanics	Ontario	13	0	0.0 %	8.4 %	1	-1	Ontario
2251 : Architectural technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	30.0 %	0	0	Newfoundland and Labrador
2251 : Architectural technologists and technicians	Ontario	1	0	0.0 %	29.8 %	0	0	Ontario
2253 : Drafting technologists and technicians	Alberta	9	2	22.2 %	28.5 %	3	-1	Alberta
2253 : Drafting technologists and technicians	British Columbia	82	38	46.3 %	25.3 %	21	17	British Columbia
2253 : Drafting technologists and technicians	Manitoba	10	2	20.0 %	17.0 %	2	0	Manitoba
2253 : Drafting technologists and technicians	Newfoundland and Labrador	16	3	18.8 %	29.0 %	5	-2	Newfoundland and Labrador
2253 : Drafting technologists and technicians	Nova Scotia	18	4	22.2 %	22.3 %	4	0	Nova Scotia
2253 : Drafting technologists and technicians	Ontario	108	26	24.1 %	29.2 %	32	-6	Ontario
2253 : Drafting technologists and technicians	Québec	176	56	31.8 %	34.5 %	61	-5	Québec
2253 : Drafting technologists and technicians	Saskatchewan	4	1	25.0 %	30.2 %	1	0	Saskatchewan
2254 : Land survey technologists and technicians	Nova Scotia	1	0	0.0 %	13.3 %	0	0	Nova Scotia
2254 : Land survey technologists and technicians	Ontario	4	0	0.0 %	11.2 %	0	0	Ontario
2254 : Land survey technologists and technicians	Québec	22	6	27.3 %	23.2 %	5	1	Québec



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Date: 2019-06-28

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2261 : Non-destructive testers and inspection technicians	Newfoundland and Labrador	6	0	0.0 %	6.7 %	0	0	Newfoundland and Labrador
2262 : Engineering inspectors and regulatory officers	British Columbia	2	1	50.0 %	11.8 %	0	1	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	4	2	50.0 %	38.6 %	2	0	Alberta
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	13	6	46.2 %	36.3 %	5	1	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	Newfoundland and Labrador	9	2	22.2 %	35.1 %	3	-1	Newfoundland and Labrador
2263 : Inspectors in public and environmental health and occupational health and safety	Nova Scotia	2	0	0.0 %	31.9 %	1	-1	Nova Scotia
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	15	7	46.7 %	42.6 %	6	1	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	21	5	23.8 %	44.8 %	9	-4	Québec
2263 : Inspectors in public and environmental health and occupational health and safety	Saskatchewan	1	0	0.0 %	37.0 %	0	0	Saskatchewan
2264 : Construction inspectors	Alberta	6	2	33.3 %	19.0 %	1	1	Alberta
2264 : Construction inspectors	British Columbia	3	2	66.7 %	13.0 %	0	2	British Columbia
2264 : Construction inspectors	Newfoundland and Labrador	6	1	16.7 %	18.8 %	1	0	Newfoundland and Labrador
2264 : Construction inspectors	Ontario	9	1	11.1 %	12.5 %	1	0	Ontario
2264 : Construction inspectors	Québec	11	4	36.4 %	22.3 %	2	2	Québec
2275 : Railway traffic controllers and marine traffic regulators	British Columbia	28	10	35.7 %	26.7 %	7	3	British Columbia
2281 : Computer network technicians	Ontario	1	0	0.0 %	21.4 %	0	0	Ontario
2281 : Computer network technicians	Québec	3	1	33.3 %	14.0 %	0	1	Québec
2282 : User support technicians	British Columbia	1	0	0.0 %	24.5 %	0	0	British Columbia
2282 : User support technicians	Newfoundland and Labrador	1	0	0.0 %	32.5 %	0	0	Newfoundland and Labrador
2282 : User support technicians	Ontario	3	1	33.3 %	23.9 %	1	0	Ontario
2282 : User support technicians	Québec	6	2	33.3 %	22.1 %	1	1	Québec
4211 : Paralegal and related occupations	British Columbia	1	1	100.0 %	88.8 %	1	0	British Columbia
4211 : Paralegal and related occupations	Québec	7	6	85.7 %	86.5 %	6	0	Québec
5223 : Graphic arts technicians	British Columbia	1	0	0.0 %	19.0 %	0	0	British Columbia



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
5223 : Graphic arts technicians	Québec	6	4	66.7 %	41.9 %	3	1	Québec
5241 : Graphic designers and illustrators	Québec	2	1	50.0 %	48.7 %	1	0	Québec
<b>05 : Supervisors</b>		56	23	41.1 %	52.9 %	30	-7	
Employment Equity Occupational Group	Alta. less CMAs	1	0	0.0 %	60.5 %	1	-1	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	1	1	100.0 %	63.0 %	1	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	3	1	33.3 %	53.8 %	2	-1	Calgary
Employment Equity Occupational Group	Montréal	24	10	41.7 %	50.5 %	12	-2	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	1	100.0 %	66.6 %	1	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	2	1	50.0 %	61.6 %	1	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	0.0 %	51.8 %	2	-2	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	2	2	100.0 %	59.1 %	1	1	Que. less CMAs
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	61.3 %	1	-1	Saskatoon
Employment Equity Occupational Group	St. John's	1	1	100.0 %	58.4 %	1	0	St. John's
Employment Equity Occupational Group	Toronto	12	5	41.7 %	52.0 %	6	-1	Toronto
Employment Equity Occupational Group	Vancouver	4	1	25.0 %	52.5 %	2	-1	Vancouver
<b>06 : Supervisors: Crafts and Trades</b>		68	7	10.3 %	4.5 %	3	4	
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Alberta	3	0	0.0 %	4.3 %	0	0	Alberta
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	British Columbia	8	0	0.0 %	5.2 %	0	0	British Columbia
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Ontario	3	0	0.0 %	7.3 %	0	0	Ontario
7203 : Contractors and supervisors, pipefitting trades	Ontario	1	0	0.0 %	4.1 %	0	0	Ontario
7204 : Contractors and supervisors, carpentry trades	New Brunswick	1	0	0.0 %	2.6 %	0	0	New Brunswick
7204 : Contractors and supervisors, carpentry trades	Ontario	2	0	0.0 %	2.0 %	0	0	Ontario
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	New Brunswick	5	0	0.0 %	5.6 %	0	0	New Brunswick
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Newfoundland and Labrador	1	0	0.0 %	6.5 %	0	0	Newfoundland and Labrador





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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Ontario	7	1	14.3 %	5.9 %	0	1	Ontario
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Québec	1	0	0.0 %	6.5 %	0	0	Québec
7301 : Contractors and supervisors, mechanic trades	Alberta	2	0	0.0 %	5.3 %	0	0	Alberta
7301 : Contractors and supervisors, mechanic trades	Québec	3	0	0.0 %	9.5 %	0	0	Québec
7302 : Contractors and supervisors, heavy equipment operator crews	British Columbia	11	1	9.1 %	3.1 %	0	1	British Columbia
7302 : Contractors and supervisors, heavy equipment operator crews	New Brunswick	2	1	50.0 %	1.4 %	0	1	New Brunswick
7302 : Contractors and supervisors, heavy equipment operator crews	Newfoundland and Labrador	1	0	0.0 %	1.2 %	0	0	Newfoundland and Labrador
7302 : Contractors and supervisors, heavy equipment operator crews	Nova Scotia	1	0	0.0 %	2.8 %	0	0	Nova Scotia
7302 : Contractors and supervisors, heavy equipment operator crews	Ontario	8	1	12.5 %	3.0 %	0	1	Ontario
7302 : Contractors and supervisors, heavy equipment operator crews	Québec	6	3	50.0 %	3.4 %	0	3	Québec
7304 : Supervisors, railway transport operations	British Columbia	2	0	0.0 %	7.0 %	0	0	British Columbia
<b>07 : Administrative and Senior Clerical Personnel</b>		<b>548</b>	<b>480</b>	<b>87.6 %</b>	<b>81.0 %</b>	<b>444</b>	<b>36</b>	
Employment Equity Occupational Group	Alta. less CMAs	5	5	100.0 %	89.6 %	4	1	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	6	6	100.0 %	87.1 %	5	1	B.C. less CMAs
Employment Equity Occupational Group	Calgary	23	19	82.6 %	81.2 %	19	0	Calgary
Employment Equity Occupational Group	Edmonton	7	7	100.0 %	84.2 %	6	1	Edmonton
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	85.7 %	1	-1	Greater Sudbury
Employment Equity Occupational Group	Halifax	10	9	90.0 %	80.9 %	8	1	Halifax
Employment Equity Occupational Group	Hamilton	1	1	100.0 %	82.6 %	1	0	Hamilton
Employment Equity Occupational Group	Kelowna	1	1	100.0 %	85.1 %	1	0	Kelowna
Employment Equity Occupational Group	Kingston	2	2	100.0 %	83.4 %	2	0	Kingston
Employment Equity Occupational Group	London	3	2	66.7 %	82.8 %	2	0	London
Employment Equity Occupational Group	Montréal	253	222	87.7 %	80.9 %	205	17	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	1	100.0 %	85.7 %	1	0	N.B. less CMA



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	N.S. less CMA	5	5	100.0 %	86.8 %	4	1	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	1	100.0 %	86.6 %	1	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	14	11	78.6 %	86.8 %	12	-1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	15	15	100.0 %	76.8 %	12	3	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	13	11	84.6 %	87.6 %	11	0	Que. less CMAs
Employment Equity Occupational Group	Québec	24	24	100.0 %	80.4 %	19	5	Québec
Employment Equity Occupational Group	Regina	2	2	100.0 %	80.4 %	2	0	Regina
Employment Equity Occupational Group	Saguenay	1	1	100.0 %	84.4 %	1	0	Saguenay
Employment Equity Occupational Group	Saskatoon	3	3	100.0 %	84.4 %	3	0	Saskatoon
Employment Equity Occupational Group	St. John's	12	11	91.7 %	83.2 %	10	1	St. John's
Employment Equity Occupational Group	Toronto	75	59	78.7 %	79.1 %	59	0	Toronto
Employment Equity Occupational Group	Trois-Rivières	2	2	100.0 %	82.2 %	2	0	Trois-Rivières
Employment Equity Occupational Group	Vancouver	61	53	86.9 %	78.9 %	48	5	Vancouver
Employment Equity Occupational Group	Victoria	6	6	100.0 %	82.5 %	5	1	Victoria
Employment Equity Occupational Group	Winnipeg	1	1	100.0 %	82.0 %	1	0	Winnipeg
<b>09 : Skilled Crafts and Trades Workers</b>		<b>86</b>	<b>1</b>	<b>1.2 %</b>	<b>5.1 %</b>	<b>4</b>	<b>-3</b>	
7241 : Electricians (except industrial and power system)	British Columbia	3	0	0.0 %	2.8 %	0	0	British Columbia
7242 : Industrial electricians	Alberta	2	0	0.0 %	3.7 %	0	0	Alberta
7242 : Industrial electricians	British Columbia	7	0	0.0 %	2.9 %	0	0	British Columbia
7242 : Industrial electricians	Newfoundland and Labrador	6	0	0.0 %	5.4 %	0	0	Newfoundland and Labrador
7242 : Industrial electricians	Ontario	1	1	100.0 %	2.2 %	0	1	Ontario
7242 : Industrial electricians	Québec	1	0	0.0 %	2.0 %	0	0	Québec
7246 : Telecommunications installation and repair workers	Alberta	35	0	0.0 %	6.8 %	2	-2	Alberta
7246 : Telecommunications installation and repair workers	Québec	1	0	0.0 %	6.9 %	0	0	Québec



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
7311 : Construction millwrights and industrial mechanics	British Columbia	1	0	0.0 %	1.4 %	0	0	British Columbia
7311 : Construction millwrights and industrial mechanics	Newfoundland and Labrador	2	0	0.0 %	4.1 %	0	0	Newfoundland and Labrador
7314 : Railway carmen/women	British Columbia	20	0	0.0 %	2.7 %	1	-1	British Columbia
8232 : Oil and gas well drillers, servicers, testers and related workers	Newfoundland and Labrador	7	0	0.0 %	7.5 %	1	-1	Newfoundland and Labrador
<b>10 : Clerical Personnel</b>		<b>89</b>	<b>73</b>	<b>82.0 %</b>	<b>66.8 %</b>	<b>59</b>	<b>14</b>	
Employment Equity Occupational Group	Alta. less CMAs	2	1	50.0 %	78.8 %	2	-1	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	1	1	100.0 %	78.0 %	1	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	1	1	100.0 %	70.7 %	1	0	Calgary
Employment Equity Occupational Group	Greater Sudbury	2	0	0.0 %	73.9 %	1	-1	Greater Sudbury
Employment Equity Occupational Group	Halifax	2	2	100.0 %	69.7 %	1	1	Halifax
Employment Equity Occupational Group	Montréal	23	17	73.9 %	61.6 %	14	3	Montréal
Employment Equity Occupational Group	N.B. less CMA	2	2	100.0 %	71.3 %	1	1	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	1	1	100.0 %	72.3 %	1	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	5	5	100.0 %	73.9 %	4	1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	4	4	100.0 %	65.7 %	3	1	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	6	5	83.3 %	64.6 %	4	1	Que. less CMAs
Employment Equity Occupational Group	Québec	2	2	100.0 %	58.6 %	1	1	Québec
Employment Equity Occupational Group	Saguenay	3	3	100.0 %	62.4 %	2	1	Saguenay
Employment Equity Occupational Group	Saskatoon	2	1	50.0 %	69.0 %	1	0	Saskatoon
Employment Equity Occupational Group	St. John's	6	6	100.0 %	71.4 %	4	2	St. John's
Employment Equity Occupational Group	Toronto	15	12	80.0 %	65.5 %	10	2	Toronto
Employment Equity Occupational Group	Vancouver	10	8	80.0 %	70.6 %	7	1	Vancouver
Employment Equity Occupational Group	Victoria	1	1	100.0 %	71.7 %	1	0	Victoria
Employment Equity Occupational Group	Winnipeg	1	1	100.0 %	68.3 %	1	0	Winnipeg



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Women

Employment Equity Occupational Group	Internal Location	Women					Recruitment Area
		All Employees #	Representation # %	Availability %	Gap #		
<b>11 : Intermediate Sales and Service Personnel</b>		18	10 55.6 %	66.0 %	12	-2	
Employment Equity Occupational Group	B.C. less CMAs	1	1 100.0 %	73.5 %	1	0	B.C. less CMAs
Employment Equity Occupational Group	Montréal	10	4 40.0 %	63.2 %	6	-2	Montréal
Employment Equity Occupational Group	N.B. less CMA	4	3 75.0 %	72.8 %	3	0	N.B. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	2	1 50.0 %	62.8 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	1 100.0 %	65.7 %	1	0	Toronto
<b>12 : Semi-Skilled Manual Workers</b>		45	7 15.6 %	15.4 %	7	0	
Employment Equity Occupational Group	Calgary	1	0 0.0 %	14.4 %	0	0	Calgary
Employment Equity Occupational Group	Kelowna	5	0 0.0 %	14.3 %	1	-1	Kelowna
Employment Equity Occupational Group	Montréal	11	4 36.4 %	15.9 %	2	2	Montréal
Employment Equity Occupational Group	N.S. less CMA	3	1 33.3 %	15.8 %	0	1	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	1	0 0.0 %	20.4 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0 0.0 %	11.8 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Saskatoon	1	0 0.0 %	15.8 %	0	0	Saskatoon
Employment Equity Occupational Group	St. John's	2	1 50.0 %	10.2 %	0	1	St. John's
Employment Equity Occupational Group	Thunder Bay	2	0 0.0 %	10.4 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	3	0 0.0 %	20.1 %	1	-1	Toronto
Employment Equity Occupational Group	Vancouver	12	1 8.3 %	16.4 %	2	-1	Vancouver
Employment Equity Occupational Group	Victoria	3	0 0.0 %	12.7 %	0	0	Victoria
<b>13 : Other Sales and Service Personnel</b>		71	29 40.8 %	56.9 %	40	-11	
Employment Equity Occupational Group	Vancouver	71	29 40.8 %	56.9 %	40	-11	Vancouver
<b>14 : Other Manual Workers</b>		65	0 0.0 %	20.5 %	13	-13	
Employment Equity Occupational Group	B.C. less CMAs	2	0 0.0 %	19.0 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	N.B. less CMA	25	0 0.0 %	25.3 %	6	-6	N.B. less CMA



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	N.S. less CMA	13	0	0.0 %	21.1 %	3	-3	N.S. less CMA
Employment Equity Occupational Group	St. John's	12	0	0.0 %	12.4 %	1	-1	St. John's
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	27.9 %	0	0	Vancouver
Employment Equity Occupational Group	Victoria	12	0	0.0 %	17.6 %	2	-2	Victoria
<b>Total</b>		<b>5758</b>	<b>1973</b>	<b>34.3 %</b>	<b>31.4 %</b>	<b>1806</b>	<b>167</b>	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Recruitment Area
			Representation # %	Availability % #	Gap #	
<b>01 : Senior Managers</b>	National	72	0 0.0 %	2 3.2 %	-2	National
<b>02 : Middle and Other Managers</b>		875	2 0.2 %	17 1.9 %	-15	
0111 : Financial managers	National	80	0 0.0 %	2 2.2 %	-2	National
0112 : Human resources managers	National	40	0 0.0 %	1 3.0 %	-1	National
0113 : Purchasing managers	National	11	0 0.0 %	0 1.6 %	0	National
0114 : Other administrative services managers	National	21	0 0.0 %	1 3.1 %	-1	National
0124 : Advertising, marketing and public relations managers	National	13	1 7.7 %	0 1.7 %	1	National
0125 : Other business services managers	National	19	0 0.0 %	1 3.0 %	-1	National
0211 : Engineering managers	National	406	0 0.0 %	4 1.1 %	-4	National
0212 : Architecture and science managers	National	13	0 0.0 %	0 1.3 %	0	National
0213 : Computer and information systems managers	National	40	0 0.0 %	0 1.2 %	0	National
0601 : Corporate sales managers	National	24	0 0.0 %	0 1.6 %	0	National
0711 : Construction managers	National	127	0 0.0 %	4 3.2 %	-4	National
0714 : Facility operation and maintenance managers	National	79	1 1.3 %	3 3.7 %	-2	National
0911 : Manufacturing managers	National	2	0 0.0 %	0 1.8 %	0	National
<b>03 : Professionals</b>		2521	10 0.4 %	38 1.5 %	-28	
1111 : Financial auditors and accountants	National	115	0 0.0 %	2 1.4 %	-2	National
1112 : Financial and investment analysts	National	53	0 0.0 %	0 0.8 %	0	National
1114 : Other financial officers	National	130	0 0.0 %	2 1.6 %	-2	National
1121 : Human resources professionals	National	98	0 0.0 %	3 3.1 %	-3	National
1123 : Professional occupations in advertising, marketing and public relations	National	55	1 1.8 %	1 2.1 %	0	National
2113 : Geoscientists and oceanographers	National	153	1 0.7 %	3 2.0 %	-2	National
2115 : Other professional occupations in physical sciences	National	30	1 3.3 %	0 1.4 %	1	National
2121 : Biologists and related scientists	National	67	0 0.0 %	1 1.8 %	-1	National



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Recruitment Area	
			Representation #	%	Availability %	Gap #		
2131 : Civil engineers	National	489	1	0.2 %	1.4 %	7	-6	National
2132 : Mechanical engineers	National	227	0	0.0 %	1.0 %	2	-2	National
2133 : Electrical and electronics engineers	National	318	2	0.6 %	1.0 %	3	-1	National
2141 : Industrial and manufacturing engineers	National	89	0	0.0 %	0.9 %	1	-1	National
2142 : Metallurgical and materials engineers	National	40	2	5.0 %	0.3 %	0	2	National
2143 : Mining engineers	National	5	0	0.0 %	2.2 %	0	0	National
2144 : Geological engineers	National	145	0	0.0 %	0.9 %	1	-1	National
2147 : Computer engineers (except software engineers and designers)	National	59	0	0.0 %	0.8 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	254	0	0.0 %	2.1 %	5	-5	National
2151 : Architects	National	5	0	0.0 %	0.7 %	0	0	National
2154 : Land surveyors	National	7	0	0.0 %	3.8 %	0	0	National
2171 : Information systems analysts and consultants	National	102	1	1.0 %	1.3 %	1	0	National
2174 : Computer programmers and interactive media developers	National	4	0	0.0 %	1.1 %	0	0	National
4112 : Lawyers and Quebec notaries	National	21	0	0.0 %	1.9 %	0	0	National
4162 : Economists and economic policy researchers and analysts	National	16	1	6.3 %	1.8 %	0	1	National
4163 : Business development officers and marketing researchers and consultants	National	33	0	0.0 %	2.0 %	1	-1	National
4169 : Other professional occupations in social science, n.e.c.	National	5	0	0.0 %	6.3 %	0	0	National
5111 : Librarians	National	1	0	0.0 %	2.4 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		<b>1244</b>	<b>12</b>	<b>1.0 %</b>	<b>2.2 %</b>	<b>27</b>	<b>-15</b>	
2211 : Chemical technologists and technicians	British Columbia	1	0	0.0 %	4.5 %	0	0	British Columbia
2211 : Chemical technologists and technicians	Ontario	16	0	0.0 %	1.1 %	0	0	Ontario
2211 : Chemical technologists and technicians	Québec	57	0	0.0 %	1.4 %	1	-1	Québec
2212 : Geological and mineral technologists and technicians	Alberta	5	0	0.0 %	2.9 %	0	0	Alberta
2212 : Geological and mineral technologists and technicians	British Columbia	11	1	9.1 %	4.0 %	0	1	British Columbia



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### Aboriginal Peoples

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			#	%	%	#		
2212 : Geological and mineral technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	4.2 %	0	0	Newfoundland and Labrador
2212 : Geological and mineral technologists and technicians	Ontario	1	0	0.0 %	6.1 %	0	0	Ontario
2212 : Geological and mineral technologists and technicians	Québec	5	0	0.0 %	2.8 %	0	0	Québec
2212 : Geological and mineral technologists and technicians	Saskatchewan	1	0	0.0 %	6.2 %	0	0	Saskatchewan
2221 : Biological technologists and technicians	British Columbia	1	0	0.0 %	9.4 %	0	0	British Columbia
2221 : Biological technologists and technicians	Québec	1	0	0.0 %	1.7 %	0	0	Québec
2231 : Civil engineering technologists and technicians	Alberta	2	0	0.0 %	2.8 %	0	0	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	5	0	0.0 %	3.9 %	0	0	British Columbia
2231 : Civil engineering technologists and technicians	Manitoba	1	0	0.0 %	10.3 %	0	0	Manitoba
2231 : Civil engineering technologists and technicians	Newfoundland and Labrador	4	0	0.0 %	14.4 %	1	-1	Newfoundland and Labrador
2231 : Civil engineering technologists and technicians	Nova Scotia	5	0	0.0 %	4.9 %	0	0	Nova Scotia
2231 : Civil engineering technologists and technicians	Ontario	19	0	0.0 %	1.9 %	0	0	Ontario
2231 : Civil engineering technologists and technicians	Québec	185	1	0.5 %	1.8 %	3	-2	Québec
2231 : Civil engineering technologists and technicians	Saskatchewan	18	2	11.1 %	4.6 %	1	1	Saskatchewan
2232 : Mechanical engineering technologists and technicians	Alberta	13	0	0.0 %	1.3 %	0	0	Alberta
2232 : Mechanical engineering technologists and technicians	British Columbia	4	0	0.0 %	2.2 %	0	0	British Columbia
2232 : Mechanical engineering technologists and technicians	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
2232 : Mechanical engineering technologists and technicians	Newfoundland and Labrador	4	0	0.0 %	6.8 %	0	0	Newfoundland and Labrador
2232 : Mechanical engineering technologists and technicians	Nova Scotia	1	0	0.0 %	4.1 %	0	0	Nova Scotia
2232 : Mechanical engineering technologists and technicians	Ontario	20	0	0.0 %	1.7 %	0	0	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	50	0	0.0 %	1.0 %	1	-1	Québec
2232 : Mechanical engineering technologists and technicians	Saskatchewan	8	1	12.5 %	2.4 %	0	1	Saskatchewan
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	7	0	0.0 %	1.1 %	0	0	Québec
2234 : Construction estimators	Alberta	7	0	0.0 %	3.2 %	0	0	Alberta





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			#	%	%	#		
2234 : Construction estimators	British Columbia	12	0	0.0 %	3.1 %	0	0	British Columbia
2234 : Construction estimators	Ontario	26	0	0.0 %	2.3 %	1	-1	Ontario
2234 : Construction estimators	Québec	28	0	0.0 %	1.0 %	0	0	Québec
2241 : Electrical and electronics engineering technologists and technicians	Alberta	3	0	0.0 %	2.6 %	0	0	Alberta
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	1	0	0.0 %	10.0 %	0	0	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	8.8 %	0	0	Newfoundland and Labrador
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	1	0	0.0 %	4.2 %	0	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	15	1	6.7 %	1.7 %	0	1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	62	0	0.0 %	1.6 %	1	-1	Québec
2242 : Electronic service technicians (household and business equipment)	British Columbia	8	0	0.0 %	3.4 %	0	0	British Columbia
2243 : Industrial instrument technicians and mechanics	Ontario	13	0	0.0 %	3.5 %	0	0	Ontario
2251 : Architectural technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2251 : Architectural technologists and technicians	Ontario	1	0	0.0 %	1.0 %	0	0	Ontario
2253 : Drafting technologists and technicians	Alberta	9	0	0.0 %	3.1 %	0	0	Alberta
2253 : Drafting technologists and technicians	British Columbia	82	0	0.0 %	2.0 %	2	-2	British Columbia
2253 : Drafting technologists and technicians	Manitoba	10	0	0.0 %	4.1 %	0	0	Manitoba
2253 : Drafting technologists and technicians	Newfoundland and Labrador	16	1	6.3 %	3.2 %	1	0	Newfoundland and Labrador
2253 : Drafting technologists and technicians	Nova Scotia	18	0	0.0 %	2.5 %	0	0	Nova Scotia
2253 : Drafting technologists and technicians	Ontario	108	0	0.0 %	1.8 %	2	-2	Ontario
2253 : Drafting technologists and technicians	Québec	176	1	0.6 %	1.0 %	2	-1	Québec
2253 : Drafting technologists and technicians	Saskatchewan	4	0	0.0 %	2.2 %	0	0	Saskatchewan
2254 : Land survey technologists and technicians	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2254 : Land survey technologists and technicians	Ontario	4	0	0.0 %	2.2 %	0	0	Ontario
2254 : Land survey technologists and technicians	Québec	22	0	0.0 %	1.8 %	0	0	Québec



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
2261 : Non-destructive testers and inspection technicians	Newfoundland and Labrador	6	2	33.3 %	8.9 %	1	1	Newfoundland and Labrador
2262 : Engineering inspectors and regulatory officers	British Columbia	2	1	50.0 %	3.1 %	0	1	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	4	0	0.0 %	5.9 %	0	0	Alberta
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	13	0	0.0 %	6.8 %	1	-1	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	Newfoundland and Labrador	9	0	0.0 %	6.6 %	1	-1	Newfoundland and Labrador
2263 : Inspectors in public and environmental health and occupational health and safety	Nova Scotia	2	0	0.0 %	3.8 %	0	0	Nova Scotia
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	15	1	6.7 %	3.0 %	0	1	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	21	0	0.0 %	2.1 %	0	0	Québec
2263 : Inspectors in public and environmental health and occupational health and safety	Saskatchewan	1	0	0.0 %	8.1 %	0	0	Saskatchewan
2264 : Construction inspectors	Alberta	6	0	0.0 %	5.2 %	0	0	Alberta
2264 : Construction inspectors	British Columbia	3	0	0.0 %	6.0 %	0	0	British Columbia
2264 : Construction inspectors	Newfoundland and Labrador	6	0	0.0 %	11.5 %	1	-1	Newfoundland and Labrador
2264 : Construction inspectors	Ontario	9	0	0.0 %	2.4 %	0	0	Ontario
2264 : Construction inspectors	Québec	11	0	0.0 %	2.4 %	0	0	Québec
2275 : Railway traffic controllers and marine traffic regulators	British Columbia	28	0	0.0 %	4.4 %	1	-1	British Columbia
2281 : Computer network technicians	Ontario	1	0	0.0 %	1.7 %	0	0	Ontario
2281 : Computer network technicians	Québec	3	0	0.0 %	1.1 %	0	0	Québec
2282 : User support technicians	British Columbia	1	0	0.0 %	2.8 %	0	0	British Columbia
2282 : User support technicians	Newfoundland and Labrador	1	0	0.0 %	6.3 %	0	0	Newfoundland and Labrador
2282 : User support technicians	Ontario	3	0	0.0 %	1.3 %	0	0	Ontario
2282 : User support technicians	Québec	6	0	0.0 %	1.3 %	0	0	Québec
4211 : Paralegal and related occupations	British Columbia	1	0	0.0 %	2.8 %	0	0	British Columbia
4211 : Paralegal and related occupations	Québec	7	0	0.0 %	1.1 %	0	0	Québec
5223 : Graphic arts technicians	British Columbia	1	0	0.0 %	3.8 %	0	0	British Columbia



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### Aboriginal Peoples

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			#	%	%	#		
5223 : Graphic arts technicians	Québec	6	0	0.0 %	1.3 %	0	0	Québec
5241 : Graphic designers and illustrators	Québec	2	0	0.0 %	2.0 %	0	0	Québec
<b>05 : Supervisors</b>		56	0	0.0 %	2.1 %	1	-1	
Employment Equity Occupational Group	Alta. less CMAs	1	0	0.0 %	7.6 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	1	0	0.0 %	10.0 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	3	0	0.0 %	3.1 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	24	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	4.8 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	2	0	0.0 %	6.2 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	2	0	0.0 %	3.7 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	9.0 %	0	0	Saskatoon
Employment Equity Occupational Group	St. John's	1	0	0.0 %	3.1 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	12	0	0.0 %	0.9 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	4	0	0.0 %	2.7 %	0	0	Vancouver
<b>06 : Supervisors: Crafts and Trades</b>		68	3	4.4 %	4.1 %	3	0	
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Alberta	3	0	0.0 %	4.4 %	0	0	Alberta
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	British Columbia	8	0	0.0 %	3.5 %	0	0	British Columbia
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Ontario	3	0	0.0 %	2.0 %	0	0	Ontario
7203 : Contractors and supervisors, pipefitting trades	Ontario	1	0	0.0 %	2.6 %	0	0	Ontario
7204 : Contractors and supervisors, carpentry trades	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
7204 : Contractors and supervisors, carpentry trades	Ontario	2	0	0.0 %	2.3 %	0	0	Ontario
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	New Brunswick	5	1	20.0 %	4.3 %	0	1	New Brunswick
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Newfoundland and Labrador	1	0	0.0 %	7.5 %	0	0	Newfoundland and Labrador



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Ontario	7	0	0.0 %	2.7 %	0	0	Ontario
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Québec	1	0	0.0 %	2.5 %	0	0	Québec
7301 : Contractors and supervisors, mechanic trades	Alberta	2	0	0.0 %	4.7 %	0	0	Alberta
7301 : Contractors and supervisors, mechanic trades	Québec	3	0	0.0 %	2.1 %	0	0	Québec
7302 : Contractors and supervisors, heavy equipment operator crews	British Columbia	11	0	0.0 %	7.2 %	1	-1	British Columbia
7302 : Contractors and supervisors, heavy equipment operator crews	New Brunswick	2	0	0.0 %	2.7 %	0	0	New Brunswick
7302 : Contractors and supervisors, heavy equipment operator crews	Newfoundland and Labrador	1	0	0.0 %	9.2 %	0	0	Newfoundland and Labrador
7302 : Contractors and supervisors, heavy equipment operator crews	Nova Scotia	1	0	0.0 %	2.8 %	0	0	Nova Scotia
7302 : Contractors and supervisors, heavy equipment operator crews	Ontario	8	2	25.0 %	4.1 %	0	2	Ontario
7302 : Contractors and supervisors, heavy equipment operator crews	Québec	6	0	0.0 %	4.0 %	0	0	Québec
7304 : Supervisors, railway transport operations	British Columbia	2	0	0.0 %	3.5 %	0	0	British Columbia
<b>07 : Administrative and Senior Clerical Personnel</b>		<b>548</b>	<b>2</b>	<b>0.4 %</b>	<b>1.9 %</b>	<b>10</b>	<b>-8</b>	
Employment Equity Occupational Group	Alta. less CMAs	5	0	0.0 %	7.2 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	6	0	0.0 %	8.5 %	1	-1	B.C. less CMAs
Employment Equity Occupational Group	Calgary	23	0	0.0 %	2.9 %	1	-1	Calgary
Employment Equity Occupational Group	Edmonton	7	0	0.0 %	4.7 %	0	0	Edmonton
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	8.8 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Halifax	10	0	0.0 %	4.0 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	1.3 %	0	0	Hamilton
Employment Equity Occupational Group	Kelowna	1	0	0.0 %	4.9 %	0	0	Kelowna
Employment Equity Occupational Group	Kingston	2	0	0.0 %	3.2 %	0	0	Kingston
Employment Equity Occupational Group	London	3	0	0.0 %	1.6 %	0	0	London
Employment Equity Occupational Group	Montréal	253	0	0.0 %	0.8 %	2	-2	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	3.3 %	0	0	N.B. less CMA



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	N.S. less CMA	5	0	0.0 %	5.0 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	0	0.0 %	14.8 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	14	0	0.0 %	5.7 %	1	-1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	15	1	6.7 %	3.4 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	13	0	0.0 %	3.8 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	24	0	0.0 %	1.4 %	0	0	Québec
Employment Equity Occupational Group	Regina	2	0	0.0 %	6.6 %	0	0	Regina
Employment Equity Occupational Group	Saguenay	1	0	0.0 %	4.1 %	0	0	Saguenay
Employment Equity Occupational Group	Saskatoon	3	0	0.0 %	7.1 %	0	0	Saskatoon
Employment Equity Occupational Group	St. John's	12	0	0.0 %	2.9 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	75	0	0.0 %	0.8 %	1	-1	Toronto
Employment Equity Occupational Group	Trois-Rivières	2	0	0.0 %	1.2 %	0	0	Trois-Rivières
Employment Equity Occupational Group	Vancouver	61	0	0.0 %	2.1 %	1	-1	Vancouver
Employment Equity Occupational Group	Victoria	6	0	0.0 %	3.5 %	0	0	Victoria
Employment Equity Occupational Group	Winnipeg	1	1	100.0 %	9.2 %	0	1	Winnipeg
<b>09 : Skilled Crafts and Trades Workers</b>		<b>86</b>	<b>1</b>	<b>1.2 %</b>	<b>4.8 %</b>	<b>4</b>	<b>-3</b>	
7241 : Electricians (except industrial and power system)	British Columbia	3	0	0.0 %	4.7 %	0	0	British Columbia
7242 : Industrial electricians	Alberta	2	0	0.0 %	5.5 %	0	0	Alberta
7242 : Industrial electricians	British Columbia	7	0	0.0 %	4.8 %	0	0	British Columbia
7242 : Industrial electricians	Newfoundland and Labrador	6	0	0.0 %	6.4 %	0	0	Newfoundland and Labrador
7242 : Industrial electricians	Ontario	1	0	0.0 %	2.7 %	0	0	Ontario
7242 : Industrial electricians	Québec	1	0	0.0 %	2.0 %	0	0	Québec
7246 : Telecommunications installation and repair workers	Alberta	35	0	0.0 %	3.8 %	1	-1	Alberta
7246 : Telecommunications installation and repair workers	Québec	1	0	0.0 %	1.6 %	0	0	Québec



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Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
7311 : Construction millwrights and industrial mechanics	British Columbia	1	0	0.0 %	6.3 %	0	0	British Columbia
7311 : Construction millwrights and industrial mechanics	Newfoundland and Labrador	2	1	50.0 %	7.4 %	0	1	Newfoundland and Labrador
7314 : Railway carmen/women	British Columbia	20	0	0.0 %	6.7 %	1	-1	British Columbia
8232 : Oil and gas well drillers, servicers, testers and related workers	Newfoundland and Labrador	7	0	0.0 %	3.2 %	0	0	Newfoundland and Labrador
<b>10 : Clerical Personnel</b>		<b>89</b>	<b>0</b>	<b>0.0 %</b>	<b>3.0 %</b>	<b>3</b>	<b>-3</b>	
Employment Equity Occupational Group	Alta. less CMAs	2	0	0.0 %	9.6 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	1	0	0.0 %	10.7 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	1	0	0.0 %	3.1 %	0	0	Calgary
Employment Equity Occupational Group	Greater Sudbury	2	0	0.0 %	8.1 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Halifax	2	0	0.0 %	3.9 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	23	0	0.0 %	1.0 %	0	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	2	0	0.0 %	3.7 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	5.6 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	5	0	0.0 %	6.4 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	0.0 %	3.5 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	6	0	0.0 %	4.4 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	2	0	0.0 %	1.6 %	0	0	Québec
Employment Equity Occupational Group	Saguenay	3	0	0.0 %	3.6 %	0	0	Saguenay
Employment Equity Occupational Group	Saskatoon	2	0	0.0 %	8.5 %	0	0	Saskatoon
Employment Equity Occupational Group	St. John's	6	0	0.0 %	3.0 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	15	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	10	0	0.0 %	2.7 %	0	0	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	4.8 %	0	0	Victoria
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	11.4 %	0	0	Winnipeg



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Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>11 : Intermediate Sales and Service Personnel</b>		18	0	0.0 %	2.5 %	0	0	
Employment Equity Occupational Group	B.C. less CMAs	1	0	0.0 %	10.8 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Montréal	10	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	N.B. less CMA	4	0	0.0 %	4.7 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	3.1 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.8 %	0	0	Toronto
<b>12 : Semi-Skilled Manual Workers</b>		45	0	0.0 %	3.5 %	2	-2	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	3.0 %	0	0	Calgary
Employment Equity Occupational Group	Kelowna	5	0	0.0 %	6.2 %	0	0	Kelowna
Employment Equity Occupational Group	Montréal	11	0	0.0 %	1.0 %	0	0	Montréal
Employment Equity Occupational Group	N.S. less CMA	3	0	0.0 %	6.4 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	5.4 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	3.7 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	9.5 %	0	0	Saskatoon
Employment Equity Occupational Group	St. John's	2	0	0.0 %	2.2 %	0	0	St. John's
Employment Equity Occupational Group	Thunder Bay	2	0	0.0 %	10.8 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	3	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	12	0	0.0 %	2.7 %	0	0	Vancouver
Employment Equity Occupational Group	Victoria	3	0	0.0 %	4.8 %	0	0	Victoria
<b>13 : Other Sales and Service Personnel</b>		71	0	0.0 %	2.9 %	2	-2	
Employment Equity Occupational Group	Vancouver	71	0	0.0 %	2.9 %	2	-2	Vancouver
<b>14 : Other Manual Workers</b>		65	0	0.0 %	6.9 %	4	-4	
Employment Equity Occupational Group	B.C. less CMAs	2	0	0.0 %	18.3 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	N.B. less CMA	25	0	0.0 %	6.4 %	2	-2	N.B. less CMA



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			#	%	%	#		
Employment Equity Occupational Group	N.S. less CMA	13	0	0.0 %	8.7 %	1	-1	N.S. less CMA
Employment Equity Occupational Group	St. John's	12	0	0.0 %	2.7 %	0	0	St. John's
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	4.3 %	0	0	Vancouver
Employment Equity Occupational Group	Victoria	12	0	0.0 %	8.5 %	1	-1	Victoria
<b>Total</b>		<b>5758</b>	<b>30</b>	<b>0.5 %</b>	<b>2.0 %</b>	<b>113</b>	<b>-83</b>	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data





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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	72	6	8.3 %	11.5 %	8	-2	National
<b>02 : Middle and Other Managers</b>		875	131	15.0 %	19.1 %	167	-36	
0111 : Financial managers	National	80	11	13.8 %	23.1 %	18	-7	National
0112 : Human resources managers	National	40	3	7.5 %	14.6 %	6	-3	National
0113 : Purchasing managers	National	11	0	0.0 %	18.0 %	2	-2	National
0114 : Other administrative services managers	National	21	0	0.0 %	15.9 %	3	-3	National
0124 : Advertising, marketing and public relations managers	National	13	1	7.7 %	19.5 %	3	-2	National
0125 : Other business services managers	National	19	2	10.5 %	18.2 %	3	-1	National
0211 : Engineering managers	National	406	64	15.8 %	22.0 %	89	-25	National
0212 : Architecture and science managers	National	13	2	15.4 %	21.5 %	3	-1	National
0213 : Computer and information systems managers	National	40	6	15.0 %	25.5 %	10	-4	National
0601 : Corporate sales managers	National	24	3	12.5 %	15.4 %	4	-1	National
0711 : Construction managers	National	127	24	18.9 %	11.6 %	15	9	National
0714 : Facility operation and maintenance managers	National	79	15	19.0 %	13.0 %	10	5	National
0911 : Manufacturing managers	National	2	0	0.0 %	15.7 %	0	0	National
<b>03 : Professionals</b>		2521	686	27.2 %	29.0 %	731	-45	
1111 : Financial auditors and accountants	National	115	43	37.4 %	32.3 %	37	6	National
1112 : Financial and investment analysts	National	53	11	20.8 %	37.8 %	20	-9	National
1114 : Other financial officers	National	130	50	38.5 %	26.5 %	34	16	National
1121 : Human resources professionals	National	98	18	18.4 %	16.7 %	16	2	National
1123 : Professional occupations in advertising, marketing and public relations	National	55	8	14.5 %	18.8 %	10	-2	National
2113 : Geoscientists and oceanographers	National	153	19	12.4 %	13.3 %	20	-1	National
2115 : Other professional occupations in physical sciences	National	30	4	13.3 %	31.3 %	9	-5	National
2121 : Biologists and related scientists	National	67	5	7.5 %	20.7 %	14	-9	National



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
2131 : Civil engineers	National	489	149	30.5 %	30.0 %	147	2	National
2132 : Mechanical engineers	National	227	49	21.6 %	30.7 %	70	-21	National
2133 : Electrical and electronics engineers	National	318	122	38.4 %	39.6 %	126	-4	National
2141 : Industrial and manufacturing engineers	National	89	16	18.0 %	33.9 %	30	-14	National
2142 : Metallurgical and materials engineers	National	40	8	20.0 %	26.6 %	11	-3	National
2143 : Mining engineers	National	5	0	0.0 %	22.0 %	1	-1	National
2144 : Geological engineers	National	145	43	29.7 %	21.7 %	31	12	National
2147 : Computer engineers (except software engineers and designers)	National	59	21	35.6 %	42.7 %	25	-4	National
2148 : Other professional engineers, n.e.c.	National	254	71	28.0 %	27.2 %	69	2	National
2151 : Architects	National	5	1	20.0 %	26.4 %	1	0	National
2154 : Land surveyors	National	7	2	28.6 %	9.1 %	1	1	National
2171 : Information systems analysts and consultants	National	102	30	29.4 %	38.6 %	39	-9	National
2174 : Computer programmers and interactive media developers	National	4	1	25.0 %	34.2 %	1	0	National
4112 : Lawyers and Quebec notaries	National	21	3	14.3 %	14.2 %	3	0	National
4162 : Economists and economic policy researchers and analysts	National	16	3	18.8 %	30.4 %	5	-2	National
4163 : Business development officers and marketing researchers and consultants	National	33	7	21.2 %	25.7 %	8	-1	National
4169 : Other professional occupations in social science, n.e.c.	National	5	2	40.0 %	10.9 %	1	1	National
5111 : Librarians	National	1	0	0.0 %	11.4 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		<b>1244</b>	<b>264</b>	<b>21.2 %</b>	<b>16.7 %</b>	<b>208</b>	<b>56</b>	
2211 : Chemical technologists and technicians	British Columbia	1	1	100.0 %	46.0 %	0	1	British Columbia
2211 : Chemical technologists and technicians	Ontario	16	5	31.3 %	38.8 %	6	-1	Ontario
2211 : Chemical technologists and technicians	Québec	57	11	19.3 %	19.3 %	11	0	Québec
2212 : Geological and mineral technologists and technicians	Alberta	5	1	20.0 %	25.2 %	1	0	Alberta
2212 : Geological and mineral technologists and technicians	British Columbia	11	0	0.0 %	22.9 %	3	-3	British Columbia



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Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities				Gap #	Recruitment Area
			Representation		Availability			
			#	%	%	#		
2212 : Geological and mineral technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2212 : Geological and mineral technologists and technicians	Ontario	1	0	0.0 %	11.3 %	0	0	Ontario
2212 : Geological and mineral technologists and technicians	Québec	5	0	0.0 %	3.4 %	0	0	Québec
2212 : Geological and mineral technologists and technicians	Saskatchewan	1	0	0.0 %	11.3 %	0	0	Saskatchewan
2221 : Biological technologists and technicians	British Columbia	1	0	0.0 %	24.0 %	0	0	British Columbia
2221 : Biological technologists and technicians	Québec	1	0	0.0 %	8.4 %	0	0	Québec
2231 : Civil engineering technologists and technicians	Alberta	2	2	100.0 %	28.3 %	1	1	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	5	0	0.0 %	20.2 %	1	-1	British Columbia
2231 : Civil engineering technologists and technicians	Manitoba	1	0	0.0 %	17.3 %	0	0	Manitoba
2231 : Civil engineering technologists and technicians	Newfoundland and Labrador	4	0	0.0 %	2.9 %	0	0	Newfoundland and Labrador
2231 : Civil engineering technologists and technicians	Nova Scotia	5	2	40.0 %	6.2 %	0	2	Nova Scotia
2231 : Civil engineering technologists and technicians	Ontario	19	6	31.6 %	23.7 %	5	1	Ontario
2231 : Civil engineering technologists and technicians	Québec	185	22	11.9 %	8.1 %	15	7	Québec
2231 : Civil engineering technologists and technicians	Saskatchewan	18	3	16.7 %	17.9 %	3	0	Saskatchewan
2232 : Mechanical engineering technologists and technicians	Alberta	13	8	61.5 %	24.6 %	3	5	Alberta
2232 : Mechanical engineering technologists and technicians	British Columbia	4	1	25.0 %	22.1 %	1	0	British Columbia
2232 : Mechanical engineering technologists and technicians	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
2232 : Mechanical engineering technologists and technicians	Newfoundland and Labrador	4	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2232 : Mechanical engineering technologists and technicians	Nova Scotia	1	1	100.0 %	0.0 %	0	1	Nova Scotia
2232 : Mechanical engineering technologists and technicians	Ontario	20	4	20.0 %	26.2 %	5	-1	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	50	5	10.0 %	9.0 %	5	0	Québec
2232 : Mechanical engineering technologists and technicians	Saskatchewan	8	0	0.0 %	14.1 %	1	-1	Saskatchewan
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	7	0	0.0 %	11.4 %	1	-1	Québec
2234 : Construction estimators	Alberta	7	4	57.1 %	23.6 %	2	2	Alberta



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Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
2234 : Construction estimators	British Columbia	12	5	41.7 %	22.8 %	3	2	British Columbia
2234 : Construction estimators	Ontario	26	13	50.0 %	18.2 %	5	8	Ontario
2234 : Construction estimators	Québec	28	2	7.1 %	8.0 %	2	0	Québec
2241 : Electrical and electronics engineering technologists and technicians	Alberta	3	1	33.3 %	27.1 %	1	0	Alberta
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	1	1	100.0 %	21.8 %	0	1	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	1.1 %	0	0	Newfoundland and Labrador
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	1	0	0.0 %	2.4 %	0	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	15	3	20.0 %	30.6 %	5	-2	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	62	6	9.7 %	11.4 %	7	-1	Québec
2242 : Electronic service technicians (household and business equipment)	British Columbia	8	3	37.5 %	29.4 %	2	1	British Columbia
2243 : Industrial instrument technicians and mechanics	Ontario	13	2	15.4 %	17.7 %	2	0	Ontario
2251 : Architectural technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2251 : Architectural technologists and technicians	Ontario	1	1	100.0 %	29.8 %	0	1	Ontario
2253 : Drafting technologists and technicians	Alberta	9	5	55.6 %	36.0 %	3	2	Alberta
2253 : Drafting technologists and technicians	British Columbia	82	44	53.7 %	38.9 %	32	12	British Columbia
2253 : Drafting technologists and technicians	Manitoba	10	2	20.0 %	25.2 %	3	-1	Manitoba
2253 : Drafting technologists and technicians	Newfoundland and Labrador	16	0	0.0 %	3.2 %	1	-1	Newfoundland and Labrador
2253 : Drafting technologists and technicians	Nova Scotia	18	1	5.6 %	5.8 %	1	0	Nova Scotia
2253 : Drafting technologists and technicians	Ontario	108	35	32.4 %	33.4 %	36	-1	Ontario
2253 : Drafting technologists and technicians	Québec	176	27	15.3 %	9.5 %	17	10	Québec
2253 : Drafting technologists and technicians	Saskatchewan	4	0	0.0 %	15.1 %	1	-1	Saskatchewan
2254 : Land survey technologists and technicians	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2254 : Land survey technologists and technicians	Ontario	4	1	25.0 %	20.2 %	1	0	Ontario
2254 : Land survey technologists and technicians	Québec	22	3	13.6 %	2.9 %	1	2	Québec



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
2261 : Non-destructive testers and inspection technicians	Newfoundland and Labrador	6	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2262 : Engineering inspectors and regulatory officers	British Columbia	2	0	0.0 %	21.3 %	0	0	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	4	2	50.0 %	10.7 %	0	2	Alberta
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	13	4	30.8 %	15.7 %	2	2	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	Newfoundland and Labrador	9	0	0.0 %	0.9 %	0	0	Newfoundland and Labrador
2263 : Inspectors in public and environmental health and occupational health and safety	Nova Scotia	2	0	0.0 %	5.5 %	0	0	Nova Scotia
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	15	2	13.3 %	18.0 %	3	-1	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	21	3	14.3 %	7.6 %	2	1	Québec
2263 : Inspectors in public and environmental health and occupational health and safety	Saskatchewan	1	0	0.0 %	4.2 %	0	0	Saskatchewan
2264 : Construction inspectors	Alberta	6	3	50.0 %	11.8 %	1	2	Alberta
2264 : Construction inspectors	British Columbia	3	0	0.0 %	12.6 %	0	0	British Columbia
2264 : Construction inspectors	Newfoundland and Labrador	6	0	0.0 %	2.1 %	0	0	Newfoundland and Labrador
2264 : Construction inspectors	Ontario	9	3	33.3 %	18.9 %	2	1	Ontario
2264 : Construction inspectors	Québec	11	1	9.1 %	6.4 %	1	0	Québec
2275 : Railway traffic controllers and marine traffic regulators	British Columbia	28	6	21.4 %	20.0 %	6	0	British Columbia
2281 : Computer network technicians	Ontario	1	0	0.0 %	38.7 %	0	0	Ontario
2281 : Computer network technicians	Québec	3	2	66.7 %	16.5 %	0	2	Québec
2282 : User support technicians	British Columbia	1	0	0.0 %	37.8 %	0	0	British Columbia
2282 : User support technicians	Newfoundland and Labrador	1	0	0.0 %	3.8 %	0	0	Newfoundland and Labrador
2282 : User support technicians	Ontario	3	1	33.3 %	38.8 %	1	0	Ontario
2282 : User support technicians	Québec	6	1	16.7 %	20.8 %	1	0	Québec
4211 : Paralegal and related occupations	British Columbia	1	1	100.0 %	26.1 %	0	1	British Columbia
4211 : Paralegal and related occupations	Québec	7	3	42.9 %	10.5 %	1	2	Québec
5223 : Graphic arts technicians	British Columbia	1	0	0.0 %	23.8 %	0	0	British Columbia



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
5223 : Graphic arts technicians	Québec	6	1	16.7 %	8.0 %	0	1	Québec
5241 : Graphic designers and illustrators	Québec	2	0	0.0 %	11.9 %	0	0	Québec
<b>05 : Supervisors</b>		56	14	25.0 %	27.7 %	16	-2	
Employment Equity Occupational Group	Alta. less CMAs	1	0	0.0 %	20.1 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	1	0	0.0 %	10.1 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	3	2	66.7 %	36.7 %	1	1	Calgary
Employment Equity Occupational Group	Montréal	24	3	12.5 %	20.4 %	5	-2	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	1.8 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	2	2	100.0 %	3.0 %	0	2	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	4	1	25.0 %	16.2 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	2	0	0.0 %	1.1 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	22.4 %	0	0	Saskatoon
Employment Equity Occupational Group	St. John's	1	0	0.0 %	3.9 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	12	5	41.7 %	51.5 %	6	-1	Toronto
Employment Equity Occupational Group	Vancouver	4	1	25.0 %	49.6 %	2	-1	Vancouver
<b>06 : Supervisors: Crafts and Trades</b>		68	8	11.8 %	8.0 %	5	3	
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Alberta	3	0	0.0 %	4.9 %	0	0	Alberta
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	British Columbia	8	1	12.5 %	12.2 %	1	0	British Columbia
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Ontario	3	1	33.3 %	13.0 %	0	1	Ontario
7203 : Contractors and supervisors, pipefitting trades	Ontario	1	0	0.0 %	5.4 %	0	0	Ontario
7204 : Contractors and supervisors, carpentry trades	New Brunswick	1	0	0.0 %	2.6 %	0	0	New Brunswick
7204 : Contractors and supervisors, carpentry trades	Ontario	2	0	0.0 %	11.1 %	0	0	Ontario
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	New Brunswick	5	0	0.0 %	1.2 %	0	0	New Brunswick
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Newfoundland and Labrador	1	0	0.0 %	1.9 %	0	0	Newfoundland and Labrador



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Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Ontario	7	2	28.6 %	15.7 %	1	1	Ontario
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Québec	1	0	0.0 %	5.1 %	0	0	Québec
7301 : Contractors and supervisors, mechanic trades	Alberta	2	0	0.0 %	7.8 %	0	0	Alberta
7301 : Contractors and supervisors, mechanic trades	Québec	3	0	0.0 %	3.3 %	0	0	Québec
7302 : Contractors and supervisors, heavy equipment operator crews	British Columbia	11	3	27.3 %	9.9 %	1	2	British Columbia
7302 : Contractors and supervisors, heavy equipment operator crews	New Brunswick	2	0	0.0 %	1.4 %	0	0	New Brunswick
7302 : Contractors and supervisors, heavy equipment operator crews	Newfoundland and Labrador	1	0	0.0 %	1.2 %	0	0	Newfoundland and Labrador
7302 : Contractors and supervisors, heavy equipment operator crews	Nova Scotia	1	0	0.0 %	2.8 %	0	0	Nova Scotia
7302 : Contractors and supervisors, heavy equipment operator crews	Ontario	8	1	12.5 %	7.9 %	1	0	Ontario
7302 : Contractors and supervisors, heavy equipment operator crews	Québec	6	0	0.0 %	2.4 %	0	0	Québec
7304 : Supervisors, railway transport operations	British Columbia	2	0	0.0 %	8.8 %	0	0	British Columbia
<b>07 : Administrative and Senior Clerical Personnel</b>		<b>548</b>	<b>98</b>	<b>17.9 %</b>	<b>19.0 %</b>	<b>104</b>	<b>-6</b>	
Employment Equity Occupational Group	Alta. less CMAs	5	0	0.0 %	3.9 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	6	0	0.0 %	3.5 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	23	7	30.4 %	20.6 %	5	2	Calgary
Employment Equity Occupational Group	Edmonton	7	2	28.6 %	16.9 %	1	1	Edmonton
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	2.1 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Halifax	10	0	0.0 %	6.7 %	1	-1	Halifax
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	11.3 %	0	0	Hamilton
Employment Equity Occupational Group	Kelowna	1	0	0.0 %	3.7 %	0	0	Kelowna
Employment Equity Occupational Group	Kingston	2	1	50.0 %	5.4 %	0	1	Kingston
Employment Equity Occupational Group	London	3	0	0.0 %	8.8 %	0	0	London
Employment Equity Occupational Group	Montréal	253	30	11.9 %	14.6 %	37	-7	Montréal
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	1.2 %	0	0	N.B. less CMA



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#### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	N.S. less CMA	5	1	20.0 %	1.5 %	0	1	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	0	0.0 %	1.1 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	14	3	21.4 %	1.9 %	0	3	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	15	3	20.0 %	14.1 %	2	1	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	13	0	0.0 %	0.8 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	24	1	4.2 %	3.3 %	1	0	Québec
Employment Equity Occupational Group	Regina	2	0	0.0 %	9.5 %	0	0	Regina
Employment Equity Occupational Group	Saguenay	1	0	0.0 %	0.8 %	0	0	Saguenay
Employment Equity Occupational Group	Saskatoon	3	1	33.3 %	8.2 %	0	1	Saskatoon
Employment Equity Occupational Group	St. John's	12	0	0.0 %	2.4 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	75	28	37.3 %	40.6 %	30	-2	Toronto
Employment Equity Occupational Group	Trois-Rivières	2	0	0.0 %	1.4 %	0	0	Trois-Rivières
Employment Equity Occupational Group	Vancouver	61	21	34.4 %	39.9 %	24	-3	Vancouver
Employment Equity Occupational Group	Victoria	6	0	0.0 %	9.7 %	1	-1	Victoria
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	15.9 %	0	0	Winnipeg
<b>09 : Skilled Crafts and Trades Workers</b>		<b>86</b>	<b>14</b>	<b>16.3 %</b>	<b>14.8 %</b>	<b>13</b>	<b>1</b>	
7241 : Electricians (except industrial and power system)	British Columbia	3	0	0.0 %	19.0 %	1	-1	British Columbia
7242 : Industrial electricians	Alberta	2	0	0.0 %	13.8 %	0	0	Alberta
7242 : Industrial electricians	British Columbia	7	3	42.9 %	10.7 %	1	2	British Columbia
7242 : Industrial electricians	Newfoundland and Labrador	6	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
7242 : Industrial electricians	Ontario	1	0	0.0 %	15.5 %	0	0	Ontario
7242 : Industrial electricians	Québec	1	0	0.0 %	5.5 %	0	0	Québec
7246 : Telecommunications installation and repair workers	Alberta	35	4	11.4 %	24.3 %	9	-5	Alberta
7246 : Telecommunications installation and repair workers	Québec	1	1	100.0 %	17.2 %	0	1	Québec





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Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
7311 : Construction millwrights and industrial mechanics	British Columbia	1	0	0.0 %	8.9 %	0	0	British Columbia
7311 : Construction millwrights and industrial mechanics	Newfoundland and Labrador	2	0	0.0 %	0.7 %	0	0	Newfoundland and Labrador
7314 : Railway carmen/women	British Columbia	20	6	30.0 %	10.7 %	2	4	British Columbia
8232 : Oil and gas well drillers, servicers, testers and related workers	Newfoundland and Labrador	7	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
<b>10 : Clerical Personnel</b>		<b>89</b>	<b>11</b>	<b>12.4 %</b>	<b>22.1 %</b>	<b>20</b>	<b>-9</b>	
Employment Equity Occupational Group	Alta. less CMAs	2	0	0.0 %	4.9 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	1	0	0.0 %	4.2 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	1	0	0.0 %	30.6 %	0	0	Calgary
Employment Equity Occupational Group	Greater Sudbury	2	0	0.0 %	2.1 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Halifax	2	0	0.0 %	8.1 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	23	3	13.0 %	20.4 %	5	-2	Montréal
Employment Equity Occupational Group	N.B. less CMA	2	0	0.0 %	1.8 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	1.9 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	5	0	0.0 %	1.9 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	4	1	25.0 %	18.2 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	6	0	0.0 %	1.0 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	2	0	0.0 %	4.1 %	0	0	Québec
Employment Equity Occupational Group	Saguenay	3	0	0.0 %	1.6 %	0	0	Saguenay
Employment Equity Occupational Group	Saskatoon	2	1	50.0 %	11.9 %	0	1	Saskatoon
Employment Equity Occupational Group	St. John's	6	0	0.0 %	2.9 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	15	6	40.0 %	52.2 %	8	-2	Toronto
Employment Equity Occupational Group	Vancouver	10	0	0.0 %	46.7 %	5	-5	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	9.8 %	0	0	Victoria
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	23.3 %	0	0	Winnipeg



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Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>11 : Intermediate Sales and Service Personnel</b>		18	4	22.2 %	21.7 %	4	0	
Employment Equity Occupational Group	B.C. less CMAs	1	0	0.0 %	7.4 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Montréal	10	2	20.0 %	26.6 %	3	-1	Montréal
Employment Equity Occupational Group	N.B. less CMA	4	0	0.0 %	2.4 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	2	1	50.0 %	25.9 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	1	100.0 %	54.7 %	1	0	Toronto
<b>12 : Semi-Skilled Manual Workers</b>		45	7	15.6 %	28.6 %	13	-6	
Employment Equity Occupational Group	Calgary	1	1	100.0 %	40.1 %	0	1	Calgary
Employment Equity Occupational Group	Kelowna	5	0	0.0 %	7.5 %	0	0	Kelowna
Employment Equity Occupational Group	Montréal	11	1	9.1 %	26.1 %	3	-2	Montréal
Employment Equity Occupational Group	N.S. less CMA	3	0	0.0 %	1.6 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	2.3 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	20.4 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	17.8 %	0	0	Saskatoon
Employment Equity Occupational Group	St. John's	2	0	0.0 %	1.7 %	0	0	St. John's
Employment Equity Occupational Group	Thunder Bay	2	0	0.0 %	2.2 %	0	0	Thunder Bay
Employment Equity Occupational Group	Toronto	3	0	0.0 %	62.9 %	2	-2	Toronto
Employment Equity Occupational Group	Vancouver	12	5	41.7 %	53.4 %	6	-1	Vancouver
Employment Equity Occupational Group	Victoria	3	0	0.0 %	12.9 %	0	0	Victoria
<b>13 : Other Sales and Service Personnel</b>		71	29	40.8 %	59.5 %	42	-13	
Employment Equity Occupational Group	Vancouver	71	29	40.8 %	59.5 %	42	-13	Vancouver
<b>14 : Other Manual Workers</b>		65	1	1.5 %	4.3 %	3	-2	
Employment Equity Occupational Group	B.C. less CMAs	2	0	0.0 %	5.1 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	N.B. less CMA	25	0	0.0 %	2.1 %	1	-1	N.B. less CMA



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**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	N.S. less CMA	13	0	0.0 %	2.2 %	0	0	N.S. less CMA
Employment Equity Occupational Group	St. John's	12	0	0.0 %	3.7 %	0	0	St. John's
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	50.9 %	1	0	Vancouver
Employment Equity Occupational Group	Victoria	12	0	0.0 %	7.7 %	1	-1	Victoria
<b>Total</b>		<b>5758</b>	<b>1273</b>	<b>22.1 %</b>	<b>23.2 %</b>	<b>1334</b>	<b>-61</b>	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



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#### Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	947	6	0.6 %	5.0 %	47	-41	National
03 : Professionals	National	2521	28	1.1 %	8.9 %	224	-196	National
04 : Semi-Professionals and Technicians	National	1244	16	1.3 %	7.6 %	95	-79	National
05 : Supervisors	National	56	0	0.0 %	27.5 %	15	-15	National
06 : Supervisors: Crafts and Trades	National	68	2	2.9 %	10.1 %	7	-5	National
07 : Administrative and Senior Clerical Personnel	National	548	8	1.5 %	10.0 %	55	-47	National
09 : Skilled Crafts and Trades Workers	National	86	0	0.0 %	7.8 %	7	-7	National
10 : Clerical Personnel	National	89	2	2.2 %	9.3 %	8	-6	National
11 : Intermediate Sales and Service Personnel	National	18	0	0.0 %	10.8 %	2	-2	National
12 : Semi-Skilled Manual Workers	National	45	0	0.0 %	10.3 %	5	-5	National
13 : Other Sales and Service Personnel	National	71	0	0.0 %	10.7 %	8	-8	National
14 : Other Manual Workers	National	65	3	4.6 %	6.8 %	4	-1	National
<b>Total</b>		<b>5758</b>	<b>65</b>	<b>1.1 %</b>	<b>8.3 %</b>	<b>477</b>	<b>-412</b>	

Total may not equal sum of components due to rounding.

Sources: 2017 Canadian Survey on Disability and employer's internal data



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### Reasons for selecting a different analysis scope, recruitment area or recruitment location:

The organization wishes to change the Middle and Other manager default from EEOG to NOC, as its main activity is to deliver engineering services. Therefore, half of its Middle and Other manager population is in the Engineering manager NOC code. To manage engineering work, many of the organizations' management positions require to be filled by engineers. As the availability of women in the Engineering manager NOC code is 14.3%, the overall availability of women of close to 40% in the Middle and Other manager EEOG could not realistically be achieved taking into consideration that half of its available positions in this EEOG need to be filled from a pool with only 14.3% of women availability. The organization therefore asks to use the NOC comparison base for the EEOG to be consistent with its industry reality.

### WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	NOC (default EEOG)	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



## Workforce Analysis - Detailed Report

Date: 2019-06-28

### WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National



Workplace Equity Information Management System - SNC-LAVALIN INC.

Workforce Analysis - Summary Report

Date: 2019-06-28

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	72	16	22.2 %	27.6 %	20	-4
02 : Middle and Other Managers	875	169	19.3 %	24.6 %	215	-46
03 : Professionals	2521	852	33.8 %	25.9 %	653	199
04 : Semi-Professionals and Technicians	1244	306	24.6 %	24.6 %	306	0
05 : Supervisors	56	23	41.1 %	52.9 %	30	-7
06 : Supervisors: Crafts and Trades	68	7	10.3 %	4.5 %	3	4
07 : Administrative and Senior Clerical Personnel	548	480	87.6 %	81.0 %	444	36
09 : Skilled Crafts and Trades Workers	86	1	1.2 %	5.1 %	4	-3
10 : Clerical Personnel	89	73	82.0 %	66.8 %	59	14
11 : Intermediate Sales and Service Personnel	18	10	55.6 %	66.0 %	12	-2
12 : Semi-Skilled Manual Workers	45	7	15.6 %	15.4 %	7	0
13 : Other Sales and Service Personnel	71	29	40.8 %	56.9 %	40	-11
14 : Other Manual Workers	65	0	0.0 %	20.5 %	13	-13
<b>Total</b>	<b>5758</b>	<b>1973</b>	<b>34.3 %</b>	<b>31.4 %</b>	<b>1806</b>	<b>167</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2019-06-28

#### Aboriginal Peoples

007141

Employment Equity Occupational Group	Aboriginal Peoples					Gap #
	All Employees	Representation		Availability		
	#	#	%	%	#	
01 : Senior Managers	72	0	0.0 %	3.2 %	2	-2
02 : Middle and Other Managers	875	2	0.2 %	1.9 %	17	-15
03 : Professionals	2521	10	0.4 %	1.5 %	38	-28
04 : Semi-Professionals and Technicians	1244	12	1.0 %	2.2 %	27	-15
05 : Supervisors	56	0	0.0 %	2.1 %	1	-1
06 : Supervisors: Crafts and Trades	68	3	4.4 %	4.1 %	3	0
07 : Administrative and Senior Clerical Personnel	548	2	0.4 %	1.9 %	10	-8
09 : Skilled Crafts and Trades Workers	86	1	1.2 %	4.8 %	4	-3
10 : Clerical Personnel	89	0	0.0 %	3.0 %	3	-3
11 : Intermediate Sales and Service Personnel	18	0	0.0 %	2.5 %	0	0
12 : Semi-Skilled Manual Workers	45	0	0.0 %	3.5 %	2	-2
13 : Other Sales and Service Personnel	71	0	0.0 %	2.9 %	2	-2
14 : Other Manual Workers	65	0	0.0 %	6.9 %	4	-4
<b>Total</b>	<b>5758</b>	<b>30</b>	<b>0.5 %</b>	<b>2.0 %</b>	<b>113</b>	<b>-83</b>

Total may not equal sum of components due to rounding.





**Workforce Analysis - Summary Report**

Date: 2019-06-28

**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	72	6	8.3 %	11.5 %	8	-2
02 : Middle and Other Managers	875	131	15.0 %	19.1 %	167	-36
03 : Professionals	2521	686	27.2 %	29.0 %	731	-45
04 : Semi-Professionals and Technicians	1244	264	21.2 %	16.7 %	208	56
05 : Supervisors	56	14	25.0 %	27.7 %	16	-2
06 : Supervisors: Crafts and Trades	68	8	11.8 %	8.0 %	5	3
07 : Administrative and Senior Clerical Personnel	548	98	17.9 %	19.0 %	104	-6
09 : Skilled Crafts and Trades Workers	86	14	16.3 %	14.8 %	13	1
10 : Clerical Personnel	89	11	12.4 %	22.1 %	20	-9
11 : Intermediate Sales and Service Personnel	18	4	22.2 %	21.7 %	4	0
12 : Semi-Skilled Manual Workers	45	7	15.6 %	28.6 %	13	-6
13 : Other Sales and Service Personnel	71	29	40.8 %	59.5 %	42	-13
14 : Other Manual Workers	65	1	1.5 %	4.3 %	3	-2
<b>Total</b>	<b>5758</b>	<b>1273</b>	<b>22.1 %</b>	<b>23.2 %</b>	<b>1334</b>	<b>-61</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2019-06-28

#### Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	947	6	0.6 %	5.0 %	47	-41
03 : Professionals	2521	28	1.1 %	8.9 %	224	-196
04 : Semi-Professionals and Technicians	1244	16	1.3 %	7.6 %	95	-79
05 : Supervisors	56	0	0.0 %	27.5 %	15	-15
06 : Supervisors: Crafts and Trades	68	2	2.9 %	10.1 %	7	-5
07 : Administrative and Senior Clerical Personnel	548	8	1.5 %	10.0 %	55	-47
09 : Skilled Crafts and Trades Workers	86	0	0.0 %	7.8 %	7	-7
10 : Clerical Personnel	89	2	2.2 %	9.3 %	8	-6
11 : Intermediate Sales and Service Personnel	18	0	0.0 %	10.8 %	2	-2
12 : Semi-Skilled Manual Workers	45	0	0.0 %	10.3 %	5	-5
13 : Other Sales and Service Personnel	71	0	0.0 %	10.7 %	8	-8
14 : Other Manual Workers	65	3	4.6 %	6.8 %	4	-1
<b>Total</b>	<b>5758</b>	<b>65</b>	<b>1.1 %</b>	<b>8.3 %</b>	<b>477</b>	<b>-412</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2019-06-28

### Reasons for selecting a different analysis scope, recruitment area or recruitment location:

The organization wishes to change the Middle and Other manager default from EEOG to NOC, as its main activity is to deliver engineering services. Therefore, half of its Middle and Other manager population is in the Engineering manager NOC code. To manage engineering work, many of the organizations' management positions require to be filled by engineers. As the availability of women in the Engineering manager NOC code is 14.3%, the overall availability of women of close to 40% in the Middle and Other manager EEOG could not realistically be achieved taking into consideration that half of its available positions in this EEOG need to be filled from a pool with only 14.3% of women availability. The organization therefore asks to use the NOC comparison base for the EEOG to be consistent with its industry reality.

### WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	NOC (default EEOG)	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



### Workforce Analysis - Summary Report

Date: 2019-06-28

#### WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**SNC Lavalin Inc.**

**[Date: AAAA-MM-JJ]**

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	10	20

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	06	28

**Table 1: Women**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	85	16	27.40
02	Middle & Other Managers	1,322	223	38.90
03	Professionals	2,779	887	26.60
04	Semi-Professionals & Technicians	1,847	363	23.40
05	Supervisors	164	71	53.30
06	Supervisors: Crafts & Trades	138	4	7.70
07	Administrative & Senior Clerical Personnel	505	315	80.80
08	Skilled Sales & Service Personnel	55	18	43.30
09	Skilled Crafts & Trades Workers	45	0	1.50
10	Clerical Personnel	643	578	66.80
11	Intermediate Sales & Service Personnel	58	34	68.50
12	Semi-Skilled Manual Workers	85	10	17.40
13	Other Sales & Service Personnel	125	63	60.60
14	Other Manual Workers	79	13	21.50
<b>Total</b>		<b>7,930</b>	<b>2,595</b>	<b>35.5</b>

**Table 5: Women**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
		72	16	27.6
		874	169	24.7
		2,521	852	25.9
		1,241	305	24.6
		56	23	52.9
		68	7	4.5
		546	478	81.0
		0	0	0.0
		86	1	5.1
		88	73	66.8
		18	10	66.0
		45	7	15.4
		70	28	56.9
		65	0	20.5
<b>Total</b>		<b>5,750</b>	<b>1,969</b>	<b>33.6</b>

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

**\* Source:**  
2016 Census





## Federal Contractors Program Achievement Report

### Part 1: Workforce Analysis

**SNC Lavalin Inc.**

[Date: AAAA-MM-JJ]

#### Data from First/Previous Workforce Analysis

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	10	20

#### Data from Subsequent/Current Workforce Analysis

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	06	28

**Table 4: Persons with Disabilities**

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
01/02	Managers	1,407	2	4.30
03	Professionals	2,779	11	3.80
04	Semi-Professionals & Technicians	1,847	11	4.60
05	Supervisors	164	2	13.90
06	Supervisors: Crafts & Trades	138	0	7.80
07	Administrative & Senior Clerical Personnel	505	3	3.40
08	Skilled Sales & Service Personnel	55	0	3.50
09	Skilled Crafts & Trades Workers	45	0	3.80
10	Clerical Personnel	643	5	7.00
11	Intermediate Sales & Service Personnel	58	1	5.60
12	Semi-Skilled Manual Workers	85	0	4.80
13	Other Sales & Service Personnel	125	0	6.30
14	Other Manual Workers	79	1	5.30
<b>Total</b>		<b>7,930</b>	<b>36</b>	<b>4.7</b>

**\* Source:**

2012 Canadian Survey on Disability

**Table 8: Persons with Disabilities**

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
		946	6	5.0
		2,521	28	8.9
		1,241	16	7.6
		56	0	27.5
		68	2	10.1
		546	8	10.0
		0	0	0.0
		86	0	7.8
		88	2	9.3
		18	0	10.8
		45	0	10.3
		70	0	10.7
		65	3	6.8
<b>Total</b>		<b>5,750</b>	<b>65</b>	<b>8.3</b>

**\* Source:**

2017 Canadian Survey on Disability



**Federal Contractors Program Achievement Report**  
**Part 2: Flow Data Analysis**  
**SNC Lavalin Inc.**  
**[Date: AAAA-MM-JJ]**

Start Date of Flow Data		
YYYY	MM	DD
2016	10	20

End Date of Flow Data		
YYYY	MM	DD
2019	06	

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	15	3	0	0	31	9	0	0	34	6	0	0
02 Middle & Other Managers	231	45	0	0	305	91	0	0	763	157	2	2
03 Professionals	1,359	477	5	2	633	273	4	3	1,434	522	24	14
04 Semi-Professionals & Technicians	495	113	1	1	166	62	0	0	966	175	9	4
05 Supervisors	12	2	0	0	24	11	0	0	81	35	1	1
06 Supervisors: Crafts & Trades	33	5	0	0	15	2	0	0	96	3	1	0
07 Administrative & Senior Clerical Personnel	215	182	3	2	90	76	0	0	536	410	10	8
08 Skilled Sales & Service Personnel	7	2	0	0	4	1	0	0	64	21	0	0
09 Skilled Crafts & Trades Workers	83	2	0	0	10	0	0	0	93	4	1	0
10 Clerical Personnel	39	33	1	1	7	6	1	1	114	92	2	2
11 Intermediate Sales & Service Personnel	12	6	0	0	4	2	0	0	58	33	0	0
12 Semi-Skilled Manual Workers	14	0	0	0	8	0	0	0	46	6	1	1
13 Other Sales & Service Personnel	33	17	0	0	5	1	0	0	83	53	0	0
14 Other Manual Workers	46	7	1	0	2	0	0	0	60	18	0	0
<b>Total</b>	<b>2,594</b>	<b>894</b>	<b>11</b>	<b>6</b>	<b>1,304</b>	<b>534</b>	<b>5</b>	<b>4</b>	<b>4,428</b>	<b>1,535</b>	<b>51</b>	<b>32</b>

**Federal Contractors Program Achievement Report**  
**Part 2: Flow Data Analysis**  
**SNC Lavalin Inc.**  
**[Date: AAAA-MM-JJ]**

Start Date of Flow Data		
YYYY	MM	DD
2016	10	20

End Date of Flow Data		
YYYY	MM	DD
2019	06	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	15	0	0	0	31	0	0	0	34	0	0	0
02 Middle & Other Managers	231	0	0	0	305	2	0	0	763	4	2	0
03 Professionals	1,359	11	5	0	633	3	4	0	1,434	8	24	0
04 Semi-Professionals & Technicians	495	5	1	0	166	0	0	0	966	9	9	1
05 Supervisors	12	0	0	0	24	0	0	0	81	1	1	0
06 Supervisors: Crafts & Trades	33	1	0	0	15	0	0	0	96	3	1	0
07 Administrative & Senior Clerical Personnel	215	3	3	0	90	0	0	0	536	6	10	0
08 Skilled Sales & Service Personnel	7	0	0	0	4	0	0	0	64	0	0	0
09 Skilled Crafts & Trades Workers	83	1	0	0	10	0	0	0	93	0	1	0
10 Clerical Personnel	39	0	1	0	7	0	1	0	114	0	2	0
11 Intermediate Sales & Service Personnel	12	0	0	0	4	0	0	0	58	0	0	0
12 Semi-Skilled Manual Workers	14	0	0	0	8	0	0	0	46	1	1	0
13 Other Sales & Service Personnel	33	0	0	0	5	0	0	0	83	0	0	0
14 Other Manual Workers	46	0	1	0	2	0	0	0	60	0	0	0
<b>Total</b>	<b>2,594</b>	<b>21</b>	<b>11</b>	<b>0</b>	<b>1,304</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>4,428</b>	<b>32</b>	<b>51</b>	<b>1</b>

<b>Federal Contractors Program Achievement Report</b>
<b>Part 2: Flow Data Analysis</b>
<b>SNC Lavalin Inc.</b>
<b>[Date: AAAA-MM-JJ]</b>

Start Date of Flow Data		
YYYY	MM	DD
2016	10	20

End Date of Flow Data		
YYYY	MM	DD
2019	06	0

<b>Data from Form 4 - Employees Hired</b>
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<b>Data from Form 5 - Employees Promoted</b>
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<b>Data from Form 6 - Employees Terminated</b>
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Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	15	0	0	0	31	0	0	0	34	0	0	0
02 Middle & Other Managers	231	1	0	0	305	3	0	0	763	2	2	0
03 Professionals	1,359	12	5	0	633	2	4	0	1,434	8	24	0
04 Semi-Professionals & Technicians	495	5	1	0	166	1	0	0	966	7	9	0
05 Supervisors	12	0	0	0	24	0	0	0	81	0	1	0
06 Supervisors: Crafts & Trades	33	2	0	0	15	0	0	0	96	1	1	0
07 Administrative & Senior Clerical Personnel	215	2	3	0	90	2	0	0	536	2	10	0
08 Skilled Sales & Service Personnel	7	1	0	0	4	0	0	0	64	1	0	0
09 Skilled Crafts & Trades Workers	83	0	0	0	10	0	0	0	93	0	1	0
10 Clerical Personnel	39	0	1	0	7	0	1	0	114	1	2	0
11 Intermediate Sales & Service Personnel	12	0	0	0	4	0	0	0	58	2	0	0
12 Semi-Skilled Manual Workers	14	0	0	0	8	0	0	0	46	0	1	0
13 Other Sales & Service Personnel	33	0	0	0	5	0	0	0	83	0	0	0
14 Other Manual Workers	46	1	1	0	2	0	0	0	60	0	0	0
<b>Total</b>	<b>2,594</b>	<b>24</b>	<b>11</b>	<b>0</b>	<b>1,304</b>	<b>8</b>	<b>5</b>	<b>0</b>	<b>4,428</b>	<b>24</b>	<b>51</b>	<b>0</b>

<b>Federal Contractors Program Achievement Report</b>
<b>Part 2: Flow Data Analysis</b>
<b>SNC Lavalin Inc.</b>
<b>[Date: AAAA-MM-JJ]</b>

Start Date of Flow Data		
YYYY	MM	DD
2016	10	20

End Date of Flow Data		
YYYY	MM	DD
2019	06	0

<b>Data from Form 4 - Employees Hired</b>
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<b>Data from Form 5 - Employees Promoted</b>
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<b>Data from Form 6 - Employees Terminated</b>
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Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities			
	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	15	0	0	0
02 Middle & Other Managers	231	24	0	0
03 Professionals	1,359	377	5	2
04 Semi-Professionals & Technicians	495	124	1	0
05 Supervisors	12	6	0	0
06 Supervisors: Crafts & Trades	33	3	0	0
07 Administrative & Senior Clerical Personnel	215	46	3	0
08 Skilled Sales & Service Personnel	7	0	0	0
09 Skilled Crafts & Trades Workers	83	15	0	0
10 Clerical Personnel	39	4	1	0
11 Intermediate Sales & Service Personnel	12	3	0	0
12 Semi-Skilled Manual Workers	14	3	0	0
13 Other Sales & Service Personnel	33	6	0	0
14 Other Manual Workers	46	3	1	1
<b>Total</b>	<b>2,594</b>	<b>614</b>	<b>11</b>	<b>3</b>

Employment Equity Occupational Group (EEOG)	Table 8: Members of Visible Minorities			
	Full-time / National		Part-time / National	
	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
	#	#	#	#
01 Senior Managers	31	4	0	0
02 Middle & Other Managers	305	53	0	0
03 Professionals	633	173	4	0
04 Semi-Professionals & Technicians	166	39	0	0
05 Supervisors	24	4	0	0
06 Supervisors: Crafts & Trades	15	1	0	0
07 Administrative & Senior Clerical Personnel	90	17	0	0
08 Skilled Sales & Service Personnel	4	0	0	0
09 Skilled Crafts & Trades Workers	10	2	0	0
10 Clerical Personnel	7	0	1	0
11 Intermediate Sales & Service Personnel	4	1	0	0
12 Semi-Skilled Manual Workers	8	3	0	0
13 Other Sales & Service Personnel	5	2	0	0
14 Other Manual Workers	2	0	0	0
<b>Total</b>	<b>1,304</b>	<b>299</b>	<b>5</b>	<b>0</b>

Employment Equity Occupational Group (EEOG)	Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National	
	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#
01 Senior Managers	34	0	0	0
02 Middle & Other Managers	763	92	2	0
03 Professionals	1,434	384	24	2
04 Semi-Professionals & Technicians	966	165	9	0
05 Supervisors	81	16	1	0
06 Supervisors: Crafts & Trades	96	7	1	1
07 Administrative & Senior Clerical Personnel	536	79	10	1
08 Skilled Sales & Service Personnel	64	0	0	0
09 Skilled Crafts & Trades Workers	93	9	1	0
10 Clerical Personnel	114	6	2	1
11 Intermediate Sales & Service Personnel	58	2	0	0
12 Semi-Skilled Manual Workers	46	4	1	0
13 Other Sales & Service Personnel	83	1	0	0
14 Other Manual Workers	60	3	0	0
<b>Total</b>	<b>4,428</b>	<b>768</b>	<b>51</b>	<b>5</b>

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

SNC Lavalin Inc.

[Date: AAAA-MM-JJ]

007154

**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 1: Women**

**First/Previous 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	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2016-10-20	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2016-10-20	Annually	Over 3 Years	#	#	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	%	#	#	%	%	#	#	%	%	
01 Senior Managers	85	-5.4%	0.5%	1	43.3%	3.0%	8	9	16	3.0%	1	9	2	27.4%	27.4%	-7	-7	18.8%	19.8%	
02 Middle & Other Managers	1,322	-12.9%	0.5%	20	69.7%	3.0%	119	139	223	3.0%	20	319	54	38.9%	38.9%	-291	-265	16.9%	19.2%	
03 Professionals	2,779	-3.2%	0.5%	42	55.0%	3.0%	250	292	887	3.0%	80	-57	0	26.6%	148	57	31.9%	28.6%		
04 Semi-Professionals & Tech	1,847	-12.4%	0.5%	28	63.1%	3.0%	166	194	363	3.0%	33	109	45	23.4%	23.4%	-69	-64	19.7%	20.0%	
05 Supervisors	164	-30.1%	0.5%	2	74.5%	3.0%	15	17	71	3.0%	6	23	9	53.3%	53.3%	-16	-14	43.3%	44.6%	
06 Supervisors: Crafts & Trades	138	-21.0%	0.5%	2	94.2%	3.0%	12	14	4	3.0%	0	7	1	7.7%	7.7%	-7	-6	2.9%	3.6%	
07 Administrative & Sr Clerical	505	2.6%	0.5%	8	103.9%	3.0%	45	53	315	3.0%	28	128	0	80.8%	-93	-128	62.4%	55.9%		
08 Skilled Sales & Service	55	-100.0%	0.5%	1	232.7%	3.0%	5	6	18	3.0%	2	8	3	43.3%	43.3%	-6	-5	32.7%	33.9%	
09 Skilled Crafts & Trades	45	24.1%	0.5%	1	143.5%	3.0%	4	5	0	3.0%	0	1	0	1.5%	1.5%	-1	-1	0.0%	0.0%	
10 Clerical Personnel	643	-48.5%	0.5%	10	31.7%	3.0%	58	68	578	3.0%	52	-90	0	66.8%	148	90	89.9%	80.6%		
11 Intermediate Sales & Service	58	-32.3%	0.5%	1	152.6%	3.0%	5	6	34	3.0%	3	9	0	68.5%	-6	-9	58.6%	52.5%		
12 Semi-Skilled Manual	85	-19.1%	0.5%	1	72.3%	3.0%	8	9	10	3.0%	1	6	2	17.4%	17.4%	-5	-4	11.8%	12.8%	
13 Other Sales & Service	125	-17.6%	0.5%	2	85.1%	3.0%	11	13	63	3.0%	6	20	0	60.6%	-13	-20	50.4%	44.9%		
14 Other Manual Workers	79	-6.3%	0.5%	1	83.3%	3.0%	7	8	13	3.0%	1	5	2	21.5%	21.5%	-4	-3	16.5%	17.5%	
<b>Total</b>	<b>7,930</b>	<b>-10.2%</b>	<b>0.5%</b>	<b>119</b>	<b>65.5%</b>	<b>3.0%</b>	<b>714</b>	<b>833</b>	<b>2,595</b>	<b>3.0%</b>	<b>234</b>	<b>496</b>	<b>296</b>	<b>35.5%</b>	<b>35.5%</b>	<b>-220</b>	<b>-200</b>	<b>32.7%</b>	<b>33.0%</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 2: Women**

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	1		6		
02 Middle & Other Managers	26		265		
03 Professionals	0		0		Initial women representation higher than Market availability
04 Semi-Professionals & Tech	5		64		
05 Supervisors	2		14		
06 Supervisors: Crafts & Trades	1		6		
07 Administrative & Sr Clerical	0		0		Initial women representation higher than 50%
08 Skilled Sales & Service	1		5		
09 Skilled Crafts & Trades	0		1		No numerical short term goal
10 Clerical Personnel	0		0		Initial women representation higher than 50%
11 Intermediate Sales & Service	0		0		Initial women representation higher than 50%
12 Semi-Skilled Manual	1		4		
13 Other Sales & Service	0		0		Initial women representation higher than 50%
14 Other Manual Workers	1		3		
<b>Total</b>	<b>38</b>		<b>368</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

SNC Lavalin Inc.

[Date: AAAA-MM-JJ]

007155

**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	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2016-10-20	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-10-20	Annually	Over 3 Years	2016	2019								
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%		
01 Senior Managers	85	-5.4%	0.5%	1	43.3%	3.0%	8	9	0	3.0%	0	2	0	2.9%	2.9%	-2	-2	0.0%	0.0%	
02 Middle & Other Managers	1,322	-12.9%	0.5%	20	69.7%	3.0%	119	139	5	3.0%	0	25	3	2.2%	2.2%	-24	-22	0.4%	0.6%	
03 Professionals	2,779	-3.2%	0.5%	42	55.0%	3.0%	250	292	7	3.0%	1	28	4	1.2%	1.2%	-26	-24	0.3%	0.4%	
04 Semi-Professionals & Tech	1,847	-12.4%	0.5%	28	63.1%	3.0%	166	194	17	3.0%	2	19	3	1.8%	1.8%	-16	-16	0.9%	1.0%	
05 Supervisors	164	-30.1%	0.5%	2	74.5%	3.0%	15	17	1	3.0%	0	2	0	1.8%	1.8%	-2	-2	0.6%	0.6%	
06 Supervisors: Crafts & Trades	138	-21.0%	0.5%	2	94.2%	3.0%	12	14	4	3.0%	0	1	1	3.9%	3.9%	-1	0	2.9%	3.6%	
07 Administrative & Sr Clerical	505	2.6%	0.5%	8	103.9%	3.0%	45	53	2	3.0%	0	6	1	1.5%	1.5%	-6	-5	0.4%	0.6%	
08 Skilled Sales & Service	55	-100.0%	0.5%	1	232.7%	3.0%	5	6	0	3.0%	0	4	0	6.9%	6.9%	-4	-4	0.0%	0.0%	
09 Skilled Crafts & Trades	45	24.1%	0.5%	1	143.5%	3.0%	4	5	0	3.0%	0	3	0	5.8%	5.8%	-3	-3	0.0%	0.0%	
10 Clerical Personnel	643	-48.5%	0.5%	10	31.7%	3.0%	58	68	4	3.0%	0	10	1	2.2%	2.2%	-10	-9	0.6%	0.8%	
11 Intermediate Sales & Service	58	-32.3%	0.5%	1	152.6%	3.0%	5	6	0	3.0%	0	2	0	2.7%	2.7%	-2	-2	0.0%	0.0%	
12 Semi-Skilled Manual	85	-19.1%	0.5%	1	72.3%	3.0%	8	9	1	3.0%	0	1	0	2.8%	2.8%	-1	-1	1.2%	1.2%	
13 Other Sales & Service	125	-17.6%	0.5%	2	85.1%	3.0%	11	13	0	3.0%	0	8	1	6.4%	6.4%	-8	-7	0.0%	0.8%	
14 Other Manual Workers	79	-6.3%	0.5%	1	83.3%	3.0%	7	8	0	3.0%	0	6	1	7.6%	7.6%	-6	-5	0.0%	1.3%	
<b>Total</b>	<b>7,930</b>	<b>-10.2%</b>	<b>0.5%</b>	<b>119</b>	<b>65.5%</b>	<b>3.0%</b>	<b>714</b>	<b>833</b>	<b>41</b>	<b>3.0%</b>	<b>4</b>	<b>116</b>	<b>16</b>	<b>1.9%</b>	<b>1.9%</b>	<b>-110</b>	<b>-100</b>	<b>0.5%</b>	<b>0.7%</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 4: Aboriginal Peoples**

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0		2		No numerical short term goal
02 Middle & Other Managers	2		22		
03 Professionals	2		24		
04 Semi-Professionals & Tech	0		16		No numerical short term goal
05 Supervisors	0		2		No numerical short term goal
06 Supervisors: Crafts & Trades	1		0		
07 Administrative & Sr Clerical	1		5		
08 Skilled Sales & Service	0		4		No numerical short term goal
09 Skilled Crafts & Trades	0		3		No numerical short term goal
10 Clerical Personnel	1		9		
11 Intermediate Sales & Service	0		2		No numerical short term goal
12 Semi-Skilled Manual	0		1		No numerical short term goal
13 Other Sales & Service	1		7		
14 Other Manual Workers	1		5		
<b>Total</b>	<b>9</b>		<b>102</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

SNC Lavalin Inc.

[Date: AAAA-MM-JJ]

007156

**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 5: Persons with Disabilities**

**First/Previous Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	YYYY - YYYY						2016
	2016-10-20	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2016-10-20	Annually	Over 3 Years	#	#	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	%	%	
01/02 Managers	1,407	-9.1%	0.5%	21	56.5%	3.0%	127	148	2	3.0%	0	59	6	4.3%	4.3%	-59	-53	0.1%	0.6%	
03 Professionals	2,779	-3.2%	0.5%	42	55.0%	3.0%	250	292	11	3.0%	1	97	11	3.8%	3.8%	-95	-86	0.4%	0.7%	
04 Semi-Professionals & Tech	1,847	-12.4%	0.5%	28	63.1%	3.0%	166	194	11	3.0%	1	76	9	4.6%	4.6%	-74	-67	0.6%	1.0%	
05 Supervisors	164	-30.1%	0.5%	2	74.5%	3.0%	15	17	2	3.0%	0	21	2	13.9%	13.9%	-21	-19	1.2%	2.4%	
06 Supervisors: Crafts & Trades	138	-21.0%	0.5%	2	94.2%	3.0%	12	14	0	3.0%	0	11	1	7.8%	7.8%	-11	-10	0.0%	0.7%	
07 Administrative & Sr Clerical	505	2.6%	0.5%	8	103.9%	3.0%	45	53	3	3.0%	0	14	2	3.4%	3.4%	-14	-12	0.6%	1.0%	
08 Skilled Sales & Service	55	-100.0%	0.5%	1	232.7%	3.0%	5	6	0	3.0%	0	2	0	3.5%	3.5%	-2	-2	0.0%	0.0%	
09 Skilled Crafts & Trades	45	24.1%	0.5%	1	143.5%	3.0%	4	5	0	3.0%	0	2	0	3.8%	3.8%	-2	-2	0.0%	0.0%	
10 Clerical Personnel	643	-48.5%	0.5%	10	31.7%	3.0%	58	68	5	3.0%	0	41	5	7.0%	7.0%	-40	-36	0.8%	1.5%	
11 Intermediate Sales & Service	58	-32.3%	0.5%	1	152.6%	3.0%	5	6	1	3.0%	0	2	0	5.6%	5.6%	-2	-2	1.7%	1.7%	
12 Semi-Skilled Manual	85	-19.1%	0.5%	1	72.3%	3.0%	8	9	0	3.0%	0	4	0	4.8%	4.8%	-4	-4	0.0%	0.0%	
13 Other Sales & Service	125	-17.6%	0.5%	2	85.1%	3.0%	11	13	0	3.0%	0	8	1	6.3%	6.3%	-8	-7	0.0%	0.8%	
14 Other Manual Workers	79	-6.3%	0.5%	1	83.3%	3.0%	7	8	1	3.0%	0	3	0	5.3%	5.3%	-3	-3	1.3%	1.3%	
<b>Total</b>	<b>7,930</b>	<b>-10.2%</b>	<b>0.5%</b>	<b>119</b>	<b>65.5%</b>	<b>3.0%</b>	<b>714</b>	<b>833</b>	<b>36</b>	<b>3.0%</b>	<b>3</b>	<b>345</b>	<b>39</b>	<b>4.7%</b>	<b>4.7%</b>	<b>-337</b>	<b>-306</b>	<b>0.5%</b>	<b>0.9%</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 (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	6		53		
03 Professionals	9		86		
04 Semi-Professionals & Tech	7		67		
05 Supervisors	2		19		
06 Supervisors: Crafts & Trades	1		10		
07 Administrative & Sr Clerical	2		12		
08 Skilled Sales & Service	0		2		No numerical short term goal
09 Skilled Crafts & Trades	0		2		No numerical short term goal
10 Clerical Personnel	4		36		
11 Intermediate Sales & Service	0		2		No numerical short term goal
12 Semi-Skilled Manual	0		4		No numerical short term goal
13 Other Sales & Service	1		7		
14 Other Manual Workers	0		3		No numerical short term goal
<b>Total</b>	<b>32</b>		<b>303</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

SNC Lavalin Inc.

[Date: AAAA-MM-JJ]

007157

**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 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		YYYY-MM-DD		Terminated Employees		From - To	YYYY - YYYY								
	2016-10-20	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-10-20	Annually	Over 3 Years	2016	2019	2016	2019							
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%			
01 Senior Managers	85	-5.4%	0.5%	1	43.3%	3.0%	8	9	3	3.0%	0	6	1	10.1%	10.1%	-6	-5	3.5%	4.7%		
02 Middle & Other Managers	1,322	-12.9%	0.5%	20	69.7%	3.0%	119	139	181	3.0%	16	36	21	15.0%	15.0%	-17	-15	13.7%	13.9%		
03 Professionals	2,779	-3.2%	0.5%	42	55.0%	3.0%	250	292	661	3.0%	59	134	76	26.1%	26.1%	-64	-58	23.8%	24.0%		
04 Semi-Professionals & Tech	1,847	-12.4%	0.5%	28	63.1%	3.0%	166	194	285	3.0%	26	24	0	15.1%	15.1%	6	-24	15.4%	13.8%		
05 Supervisors	164	-30.1%	0.5%	2	74.5%	3.0%	15	17	25	3.0%	2	21	5	26.5%	26.5%	-18	-16	15.2%	16.9%		
06 Supervisors: Crafts & Trades	138	-21.0%	0.5%	2	94.2%	3.0%	12	14	15	3.0%	1	-4	0	7.5%	7.5%	5	4	10.9%	10.0%		
07 Administrative & Sr Clerical	505	2.6%	0.5%	8	103.9%	3.0%	45	53	86	3.0%	8	30	11	21.1%	21.1%	-21	-19	17.0%	17.3%		
08 Skilled Sales & Service	55	-100.0%	0.5%	1	232.7%	3.0%	5	6	0	3.0%	0	19	2	34.1%	34.1%	-19	-17	0.0%	3.6%		
09 Skilled Crafts & Trades	45	24.1%	0.5%	1	143.5%	3.0%	4	5	2	3.0%	0	2	0	9.3%	9.3%	-2	-2	4.4%	4.3%		
10 Clerical Personnel	643	-48.5%	0.5%	10	31.7%	3.0%	58	68	72	3.0%	6	77	15	21.9%	21.9%	-69	-62	11.2%	12.4%		
11 Intermediate Sales & Service	58	-32.3%	0.5%	1	152.6%	3.0%	5	6	3	3.0%	0	4	1	11.4%	11.4%	-4	-3	5.2%	6.8%		
12 Semi-Skilled Manual	85	-19.1%	0.5%	1	72.3%	3.0%	8	9	12	3.0%	1	18	3	33.7%	33.7%	-17	-15	14.1%	16.3%		
13 Other Sales & Service	125	-17.6%	0.5%	2	85.1%	3.0%	11	13	22	3.0%	2	25	5	35.4%	35.4%	-22	-20	17.6%	19.7%		
14 Other Manual Workers	79	-6.3%	0.5%	1	83.3%	3.0%	7	8	1	3.0%	0	6	1	8.5%	8.5%	-6	-5	1.3%	2.5%		
<b>Total</b>	<b>7,930</b>	<b>-10.2%</b>	<b>0.5%</b>	<b>119</b>	<b>65.5%</b>	<b>3.0%</b>	<b>714</b>	<b>833</b>	<b>1,368</b>	<b>3.0%</b>	<b>123</b>	<b>397</b>	<b>170</b>	<b>20.4%</b>	<b>20.4%</b>	<b>-250</b>	<b>-227</b>	<b>17.3%</b>	<b>17.6%</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 8: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	1		5		
02 Middle & Other Managers	2		15		
03 Professionals	6		58		
04 Semi-Professionals & Tech	0		0		Representation higher than Availability
05 Supervisors	2		16		
06 Supervisors: Crafts & Trades	0		0		Representation higher than Availability
07 Administrative & Sr Clerical	2		19		
08 Skilled Sales & Service	2		17		
09 Skilled Crafts & Trades	0		2		No numerical short term goal
10 Clerical Personnel	7		62		
11 Intermediate Sales & Service	1		3		
12 Semi-Skilled Manual	2		15		
13 Other Sales & Service	2		20		
14 Other Manual Workers	1		5		
<b>Total</b>	<b>28</b>		<b>237</b>		



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**SNC Lavalin Inc.**

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007158

**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 (EEOG)	All Employees									Women										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2019
	2019-06-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-06-28	Annually	Over 3 Years	#	#	%	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%		
01 Senior Managers	72	-5.4%	-10.0%	-22	43.3%	10.0%	22	0	16	10.0%	5	3	0	27.6%	27.6%	-4	-3	22.2%	22.0%	
02 Middle & Other Managers	874	-12.9%	-10.0%	-262	69.7%	10.0%	262	0	169	10.0%	51	33	0	24.7%	24.7%	-47	-33	19.3%	19.3%	
03 Professionals	2,521	-3.2%	-10.0%	-756	55.0%	10.0%	756	0	852	10.0%	256	-139	0	25.9%	199	139	33.8%	33.8%		
04 Semi-Professionals & Tech	1,241	-12.4%	-10.0%	-372	63.1%	10.0%	372	0	305	10.0%	92	1	0	24.6%	0	-1	24.6%	24.5%		
05 Supervisors	56	-30.1%	-10.0%	-17	74.5%	10.0%	17	0	23	10.0%	7	5	0	50.0%	52.9%	-7	-5	41.1%	41.0%	
06 Supervisors: Crafts & Trades	68	-21.0%	-10.0%	-20	94.2%	10.0%	20	0	7	10.0%	2	-3	0	4.5%	4	3	10.3%	10.4%		
07 Administrative & Sr Clerical	546	2.6%	-10.0%	-164	103.9%	10.0%	164	0	478	10.0%	143	-26	0	81.0%	36	26	87.5%	87.7%		
08 Skilled Sales & Service	0	-100.0%	-10.0%	0	232.7%	10.0%	0	0	0	10.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	86	24.1%	-10.0%	-26	143.5%	10.0%	26	0	1	10.0%	0	2	0	5.1%	5.1%	-3	-2	1.2%	1.7%	
10 Clerical Personnel	88	-48.5%	-10.0%	-26	31.7%	10.0%	26	0	73	10.0%	22	-10	0	66.8%	14	10	83.0%	82.3%		
11 Intermediate Sales & Service	18	-32.3%	-10.0%	-5	152.6%	10.0%	5	0	10	10.0%	3	2	0	66.0%	-2	-2	55.6%	53.8%		
12 Semi-Skilled Manual	45	-19.1%	-10.0%	-14	72.3%	10.0%	14	0	7	10.0%	2	0	0	15.4%	0	0	15.6%	16.1%		
13 Other Sales & Service	70	-17.6%	-10.0%	-21	85.1%	10.0%	21	0	28	10.0%	8	8	0	50.0%	56.9%	-12	-8	40.0%	40.8%	
14 Other Manual Workers	65	-6.3%	-10.0%	-20	83.3%	10.0%	20	0	0	10.0%	0	9	0	20.5%	20.5%	-13	-9	0.0%	0.0%	
<b>Total</b>	<b>5,750</b>	<b>-10.2%</b>	<b>-10.0%</b>	<b>-1,725</b>	<b>65.5%</b>	<b>10.0%</b>	<b>1,725</b>	<b>0</b>	<b>1,969</b>	<b>10.0%</b>	<b>591</b>	<b>-26</b>	<b>0</b>	<b>33.6%</b>	<b>37</b>	<b>26</b>	<b>34.2%</b>	<b>34.2%</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 (EEOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	27.6	27.6	
02 Middle & Other Managers	24.7	24.7	Default comparison method changed from EEOG to NOC, as the organization's main activity is to deliver engineering services. Therefore, half of its Middle and Other manager population is in the EEOG
03 Professionals	0.0		Present representation already surpasses market availability in this EEOG
04 Semi-Professionals & Tech	0.0		Present women representation equal to Market availability in this EEOG
05 Supervisors	50.0	50.0	
06 Supervisors: Crafts & Trades	0.0		Present representation already surpasses market availability in this EEOG
07 Administrative & Sr Clerical	0.0		Present women representation higher than 50%
08 Skilled Sales & Service	0.0		No employees in this EEOG
09 Skilled Crafts & Trades	5.1	5.1	
10 Clerical Personnel	0.0		Present women representation higher than 50%
11 Intermediate Sales & Service	0.0		Present women representation higher than 50%
12 Semi-Skilled Manual	0.0		Present representation already surpasses market availability in this EEOG
13 Other Sales & Service	50.0	50.0	
14 Other Manual Workers	20.5	20.5	
<b>Total</b>	<b>0.0</b>		Present overall women representation surpasses overall market availability

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Part 3: Goals

SNC Lavalin Inc.

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007159

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	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2019-06-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-06-28	Annually	Over 3 Years	2019	2022								
	#	%	%	#	%	%	#	#	%	%	#	%	%	%	#	#	%	%		
01 Senior Managers	72	-5.4%	-10.0%	-22	43.3%	10.0%	22	0	0	10.0%	0	2	0	3.2%	3.2%	-2	-2	0.0%	0.0%	
02 Middle & Other Managers	874	-12.9%	-10.0%	-262	69.7%	10.0%	262	0	2	10.0%	1	11	0	1.9%	1.9%	-15	-11	0.2%	0.2%	
03 Professionals	2,521	-3.2%	-10.0%	-756	55.0%	10.0%	756	0	10	10.0%	3	19	0	1.5%	1.5%	-28	-19	0.4%	0.4%	
04 Semi-Professionals & Tech	1,241	-12.4%	-10.0%	-372	63.1%	10.0%	372	0	12	10.0%	4	11	0	2.2%	2.2%	-15	-11	1.0%	0.9%	
05 Supervisors	56	-30.1%	-10.0%	-17	74.5%	10.0%	17	0	0	10.0%	0	1	0	2.1%	2.1%	-1	-1	0.0%	0.0%	
06 Supervisors: Crafts & Trades	68	-21.0%	-10.0%	-20	94.2%	10.0%	20	0	3	10.0%	1	0	0	4.1%	4.1%	0	0	4.4%	4.2%	
07 Administrative & Sr Clerical	546	2.6%	-10.0%	-164	103.9%	10.0%	164	0	2	10.0%	1	6	0	1.9%	1.9%	-8	-6	0.4%	0.3%	
08 Skilled Sales & Service	0	-100.0%	-10.0%	0	232.7%	10.0%	0	0	0	10.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	86	24.1%	-10.0%	-26	143.5%	10.0%	26	0	1	10.0%	0	2	0	4.8%	4.8%	-3	-2	1.2%	1.7%	
10 Clerical Personnel	88	-48.5%	-10.0%	-26	31.7%	10.0%	26	0	0	10.0%	0	2	0	3.0%	3.0%	-3	-2	0.0%	0.0%	
11 Intermediate Sales & Service	18	-32.3%	-10.0%	-5	152.6%	10.0%	5	0	0	10.0%	0	0	0	2.5%	2.5%	0	0	0.0%	0.0%	
12 Semi-Skilled Manual	45	-19.1%	-10.0%	-14	72.3%	10.0%	14	0	0	10.0%	0	1	0	3.5%	3.5%	-2	-1	0.0%	0.0%	
13 Other Sales & Service	70	-17.6%	-10.0%	-21	85.1%	10.0%	21	0	0	10.0%	0	1	0	2.9%	2.9%	-2	-1	0.0%	0.0%	
14 Other Manual Workers	65	-6.3%	-10.0%	-20	83.3%	10.0%	20	0	0	10.0%	0	3	0	6.9%	6.9%	-4	-3	0.0%	0.0%	
Total	5,750	-10.2%	-10.0%	-1,725	65.5%	10.0%	1,725	0	30	10.0%	9	64	0	2.1%	2.1%	-91	-64	0.5%	0.5%	

† 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	3.2	3.2%	
02 Middle & Other Managers	1.9	1.9%	
03 Professionals	1.5	1.5%	
04 Semi-Professionals & Tech	2.2	2.2%	
05 Supervisors	2.1	2.1%	
06 Supervisors: Crafts & Trades	0.0	4.1%	Present representation already surpasses market availability in this EEOG
07 Administrative & Sr Clerical	1.9	1.9%	
08 Skilled Sales & Service	0.0		No employees in this EEOG
09 Skilled Crafts & Trades	4.8	4.8%	
10 Clerical Personnel	3.0	3.0%	
11 Intermediate Sales & Service	2.5	2.5%	
12 Semi-Skilled Manual	3.5	3.5%	
13 Other Sales & Service	2.9	2.9%	
14 Other Manual Workers	6.9	6.9%	
Total	2.1	2.1%	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

SNC Lavalin Inc.

[Date: AAAA-MM-JJ]

007160

**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 13: Persons with Disabilities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years		2019	2022					
	2019-06-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2019-06-28	Annually	Over 3 Years		#	%	%	#	#	%	%	
	#	%	%	%	%	%	%	#	#	%	%	%	#	%	%	%	#	#	%	%
01/02 Managers	946	-9.1%	-10.0%	-284	56.5%	10.0%	284	0	6	10.0%	2		29	0	5.0%	5.0%	-41	-29	0.6%	0.6%
03 Professionals	2,521	-3.2%	-10.0%	-756	55.0%	10.0%	756	0	28	10.0%	8		137	0	8.9%	8.9%	-196	-137	1.1%	1.1%
04 Semi-Professionals & Tech	1,241	-12.4%	-10.0%	-372	63.1%	10.0%	372	0	16	10.0%	5		55	0	7.6%	7.6%	-78	-55	1.3%	1.3%
05 Supervisors	56	-30.1%	-10.0%	-17	74.5%	10.0%	17	0	0	10.0%	0		11	0	27.5%	27.5%	-15	-11	0.0%	0.0%
06 Supervisors: Crafts & Trades	68	-21.0%	-10.0%	-20	94.2%	10.0%	20	0	2	10.0%	1		4	0	10.1%	10.1%	-5	-4	2.9%	2.1%
07 Administrative & Sr Clerical	546	2.6%	-10.0%	-164	103.9%	10.0%	164	0	8	10.0%	2		32	0	10.0%	10.0%	-47	-32	1.5%	1.6%
08 Skilled Sales & Service	0	-100.0%	-10.0%	0	232.7%	10.0%	0	0	0	10.0%	0		0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	86	24.1%	-10.0%	-26	143.5%	10.0%	26	0	0	10.0%	0		5	0	7.8%	7.8%	-7	-5	0.0%	0.0%
10 Clerical Personnel	88	-48.5%	-10.0%	-26	31.7%	10.0%	26	0	2	10.0%	1		5	0	9.3%	9.3%	-6	-5	2.3%	1.6%
11 Intermediate Sales & Service	18	-32.3%	-10.0%	-5	152.6%	10.0%	5	0	0	10.0%	0		1	0	10.8%	10.8%	-2	-1	0.0%	0.0%
12 Semi-Skilled Manual	45	-19.1%	-10.0%	-14	72.3%	10.0%	14	0	0	10.0%	0		3	0	10.3%	10.3%	-5	-3	0.0%	0.0%
13 Other Sales & Service	70	-17.6%	-10.0%	-21	85.1%	10.0%	21	0	0	10.0%	0		5	0	10.7%	10.7%	-7	-5	0.0%	0.0%
14 Other Manual Workers	65	-6.3%	-10.0%	-20	83.3%	10.0%	20	0	3	10.0%	1		1	0	6.8%	6.8%	-1	-1	4.6%	4.4%
<b>Total</b>	<b>5,750</b>	<b>-10.2%</b>	<b>-10.0%</b>	<b>-1,725</b>	<b>65.5%</b>	<b>10.0%</b>	<b>1,725</b>	<b>0</b>	<b>65</b>	<b>10.0%</b>	<b>20</b>		<b>289</b>	<b>0</b>	<b>8.3%</b>	<b>8.3%</b>	<b>-412</b>	<b>-289</b>	<b>1.1%</b>	<b>1.1%</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 (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers		5.0		5.0%	
03 Professionals		8.9		8.9%	
04 Semi-Professionals & Tech		7.6		7.6%	
05 Supervisors		27.5		27.5%	
06 Supervisors: Crafts & Trades		10.1		10.1%	
07 Administrative & Sr Clerical		10.0		10.0%	
08 Skilled Sales & Service		0.0		0.0%	No employees in this EEOG
09 Skilled Crafts & Trades		7.8		7.8%	
10 Clerical Personnel		9.3		9.3%	
11 Intermediate Sales & Service		10.8		10.8%	
12 Semi-Skilled Manual		10.3		10.3%	
13 Other Sales & Service		10.7		10.7%	
14 Other Manual Workers		6.8		6.8%	
<b>Total</b>		<b>8.3</b>		<b>8.3%</b>	

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**Part 3: Goals**

SNC Lavalin Inc.

[Date: AAAA-MM-JJ]

007161

**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 15: Members of Visible Minorities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Members of Visible Minorities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2019
	2019-06-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-06-28	Annually	Over 3 Years	#	#	%	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	72	-5.4%	-10.0%	-22	43.3%	10.0%	22	0	6	10.0%	2	2	0	11.5%	11.5%	-2	-2	8.3%	8.0%	
02 Middle & Other Managers	874	-12.9%	-10.0%	-262	69.7%	10.0%	262	0	131	10.0%	39	25	0	19.1%	19.1%	-36	-25	15.0%	15.0%	
03 Professionals	2,521	-3.2%	-10.0%	-756	55.0%	10.0%	756	0	686	10.0%	206	32	0	29.0%	29.0%	-45	-32	27.2%	27.2%	
04 Semi-Professionals & Tech	1,241	-12.4%	-10.0%	-372	63.1%	10.0%	372	0	262	10.0%	79	-38	0	16.7%	16.7%	55	38	21.1%	21.1%	
05 Supervisors	56	-30.1%	-10.0%	-17	74.5%	10.0%	17	0	14	10.0%	4	1	0	27.7%	27.7%	-2	-1	25.0%	25.6%	
06 Supervisors: Crafts & Trades	68	-21.0%	-10.0%	-20	94.2%	10.0%	20	0	8	10.0%	2	-2	0	8.0%	8.0%	3	2	11.8%	12.5%	
07 Administrative & Sr Clerical	546	2.6%	-10.0%	-164	103.9%	10.0%	164	0	97	10.0%	29	4	0	18.9%	18.9%	-6	-4	17.8%	17.8%	
08 Skilled Sales & Service	0	-100.0%	-10.0%	0	232.7%	10.0%	0	0	0	10.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	86	24.1%	-10.0%	-26	143.5%	10.0%	26	0	14	10.0%	4	-1	0	14.8%	14.8%	1	1	16.3%	16.7%	
10 Clerical Personnel	88	-48.5%	-10.0%	-26	31.7%	10.0%	26	0	11	10.0%	3	6	0	22.3%	22.3%	-9	-6	12.5%	12.9%	
11 Intermediate Sales & Service	18	-32.3%	-10.0%	-5	152.6%	10.0%	5	0	4	10.0%	1	0	0	21.7%	21.7%	0	0	22.2%	23.1%	
12 Semi-Skilled Manual	45	-19.1%	-10.0%	-14	72.3%	10.0%	14	0	7	10.0%	2	4	0	28.6%	28.6%	-6	-4	15.6%	16.1%	
13 Other Sales & Service	70	-17.6%	-10.0%	-21	85.1%	10.0%	21	0	29	10.0%	9	9	0	50.0%	59.5%	-13	-9	41.4%	40.8%	
14 Other Manual Workers	65	-6.3%	-10.0%	-20	83.3%	10.0%	20	0	1	10.0%	0	1	0	4.3%	4.3%	-2	-1	1.5%	2.2%	
<b>Total</b>	<b>5,750</b>	<b>-10.2%</b>	<b>-10.0%</b>	<b>-1,725</b>	<b>65.5%</b>	<b>10.0%</b>	<b>0</b>	<b>-1,725</b>	<b>1,270</b>	<b>0.0%</b>	<b>0</b>	<b>-348</b>	<b>-395</b>	<b>22.9%</b>	<b>22.9%</b>	<b>-47</b>	<b>-47</b>	<b>22.1%</b>	<b>21.7%</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 16: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		11.5		11.5%	
02 Middle & Other Managers		19.1		19.1%	
03 Professionals		29.0		29.0%	
04 Semi-Professionals & Tech		0.0			Present representation already surpasses market availability in this EEOG
05 Supervisors		27.7		27.7%	
06 Supervisors: Crafts & Trades		0.0			Present representation already surpasses market availability in this EEOG
07 Administrative & Sr Clerical		18.9		18.9%	
08 Skilled Sales & Service		0.0			No employees in this EEOG
09 Skilled Crafts & Trades		0.0			Present representation already surpasses market availability in this EEOG
10 Clerical Personnel		22.3		22.3%	
11 Intermediate Sales & Service		0.0			Present representation already surpasses market availability in this EEOG
12 Semi-Skilled Manual		28.6		28.6%	
13 Other Sales & Service		50.0		50.0%	
14 Other Manual Workers		4.3		4.3%	
<b>Total</b>		<b>22.9</b>		<b>22.9%</b>	

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**SNC Lavalin 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	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	85	16	18.8	27.4	23	-7	68.7																	
	2019	72	16	22.2	27.6	20	-4	80.5	15	3	20.0	4	-1	31	9	29.0	6	3	34	6	17.6	6			0
02 Middle & Other Managers	2016	1,322	223	16.9	38.9	514	-291	43.4																	
	2019	874	169	19.3	24.7	216	-47	78.3	231	45	19.5	57	-12	305	91	29.8	51	40	765	159	20.8	129			30
03 Professionals	2016	2,779	887	31.9	26.6	739	148	120.0																	
	2019	2,521	852	33.8	25.9	653	199	130.5	1,364	479	35.1	353	126	637	276	43.3	203	73	1,458	536	36.8	465			71
04 Semi-Professionals & Technicians	2016	1,847	363	19.7	23.4	432	-69	84.0																	
	2019	1,241	305	24.6	24.6	305	0	99.9	496	114	23.0	122	-8	166	62	37.3	33	29	975	179	18.4	192			-13
05 Supervisors	2016	164	71	43.3	53.3	87	-16	81.2																	
	2019	56	23	41.1	52.9	30	-7	77.6	12	2	16.7	6	-4	24	11	45.8	10	1	82	36	43.9	36			1
06 Supervisors: Crafts & Trades	2016	138	4	2.9	7.7	11	-7	37.6																	
	2019	68	7	10.3	4.5	3	4	228.8	33	5	15.2	1	4	15	2	13.3	0	2	97	3	3.1	3			0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	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	2019	46	12	26.1	1	1,200.0	0.0	0.0	6	200.0	0.0	0.0	The organisation's representation rate of Women in this EEOG increased from 18.8% to 22.2% during the 2016-2019 period	
	2022	46	12	26.1			27.6	94.5			27.6	94.5		
02 Middle & Other Managers	2019	536	136	25.4	26	523.1	0.0	0.0	265	51.3	0.0	0.0	The organisation's representation rate of Women in this EEOG increased from 16.9% to 19.3% during the 2016-2019 period	
	2022	536	136	25.4			24.7	102.7			24.7	102.7		
03 Professionals	2019	2,001	755	37.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0	The organisation's representation rate of Women in this EEOG was already surpassing market availability in 2016 but still	
	2022	2,001	755	37.7			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2019	662	176	26.6	5	3520.0	0.0	0.0	64	275.0	0.0	0.0	The organisation's representation rate of Women in this EEOG increased from 19.7% to 24.6% during the 2016-2019 period	
	2022	662	176	26.6			0.0	0.0			0.0	0.0		
05 Supervisors	2019	36	13	36.1	2	650.0	0.0	0.0	14	92.9	0.0	0.0	The organisation lost most of its employees in this EEOG (from 164 in 2016 to 56 in 2019) due to sales and restructuring.	
	2022	36	13	36.1			50.0	72.2			50.0	72.2		
06 Supervisors: Crafts & Trades	2019	48	7	14.6	1	700.0	0.0	0.0	6	116.7	0.0	0.0	The organisation's representation rate of Women in this EEOG increased from 2.9% to 10.3% during the 2016-2019 period	
	2022	48	7	14.6			0.0	0.0			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			All Employees	Women					
			Representation	Availability	Gap		EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference					
#	#	%	%	#	%	#	%	#	#	%	#	#	#	%	#	%	#	%	#	%	#	%	#	
07 Administrative & Senior Clerical	2016	505	315	62.4	80.8	408	-93	77.2																
	2019	546	478	87.5	81.0	442	36	108.1	218	184	84.4	177	7	90	76	84.4	56	20	546	418	76.6	341	77	
08 Skilled Sales & Service Personnel	2016	55	18	32.7	43.3	24	-6	75.6																
	2019	0	0	0.0	0.0	0	0	0.0	7	2	28.6	0	2	4	1	25.0	1	0	64	21	32.8	21	0	
09 Skilled Crafts & Trades Workers	2016	45	0	0.0	1.5	1	-1	0.0																
	2019	86	1	1.2	5.1	4	-3	22.8	83	2	2.4	4	-2	10	0	0.0	0	0	94	4	4.3	0	4	
10 Clerical Personnel	2016	643	578	89.9	66.8	430	148	134.6																
	2019	88	73	83.0	66.8	59	14	124.2	40	34	85.0	27	7	8	7	87.5	7	0	116	94	81.0	104	-10	
11 Intermediate Sales & Service Personnel	2016	58	34	58.6	68.5	40	-6	85.6																
	2019	18	10	55.6	66.0	12	-2	84.2	12	6	50.0	8	-2	4	2	50.0	2	0	58	33	56.9	34	-1	
12 Semi-Skilled Manual Workers	2016	85	10	11.8	17.4	15	-5	67.6																
	2019	45	7	15.6	15.4	7	0	101.0	14	0	0.0	2	-2	8	0	0.0	1	-1	47	7	14.9	6	1	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								Comments
		Flow Data			Short-term Goals				Long-term Goals				
		All Employees	Women		Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2019	308	260	84.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0	The organisation's representation rate of Women in this EEOG remained higher than 50% in 2016 and 2019.
	2022	308	260	84.4									
08 Skilled Sales & Service Personnel	2019	11	3	27.3	1	300.0	0.0	0.0	5	60.0	0.0	0.0	No more employees in this EEOG
	2022	11	3	27.3									
09 Skilled Crafts & Trades Workers	2019	93	2	2.2	0	0.0	0.0	0.0	1	200.0	0.0	0.0	The organisation's representation rate of Women in this EEOG increased from 0% to 1.2% during the 2016-2019 period.
	2022	93	2	2.2									
10 Clerical Personnel	2019	48	41	85.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0	The organisation's representation rate of Women in this EEOG remained higher than 50% in 2016 and 2019.
	2022	48	41	85.4									
11 Intermediate Sales & Service Personnel	2019	16	8	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	The organisation's representation rate of Women in this EEOG remained higher than 50% in 2016 and 2019.
	2022	16	8	50.0									
12 Semi-Skilled Manual Workers	2019	22	0	0.0	1	0.0	0.0	0.0	4	0.0	0.0	0.0	The organisation's representation rate of Women in this EEOG increased from 11.8% to 15.6% during the 2016-2019 period.
	2022	22	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						
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#		
13 Other Sales & Service Personnel	2016	125	63	50.4	60.6	76	-13	83.2																
	2019	70	28	40.0	56.9	40	-12	70.3	33	17	51.5	19	-2	5	1	20.0	3	-2	83	53	63.9	42	11	
14 Other Manual Workers	2016	79	13	16.5	21.5	17	-4	76.5																
	2019	65	0	0.0	20.5	13	-13	0.0	47	7	14.9	10	-3	2	0	0.0	0	0	60	18	30.0	10	8	
Total	2016	7,930	2,595	32.7	35.5	2,815	-220	92.2																
	2019	5,750	1,969	34.2	33.6	1,932	37	101.9	2,605	900	34.5	875	25	1,309	538	41.1	428	110	4,479	1,567	35.0	1,466	101	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	38	18	47.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0	The organisation's initial representation rate of Women in this EEOG in 2016 was higher than 50% and therefore had no impact on the 2019-2022 period.	
	2022	38	18	47.4			50.0	94.7			50.0	94.7		
14 Other Manual Workers	2019	49	7	14.3	1	700.0	0.0	0.0	3	233.3	0.0	0.0	The organisation's representation rate of Women in this EEOG decreased from 16.5% to 0% during the 2016-2019 period.	
	2022	49	7	14.3			20.5	69.7			20.5	69.7		
Total	2019	3,914	1,438	36.7	38	3784.2	0.0	0.0	368	390.8	0.0	0.0	The organisation's overall representation rate of Women increased from 32.7% to 34.2% during the 2016-2019 period, compared to the 2022 period.	
	2022	3,914	1,438	36.7			0.0	0.0			0.0	0.0		

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Part 5: Results - Aboriginal Peoples

SNC Lavalin Inc.

[Date: AAAA-MM-JJ]

007165

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples					All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	85	0	0.0	2.9	2	-2	0.0																	
	2019	72	0	0.0	3.2	2	-2	0.0	15	0	0.0	0	0	0	31	0	0.0	0	0	0	34	0	0.0	0	0
02 Middle & Other Managers	2016	1,322	5	0.4	2.2	29	-24	17.2																	
	2019	874	2	0.2	1.9	17	-15	12.0	231	0	0.0	4	-4	305	2	0.7	1	1	1	765	4	0.5	3	1	
03 Professionals	2016	2,779	7	0.3	1.2	33	-26	21.0																	
	2019	2,521	10	0.4	1.5	38	-28	26.4	1,364	11	0.8	20	-9	637	3	0.5	2	1	1,458	8	0.5	4	4		
04 Semi-Professionals & Technicians	2016	1,847	17	0.9	1.8	33	-16	51.1																	
	2019	1,241	12	1.0	2.2	27	-15	44.0	496	5	1.0	11	-6	166	0	0.0	2	-2	975	10	1.0	9	1		
05 Supervisors	2016	164	1	0.6	1.8	3	-2	33.9																	
	2019	56	0	0.0	2.1	1	-1	0.0	12	0	0.0	0	0	24	0	0.0	0	0	82	1	1.2	1	1		
06 Supervisors: Crafts & Trades	2016	138	4	2.9	3.9	5	-1	74.3																	
	2019	68	3	4.4	4.1	3	0	107.6	33	1	3.0	1	0	15	0	0.0	0	0	97	3	3.1	3	0		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	%				
01 Senior Managers	2019	46	0	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0	No short term numerical goal for 2016-2019 due to small employee population in this EEOG and low market representation	
	2022	46	0	0.0			3.2	0.0			0.0	0.0		
02 Middle & Other Managers	2019	536	2	0.4	2	100.0	0.0	0.0	22	9.1	0.0	0.0	Short term numerical hiring goal for 2016-2019 was to hire 2 and was achieved.	
	2022	536	2	0.4			1.9	19.6			0.0	1963.9		
03 Professionals	2019	2,001	14	0.7	2	700.0	0.0	0.0	24	58.3	0.0	0.0	Short term numerical hiring goal for 2016-2019 was to hire 2 and 14 were hired.	
	2022	2,001	14	0.7			1.5	46.6			0.0	4664.3		
04 Semi-Professionals & Technicians	2019	662	5	0.8	0	0.0	0.0	0.0	16	31.3	0.0	0.0	No short term numerical goal for 2016-2019 but still hired 5	
	2022	662	5	0.8			2.2	34.3			0.0	3433.1		
05 Supervisors	2019	36	0	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0	No short term numerical goal for 2016-2019 due to small employee population in this EEOG and low market representation	
	2022	36	0	0.0			2.1	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	48	1	2.1	1	100.0	0.0	0.0	0	0.0	0.0	0.0	Short term numerical hiring goal for 2016-2019 was to hire 1 and was achieved. Representation rate in this EEOG increases	
	2022	48	1	2.1			0.0	0.0			0.0	5081.3		



**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**SNC Lavalin Inc.**

**[Date: AAAA-MM-JJ]**

007166

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Aboriginal Peoples						All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference						
#	#	%	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	505	2	0.4	1.5	8	-6	26.4																
	2019	546	2	0.4	1.9	10	-8	19.3	218	3	1.4	4	-1	90	0	0.0	0	0	546	6	1.1	2	4	
08 Skilled Sales & Service Personnel	2016	55	0	0.0	6.9	4	-4	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	7	0	0.0	0	0	4	0	0.0	0	0	64	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2016	45	0	0.0	5.8	3	-3	0.0																
	2019	86	1	1.2	4.8	4	-3	24.2	83	1	1.2	4	-3	10	0	0.0	0	0	94	0	0.0	0	0	
10 Clerical Personnel	2016	643	4	0.6	2.2	14	-10	28.3																
	2019	88	0	0.0	3.0	3	-3	0.0	40	0	0.0	1	-1	8	0	0.0	0	0	116	0	0.0	1	-1	
11 Intermediate Sales & Service Personnel	2016	58	0	0.0	2.7	2	-2	0.0																
	2019	18	0	0.0	2.5	0	0	0.0	12	0	0.0	0	0	4	0	0.0	0	0	58	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2016	85	1	1.2	2.8	2	-1	42.0																
	2019	45	0	0.0	3.5	2	-2	0.0	14	0	0.0	0	0	8	0	0.0	0	0	47	1	2.1	1	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	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	2019	308	3	1.0	1	300.0	0.0	0.0	5	60.0	0.0	0.0	Short term numerical hiring goal for 2016-2019 was to hire 1 and 3 where hired.	
	2022	308	3	1.0			1.9	51.3			0.0	5126.5		
08 Skilled Sales & Service Personnel	2019	11	0	0.0	0	0.0	0.0	0.0	4	0.0	0.0	0.0	No more employees in this EEOG	
	2022	11	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	93	1	1.1	0	0.0	0.0	0.0	3	33.3	0.0	0.0	No short term numerical goal for 2016-2019 but still hired 1	
	2022	93	1	1.1			4.8	22.4			0.0	2240.1		
10 Clerical Personnel	2019	48	0	0.0	1	0.0	0.0	0.0	9	0.0	0.0	0.0	Until very recently, the organisation's aboriginal representation rate had increased from for this EEOG from 0% in 2016 to	
	2022	48	0	0.0			3.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2019	16	0	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0	No short term numerical goal for 2016-2019 due to small employee population in this EEOG and low market representat	
	2022	16	0	0.0			2.5	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	22	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0	No short term numerical goal for 2016-2019 due to small employee population in this EEOG and low market representat	
	2022	22	0	0.0			3.5	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**SNC Lavalin Inc.**

**[Date: AAAA-MM-JJ]**

007167

<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	125	0	0.0	6.4	8	-8	0.0																	
	2019	70	0	0.0	2.9	2	-2	0.0	33	0	0.0	1	-1	5	0	0.0	0	0	83	0	0.0	0	0	0	
14 Other Manual Workers	2016	79	0	0.0	7.6	6	-6	0.0																	
	2019	65	0	0.0	6.9	4	-4	0.0	47	0	0.0	3	-3	2	0	0.0	0	0	60	0	0.0	0	0	0	
Total	2016	7,930	41	0.5	1.9	151	-110	27.2																	
	2019	5,750	30	0.5	2.1	121	-91	24.8	2,605	21	0.8	55	-34	1,309	5	0.4	7	-2	4,479	33	0.7	23	10		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity 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	2019	38	0	0.0	1	0.0	0.0	0.0	7	0.0	0.0	0.0		
	2022	38	0	0.0			2.9	0.0			0.0	0.0		
14 Other Manual Workers	2019	49	0	0.0	1	0.0	0.0	0.0	5	0.0	0.0	0.0		
	2022	49	0	0.0			6.9	0.0			0.1	0.0		
Total	2019	3,914	26	0.7	9	288.9	0.0	0.0	102	25.5	0.0	0.0	Overall, the organization had a short term numerical hiring goal for 2016-2019 to hire 9 aboriginals and hired 26	
	2022	3,914	26	0.7			2.1	31.6			0.0	3163.2		

**Federal Contractors Program Achievement Report**

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

**SNC Lavalin Inc.**

**[Date: AAAA-MM-JJ]**

007168

<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	1,407	2	0.1	4.3	61	-59	3.3																
	2019	946	6	0.6	5.0	47	-41	12.7	246	1	0.4	12	-11	336	3	0.9	0	3	799	2	0.3	1	1	
03 Professionals	2016	2,779	11	0.4	3.8	106	-95	10.4																
	2019	2,521	28	1.1	8.9	224	-196	12.5	1,364	12	0.9	121	-109	637	2	0.3	3	-1	1,458	8	0.5	6	2	
04 Semi-Professionals & Technicians	2016	1,847	11	0.6	4.6	85	-74	12.9																
	2019	1,241	16	1.3	7.6	94	-78	17.0	496	5	1.0	38	-33	166	1	0.6	1	0	975	7	0.7	6	1	
05 Supervisors	2016	164	2	1.2	13.9	23	-21	8.8																
	2019	56	0	0.0	27.5	15	-15	0.0	12	0	0.0	3	-3	24	0	0.0	0	0	82	0	0.0	1	-1	
06 Supervisors: Crafts & Trades	2016	138	0	0.0	7.8	11	-11	0.0																
	2019	68	2	2.9	10.1	7	-5	29.1	33	2	6.1	3	-1	15	0	0.0	0	0	97	1	1.0	0	1	

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

Employment Equity Occupational Group (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	2019	582	4	0.7	6	66.7	0.0	0.0	53	7.5	0.00	0.0	Representation rate for this EEOG increased from 0.1% in 2016 to 0.6% in 2019.	
	2022	582	4	0.7			5.0	13.7			0.05	1374.6		
03 Professionals	2019	2,001	14	0.7	9	155.6	0.0	0.0	86	16.3	0.00	0.0	Representation rate for this EEOG increased from 0.4% in 2016 to 1.1% in 2019. Short term numerical hiring goal for 2016-2019 was to hire 9 and 14 were hired.	
	2022	2,001	14	0.7			8.9	7.9			0.09	786.1		
04 Semi-Professionals & Technicians	2019	662	6	0.9	7	85.7	0.0	0.0	67	9.0	0.00	0.0	Representation rate for this EEOG increased from 0.6% in 2016 to 1.3% in 2019. Short term numerical hiring goal for 2016-2019 was to hire 6 and 7 were hired.	
	2022	662	6	0.9			7.6	11.9			0.08	1192.6		
05 Supervisors	2019	36	0	0.0	2	0.0	0.0	0.0	19	0.0	0.00	0.0	The organisation lost most of its employees in this EEOG (from 164 in 2016 to 56 in 2019) due to sales and restructuring.	
	2022	36	0	0.0			27.5	0.0			0.28	0.0		
06 Supervisors: Crafts & Trades	2019	48	2	4.2	1	200.0	0.0	0.0	10	20.0	0.00	0.0	Representation rate for this EEOG increased from 0% in 2016 to 2.9% in 2019. Short term numerical hiring goal for 2016-2019 was to hire 1 and 2 were hired.	
	2022	48	2	4.2			10.1	41.3			0.10	4125.4		

**Federal Contractors Program Achievement Report**

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

**SNC Lavalin Inc.**

**[Date: AAAA-MM-JJ]**

007169

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis																	
		Workforce										Hires				Promotions				Terminations									
		All Employees	Persons with Disabilities						All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities											
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference											
#	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#							
07 Administrative & Senior Clerical	2016	505	3	0.6	3.4	17	-14	17.5							218	2	0.9	22	-20	90	2	2.2	1	1	546	2	0.4	3	-1
	2019	546	8	1.5	10.0	55	-47	14.7																					
08 Skilled Sales & Service Personnel	2016	55	0	0.0	3.5	2	-2	0.0							7	1	14.3	0	1	4	0	0.0	0	0	64	1	1.6	0	1
	2019	0	0	0.0	0.0	0	0	0.0																					
09 Skilled Crafts & Trades Workers	2016	45	0	0.0	3.8	2	-2	0.0																					
	2019	86	0	0.0	7.8	7	-7	0.0							83	0	0.0	6	-6	10	0	0.0	0	0	94	0	0.0	0	0
10 Clerical Personnel	2016	643	5	0.8	7.0	45	-40	11.1																					
	2019	88	2	2.3	9.3	8	-6	24.4							40	0	0.0	4	-4	8	0	0.0	0	0	116	1	0.9	1	0
11 Intermediate Sales & Service Personnel	2016	58	1	1.7	5.6	3	-2	30.8																					
	2019	18	0	0.0	10.8	2	-2	0.0							12	0	0.0	1	-1	4	0	0.0	0	0	58	2	3.4	1	1
12 Semi-Skilled Manual Workers	2016	85	0	0.0	4.8	4	-4	0.0																					
	2019	45	0	0.0	10.3	5	-5	0.0							14	0	0.0	1	-1	8	0	0.0	0	0	47	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		
#	#	#	%	%	%	%	#	%	%	%				
07 Administrative & Senior Clerical	2019	308	4	1.3	2	200.0	0.0	0.0	12	33.3	0.0	0.0	Short term numerical hiring goal for 2016-2019 was to hire 2 and 4 were hired.	
	2022	308	4	1.3			10.0	13.0			0.1	1298.7		
08 Skilled Sales & Service Personnel	2019	11	1	9.1	0	0.0	0.0	0.0	2	50.0	0.0	0.0	No short term numerical goal for 2016-2019 but still hired 1	
	2022	11	1	9.1			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	93	0	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0	No short term numerical goal for 2016-2019	
	2022	93	0	0.0			7.8	0.0			0.1	0.0		
10 Clerical Personnel	2019	48	0	0.0	4	0.0	0.0	0.0	36	0.0	0.0	0.0		
	2022	48	0	0.0			9.3	0.0			0.1	0.0		
11 Intermediate Sales & Service Personnel	2019	16	0	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0	No short term numerical goal for 2016-2019	
	2022	16	0	0.0			10.8	0.0			0.1	0.0		
12 Semi-Skilled Manual Workers	2019	22	0	0.0	0	0.0	0.0	0.0	4	0.0	0.0	0.0	No short term numerical goal for 2016-2019	
	2022	22	0	0.0			10.3	0.0			0.1	0.0		

**Federal Contractors Program Achievement Report**

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

**SNC Lavalin Inc.**

**[Date: AAAA-MM-JJ]**

007170

<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	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	125	0	0.0	6.3	8	-8	0.0																
	2019	70	0	0.0	10.7	7	-7	0.0	33	0	0.0	4	-4	5	0	0.0	0	0	83	0	0.0	0	0	
14 Other Manual Workers	2016	79	1	1.3	5.3	4	-3	23.9																
	2019	65	3	4.6	6.8	4	-1	67.9	47	1	2.1	3	-2	2	0	0.0	0	0	60	0	0.0	1	-1	
Total	2016	7,930	36	0.5	4.7	373	-337	9.7																
	2019	5,750	65	1.1	8.3	477	-412	13.6	2,605	24	0.9	216	-192	1,309	8	0.6	6	2	4,479	24	0.5	20	4	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	%	#	%	%	%				
13 Other Sales & Service Personnel	2019	38	0	0.0	1	0.0	0.0	0.0	7	0.0	0.0	0.0		
	2022	38	0	0.0			10.7	0.0			0.1	0.0		
14 Other Manual Workers	2019	49	1	2.0	0	0.0	0.0	0.0	3	33.3	0.0	0.0	No short term numerical goal for 2016-2019 but still hired 1	
	2022	49	1	2.0			6.8	30.0			0.1	3001.2		
Total	2019	3,914	32	0.8	32	100.0	0.0	0.0	303	10.6	0.0	0.0	Overall numerical goal was fully met. Overall representation rate increased from 0,5% to 1,1% in the 2016-2019 period.	
	2022	3,914	32	0.8			8.3	9.9			0.1	985.0		

**Federal Contractors Program Achievement Report**

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

**SNC Lavalin Inc.**

**[Date: AAAA-MM-JJ]**

007171

<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	85	3	3.5	10.1	9	-6	34.9																	
	2019	72	6	8.3	11.5	8	-2	72.5	15	0	0.0	2	-2	31	4	12.9	1	3	34	0	0.0	1	-1		
02 Middle & Other Managers	2016	1,322	181	13.7	15.0	198	-17	91.3																	
	2019	874	131	15.0	19.1	167	-36	78.5	231	24	10.4	44	-20	305	53	17.4	42	11	765	92	12.0	105	-13		
03 Professionals	2016	2,779	661	23.8	26.1	725	-64	91.1																	
	2019	2,521	686	27.2	29.0	731	-45	93.8	1,364	379	27.8	396	-17	637	173	27.2	152	21	1,458	386	26.5	347	39		
04 Semi-Professionals & Technicians	2016	1,847	285	15.4	15.1	279	6	102.2																	
	2019	1,241	262	21.1	16.7	207	55	126.4	496	124	25.0	83	41	166	39	23.5	26	13	975	165	16.9	150	15		
05 Supervisors	2016	164	25	15.2	26.5	43	-18	57.5																	
	2019	56	14	25.0	27.7	16	-2	90.3	12	6	50.0	3	3	24	4	16.7	4	0	82	16	19.5	13	4		
06 Supervisors: Crafts & Trades	2016	138	15	10.9	7.5	10	5	144.9																	
	2019	68	8	11.8	8.0	5	3	147.1	33	3	9.1	3	0	15	1	6.7	2	-1	97	8	8.2	11	-3		

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

Employment Equity Occupational Group (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	2019	46	4	8.7	1	400.0	0.0	0.0	5	80.0	0.0	0.0	The organisation's representation rate of Visible Minorities in this EEOG increased from 3.5% to 8.3% during the 2016-20	
	2022	46	4	8.7			11.5	75.6			0.1	7561.4		
02 Middle & Other Managers	2019	536	77	14.4	2	3,850.0	0.0	0.0	15	513.3	0.0	0.0	The organisation's representation rate of Visible Minorities in this EEOG increased from 13.7% to 15% during the 2016-2	
	2022	536	77	14.4			19.1	75.2			0.2	7521.3		
03 Professionals	2019	2,001	552	27.6	6	9,200.0	0.0	0.0	58	951.7	0.0	0.0	The organisation's representation rate of Visible Minorities in this EEOG increased from 23.8% to 27.2% during the 2016	
	2022	2,001	552	27.6			29.0	95.1			0.3	9512.5		
04 Semi-Professionals & Technicians	2019	662	163	24.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0	The organisation's representation rate of Visible Minorities in this EEOG increased from 15.4% to 21.1% during the 2016	
	2022	662	163	24.6			0.0	0.0			0.0	0.0		
05 Supervisors	2019	36	10	27.8	2	500.0	0.0	0.0	16	62.5	0.0	0.0	The organisation's representation rate of Visible Minorities in this EEOG increased from 15.5% to 25% during the 2016-2	
	2022	36	10	27.8			27.7	100.3			0.3	10028.1		
06 Supervisors: Crafts & Trades	2019	48	4	8.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	The organisation's initial representation rate of Visible Minorities in this EEOG was already higher than the market avail	
	2022	48	4	8.3			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

SNC Lavalin Inc.

[Date: AAAA-MM-JJ]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference						
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
07 Administrative & Senior Clerical	2016	505	86	17.0	21.1	107	-21	80.7																
	2019	546	97	17.8	18.9	103	-6	94.0	218	46	21.1	41	5	90	17	18.9	15	2	546	80	14.7	93	-13	
08 Skilled Sales & Service Personnel	2016	55	0	0.0	34.1	19	-19	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	7	0	0.0	0	0	4	0	0.0	0	0	64	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2016	45	2	4.4	9.3	4	-2	47.8																
	2019	86	14	16.3	14.8	13	1	110.0	83	15	18.1	12	3	10	2	20.0	0	2	94	9	9.6	4	5	
10 Clerical Personnel	2016	643	72	11.2	21.9	141	-69	51.1																
	2019	88	11	12.5	22.3	20	-9	56.1	40	4	10.0	9	-5	8	0	0.0	1	-1	116	7	6.0	13	-6	
11 Intermediate Sales & Service Personnel	2016	58	3	5.2	11.4	7	-4	45.4																
	2019	18	4	22.2	21.7	4	0	102.4	12	3	25.0	3	0	4	1	25.0	0	1	58	2	3.4	3	-1	
12 Semi-Skilled Manual Workers	2016	85	12	14.1	33.7	29	-17	41.9																
	2019	45	7	15.6	28.6	13	-6	54.4	14	3	21.4	4	-1	8	3	37.5	1	2	47	4	8.5	7	-3	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2019	308	63	20.5	2	3150.0	0.0	0.0	19	331.6	0.0	0.0	The organisation's representation rate of Visible Minorities in this EEOG increased from 17% to 17.8% during the 2016-2019 period.	
	2022	308	63	20.5				18.9	108.2		0.2	10822.5		
08 Skilled Sales & Service Personnel	2019	11	0	0.0	2	0.0	0.0	0.0	17	0.0	0.0	0.0	No more employees in this EEOG	
	2022	11	0	0.0				0.0	0.0		0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	93	17	18.3	0	0.0	0.0	0.0	2	850.0	0.0	0.0	The organisation's representation rate of Visible Minorities in this EEOG increased from 4.4% to 16.3% during the 2016-2019 period.	
	2022	93	17	18.3				0.0	0.0		0.0	0.0		
10 Clerical Personnel	2019	48	4	8.3	7	57.1	0.0	0.0	62	6.5	0.0	0.0	The organisation's representation rate of Visible Minorities in this EEOG increased from 11.2% to 12.5% during the 2016-2019 period.	
	2022	48	4	8.3				22.3	37.4		0.2	3736.9		
11 Intermediate Sales & Service Personnel	2019	16	4	25.0	1	400.0	0.0	0.0	3	133.3	0.0	0.0	The organisation's representation rate of Visible Minorities in this EEOG increased from 5.2% to 22.2% during the 2016-2019 period.	
	2022	16	4	25.0				0.0	0.0		0.0	0.0		
12 Semi-Skilled Manual Workers	2019	22	6	27.3	2	300.0	0.0	0.0	15	40.0	0.0	0.0	The organisation's representation rate of Visible Minorities in this EEOG increased from 14.1% to 15.6% during the 2016-2019 period.	
	2022	22	6	27.3				28.6	95.4		0.3	9535.9		

**Federal Contractors Program Achievement Report**

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

**SNC Lavalin Inc.**

**[Date: AAAA-MM-JJ]**

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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	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	125	22	17.6	35.4	44	-22	49.7																	
	2019	70	29	41.4	59.5	42	-13	69.6	33	6	18.2	20	-14	5	2	40.0	1	1	83	1	1.2	15	-14		
14 Other Manual Workers	2016	79	1	1.3	8.5	7	-6	14.9																	
	2019	65	1	1.5	4.3	3	-2	35.8	47	4	8.5	2	2	2	0	0.0	0	0	60	3	5.0	1	2		
Total	2016	7,930	1,368	17.3	20.4	1,618	-250	84.6																	
	2019	5,750	1,270	22.1	22.9	1,317	-47	96.4	2,605	617	23.7	597	20	1,309	299	22.8	226	73	4,479	773	17.3	773	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
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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	2019	38	8	21.1	2	400.0	0.0	0.0	20	40.0	0.0	0.0	The organisation's representation rate of Visible Minorities in this EEOG increased from 17.6% to 41.4% during the 2016	
	2022	38	8	21.1			50.0	42.1		0.5	4210.5			
14 Other Manual Workers	2019	49	4	8.2	1	400.0	0.0	0.0	5	80.0	0.0	0.0	The organisation's representation rate of Visible Minorities in this EEOG increased from 1.3% to 1.5% during the 2016-20	
	2022	49	4	8.2			4.3	189.8		0.0	18984.3			
Total	2019	3,914	916	23.4	28	3271.4	0.0	0.0	237	386.5	0.0	0.0	The organisation's overall representation rate of Visible Minorities increased from 17.2% to 22.1% during the 2016-2019	
	2022	3,914	916	23.4			22.9	102.2		0.2	10219.7			



<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>SNC Lavalin Inc.</b>
<b>[Date: AAAA-MM-JJ]</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):

Delivered Unconscious Bias training to managers, recruiters and HR community  
 Created CEO-sponsored Diversity & Inclusion (D&I) program  
 Established D&I committees and produced a D&I intranet section with high visibility on the intranet home page offering news, internal and external articles, etc.  
 Offered D&I content on the Learning Management System  
 Initiated the Progressive Aboriginals Relations certification process with the Canadian Council for

## 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.

There were less substantial projects in the mining and metals industry in Canada during the 2016-2019 period. Due to the price of resources, clients in this industry sought smaller refurbishment works rather than large development projects. The organization's Canadian workforce serving this industry shrunk from 804 in 2016 to 319 in 2019.

- Any reorganization or other corporate structural changes.

The organization's main sectors were reorganized during the 2016-2019 period. For example, our Power sector was divided into the Nuclear and Clean Power sectors, while our Mining & Metallurgy and Oil & Gas sectors were combined into the new Resources sectors. These reorganizations included rationalizations to avoid duplication of work.

- Acquisitions, mergers or transfers of employees.

During the assessment period, the organization acquired a global company with 18,000 employees. This large acquisition and following integration led to a global restructuring with some global rationalization activities to avoid duplication of roles, including in Canada.

At the end of 2016, the organization sold a group of companies operating in the Buildings,

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

Between December 2016 and February 2018, a downsizing exercise resulted in approximately 600 layoffs, in Canada, in the following occupational groups:

Professionals - 218  
Semi-Professionals and Technicians - 122

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

- Other.

In light of the changes listed above, overall the organization went from 7930 employees in scope of the FCP at initial assessment to 5756 at first subsequent assessment, making it more difficult to achieve numerical goals in EEOGs in which the population shrunk. The organization also experienced several hiring freezes during the 2016-2019 period, especially in support functions like finance, administration, human resources, IT.

### **Additional Details**

Please provide any additional information (optional):

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** SNC Lavalin Inc.

**Primary Location:** Montréal (Québec)

**Number of Employees:** 5758

• Ontario	1321	• British Columbia	938
• Québec	2713	• Saskatchewan	118
• Nova Scotia	110	• Alberta	302
• New Brunswick	48	• Newfoundland and Labrador	156
• Manitoba	52		

### Organization Overview:

NAICS 5511 : Management of Companies and Enterprises

SNC-Lavalin Inc. is active in the engineering, construction, and manufacturing sectors. The Company provides engineering, procurement, project management, and project financing services in the power, industrial, transport, infrastructure, buildings, telecommunications, defense, and environment sectors.

### Key Dates – First Year Assessment

Initiated: 2016-10-17  
 Received: 2016-11-17  
 Closed: 2016/12/08  
 Workforce Analysis: 2016-10-20

### Key Dates – Subsequent Assessment

Initiated: 2019-07-28  
 Received: 2019-07-23  
 Workforce Analysis: 2019-06-28

### DATA VERIFICATION

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

Yes  No

Comments: None

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

Yes  No

## Comments:

- Minor discrepancies were noted in the workforce analysis tab of the Achievement Report. Corrections were made based on the forms. The data from the current workforce analysis included in the Achievement Report is consistent with that found in Forms from WEIMS.

**ASSESSMENT OF REASONABLE PROGRESS**

- The organization established goals in numbers and not in percentages.

**Women**

01	Senior Managers	Goal met at 1200%
02	Middle & Other Managers	Goal met at 523%
04	Semi-Professionals & Technicians	Goal met at 3520%
05	Supervisors	Goal met at 650%
06	Supervisors: Crafts & Trades	Goal met at 700%
07	Administrative & Senior Clerical Personnel	Goal not required
08	Skilled Sales & Service Personnel	Goal met at 300%
09	Skilled Crafts & Trades Workers	No goal set
11	Intermediate Sales & Service Personnel	Goal not required
12	Semi-Skilled Manual Workers	Goal not met (0% achieved)
13	Other Sales & Service Personnel	Goal not required
14	Other Manual Workers	Goal met at 700%

## Assessment/Observations

- EEOG 12: There were 22 new entrants and none were women. With an availability rate of 17.4%, at least three would have been expected.

**Aboriginal Peoples**

01	Senior Managers	No goal set
02	Middle & Other Managers	Goal met at 100%
03	Professionals	Goal met at 700%
04	Semi-Professionals & Technicians	No goal set
05	Supervisors	No goal set
06	Supervisors: Crafts & Trades	Goal met at 100%
07	Administrative & Senior Clerical Personnel	Goal met at 300%
08	Skilled Sales & Service Personnel	No goal set
09	Skilled Crafts & Trades Workers	No goal set
10	Clerical Personnel	Goal not met (0% achieved)
11	Intermediate Sales & Service Personnel	No goal set
12	Semi-Skilled Manual Workers	No goal set

13	Other Sales & Service Personnel	Goal not met (0% achieved)
14	Other Manual Workers	Goal not met (0% achieved)

#### Assessment/Observations

- EEOG 10: There were 48 new entrants and none were Aboriginal persons. With an availability rate of 2.2%, at least one would have been expected.
- EEOG 13: There were 38 new entrants and none were Aboriginal persons. With an availability rate of 6.4 %, at least two would have been expected.
- EEOG 14: There were 49 new entrants and none were Aboriginal persons. With an availability rate of 7.6%, at least three would have been expected.

#### Persons with Disabilities

01/02	Managers	Goal not met (67% achieved)
03	Professionals	Goal met at 156%
04	Semi-Professionals & Technicians	Goal met at 86%
05	Supervisors	Goal not met (0% achieved)
06	Supervisors: Crafts & Trades	Goal met at 200%
07	Administrative & Senior Clerical Personnel	Goal met at 200%
08	Skilled Sales & Service Personnel	No goal set
09	Skilled Crafts & Trades Workers	No goal set
10	Clerical Personnel	Goal not met (0% achieved)
11	Intermediate Sales & Service Personnel	No goal set
12	Semi-Skilled Manual Workers	No goal set
13	Other Sales & Service Personnel	Goal not met (0% achieved)
14	Other Manual Workers	No goal set

#### Assessment/Observations

- EEOG 01/02: There were 582 new entrants and four were persons with disabilities (0.7% hiring rate). Given the LMA of 7.3%, at least 25 would have been expected.
- EEOG 05: There were 36 new entrants and none were persons with disabilities. Considering a LMA of 13.9%, at least five would have been expected.
- EEOG 10: There were 48 new entrants and none were persons with disabilities. Considering a LMA of 7.0%, at least three would have been expected.
- EEOG 13: There were 38 new entrants and none were persons with disabilities. Considering a LMA of 6.3%, at least two would have been expected.

#### Members of Visible Minorities

01	Senior Managers	Goal met at 400%
02	Middle & Other Managers	Goal met at 3850%
03	Professionals	Goal met at 9200%
05	Supervisors	Goal met at 500%
07	Administrative & Senior Clerical Personnel	Goal met at 3150%

08	Skilled Sales & Service Personnel	Goal not met (0% achieved)
09	Skilled Crafts & Trades Workers	No goal set
10	Clerical Personnel	Goal not met (57% achieved)
11	Intermediate Sales & Service Personnel	Goal met at 400%
12	Semi-Skilled Manual Workers	Goal met at 300%
13	Other Sales & Service Personnel	Goal met at 400%
14	Other Manual Workers	Goal met at 400%

#### Assessment/Observations

- EEOG 08: There were eleven new entrants and none were members of visible minorities. With an availability rate of 34.1%, at least three would have been expected.
- EEOG 10: There were 48 new entrants including four members of visible minorities. This represents a hiring rate of 8.3%. At LMA rate of 21.9%, at least ten members of visible minorities would have been expected.

#### ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- The organization set 34 goals during the previous assessment and achieved 24. This equals 71% of goals met, which does not meet the 80% threshold necessary to demonstrate reasonable efforts.
  - In all ten instances where the short-term goals were not met, there were sufficient hiring and promotion opportunities to expect reasonable progress.
  - An assessment of reasonable efforts was completed and the organization implemented all the required measures and other additional measures. Operational context refrained the organization from meeting goals set during the previous assessment. They went thru an acquisition, a restructuration and a sell making it difficult to achieve numerical goals in some EEOGs.

#### 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.
- Note that the workforce analysis default was changed for the Middle and Other Managers occupational group from EEOG to NOC given that many of the organizations' management positions require to be filled by engineers.

**Women**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
01	Senior Managers	-4	27.6	27.6	22.2	27.6
02	Middle & Other Managers	-16	24.6	24.6	19.3	24.6
05	Supervisors	-7	50.0	50.0	41.1	52.9
09	Skilled Crafts & Trades Workers	-3	5.1	5.1	1.2	5.1
11	Intermediate Sales & Service Personnel	-2	-	-	55.6	66.0
13	Other Sales & Service Personnel	-11	50.0	50.0	40.8	56.9
14	Other Manual Workers	-13	20.5	20.5	0.0	20.5

## Observations:

- A goal is not required for EEOG 11 given that the present representation is above 50%.

**Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
01	Senior Managers	-2	3.2	3.2	0.0	3.2
02	Middle & Other Managers	-15	1.9	1.9	0.2	1.9
03	Professionals	-28	1.5	1.5	0.4	1.5
04	Semi-Professionals & Technicians	-15	2.2	2.2	1.0	2.2
05	Supervisors	-1	2.1	2.1	0.0	2.1
07	Admin & Senior Clerical Personnel	-8	1.9	1.9	0.4	1.9
09	Skilled Crafts & Trades Workers	-3	4.8	4.8	1.2	4.8
10	Clerical Personnel	-3	3.0	3.0	0.0	3.0
12	Semi-Skilled Manual Workers	-2	3.5	3.5	0.0	3.5
13	Other Sales & Service Personnel	-2	2.9	2.9	0.0	2.9
14	Other Manual Workers	-4	6.9	6.9	0.0	6.9

Observations: None





**Persons with Disabilities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
01/02	Managers	-41	5.0	5.0	0.6	5.0
03	Professionals	-196	8.9	8.9	1.1	8.9
04	Semi-Professionals & Technicians	-79	7.6	7.6	1.3	7.6
05	Supervisors	-15	27.5	27.5	0.0	27.5
06	Supervisors: Crafts & Trades	-5	10.1	10.1	2.9	10.1
07	Admin & Senior Clerical Personnel	-47	10.0	10.0	1.5	10.0
09	Skilled Crafts & Trades Workers	-7	7.8	7.8	0.0	7.8
10	Clerical Personnel	-6	9.3	9.3	2.2	9.3
11	Intermediate Sales & Service Personnel	-2	10.8	10.8	0.0	10.8
12	Semi-Skilled Manual Workers	-5	10.3	10.3	0.0	10.3
13	Other Sales & Service Personnel	-8	10.7	10.7	0.0	10.7
14	Other Manual Workers	-1	6.8	6.8	4.6	6.8

Observations: None

**Members of Visible Minorities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
01	Senior Managers	-2	11.5	11.5	8.3	11.5
02	Middle & Other Managers	-36	19.1	19.1	15.0	19.1
03	Professionals	-45	29.0	29.0	27.2	29.0
05	Supervisors	-2	27.7	27.7	25.0	27.7
07	Admin & Senior Clerical Personnel	-6	18.9	18.9	17.9	19.0
10	Clerical Personnel	-9	22.3	22.3	12.4	22.1
12	Semi-Skilled Manual Workers	-6	28.6	28.6	15.6	28.6
13	Other Sales & Service Personnel	-13	59.5	59.5	40.8	59.5

14	Other Manual Workers	-2	4.3	4.3	1.5	4.3
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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:

- SNC-Lavalin Inc. has demonstrated through their second compliance assessment submission that they were able to meet 24 of the 33 goals set during their first compliance assessment. In nine instances where goals were not met, this assessment showed that there were sufficient hiring and promotion opportunities to expect reasonable progress.
- This assessment demonstrated also that SNC-Lavalin Inc. made reasonable efforts towards achieving employment equity in the workplace despite a downsizing exercise that occurred between the two compliance assessments.
- We recommend that this organization continue to implement hiring practices that encourage recruitment in the four designated groups to avoid the creation of new gaps in representation.
- As significant gaps are still present, we encourage this organization to conduct an Employment Systems Review (ESR) of their recruitment and hiring policies and practices. Guidance on how to conduct an employment systems review is available on the Labour Program website ([Step 2-2](#) of the training modules under the [WEIMS help page](#)). Completing an ESR should assist SNC-Lavalin inc. in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.

**Name of Analyst: Maurice N. Yakibonge**

**Date: 2019-09-24**

**From:** Yakibonge, Ntambwe N [NC] **On Behalf Of** EE-EME

**Sent:** September 27, 2019 8:49 AM

**To:** 'james.cullens@snclavalin.com' <james.cullens@snclavalin.com>

**Cc:** 'martin.nobert@snclavalin.com' <martin.nobert@snclavalin.com>; 'jerome.goulet@snclavalin.com' <jerome.goulet@snclavalin.com>

**Subject:** Government of Canada Agreement Number: 10000499 – Notification of Compliance with the Federal Contractors Program

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

Dear James Cullens:

I am writing to inform you that the subsequent compliance assessment initiated on July 28, 2019 has been completed. As a result of the assessment, SNC-Lavalin 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 SNC-Lavalin Inc.'s employment equity program.

- SNC-Lavalin Inc. has demonstrated through their second compliance assessment submission that they were able to meet 24 of the 34 goals set during their first compliance assessment. In ten instances where goals were not met, this assessment showed that there were sufficient hiring and promotion opportunities to expect reasonable progress.
- This assessment demonstrated also that SNC-Lavalin Inc. made reasonable efforts towards achieving employment equity in the workplace despite a downsizing exercise that occurred between the two compliance assessments.
- We recommend that this organization continue to implement hiring practices that encourage recruitment in the four designated groups to avoid the creation of new gaps in representation.
- As significant gaps are still present, we encourage this organization to conduct an Employment Systems Review (ESR) of their recruitment and hiring policies and practices. Guidance on how to conduct an employment systems review is available on the Labour Program website (Step 2-2 of the training modules under the WEIMS help page). Completing an ESR should assist SNC-Lavalin inc. in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on July 28, 2022. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, SNC-Lavalin 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).

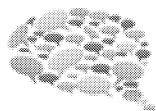
Your cooperation during the course of this compliance assessment was appreciated and we wish SNC-Lavalin Inc. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Équipe de l'équité en emploi / Workplace Equity Team

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

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!