



OFFICIAL USE ONLY
Agreement N°:

s.19(1)

Labour Program
Federal Contractors Program

s.24(1)

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Société Emmanuel-Gregoire Inc.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Canada 2012 Code Number. To find your organization's four-digit NAICS code please visit: http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=118464 8134 Civic and Social Organizations	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 11 000 St-Julie Road	City East Montreal	Province Qc	Postal Code H1B 0A7
Telephone Number 514-6405361/6402031			

EMPLOYMENT EQUITY CONTACT			
Name (print) Alexandre Veilleux	Title Joint Director General		
Telephone Number 514 64-5361	E-mail Address alexandre.veilleux@s-e-g.ca	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French	

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

SIGNATORY			
<p>NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.</p>			
Name (print) Carl Veilleux	Title Directeur General		
Telephone Number 514-640-5361	E-mail Address carl.veilleux@s-e-g.ca	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French	
Signature [REDACTED]	Date (YYYY-MM-DD) 06/01/2016		

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

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



Société Emmanuel-Grégoire Inc. (Certificate # 10000401)

EMPLOYMENT EQUITY: EMPLOYER IDENTIFICATION, SUMMARY REPORT AND CERTIFICATION

Period covered by the certificate: 2019-02-27 to 2019-02-27

Geographic regions

(INDICATE THE NUMBER OF EMPLOYEES IN EACH REGION).

	Province				Census Metropolitan Area	
	Permanent full time	Permanent part-time	Temporary	Total number of employees		
Quebec	46	73	0	119	Montreal	119
					673	0
Total number of employees in Canada				119	Total number of employees in Canada	119



CONTRACT PROGRAMS: PROFESSIONAL CATEGORIES

Full time / National

Reporting period 2016-03-01 to 2019-02-27

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Management Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										
Middle management and other directors Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	5	1	4							1		1
	Total	5	1	4							1		1
Professionals Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	19	2	17							3		3
	Total	19	2	17							3		3
Administrative and main office staff Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									



CONTRACT PROGRAMS: PROFESSIONAL CATEGORIES

Full time / National

Reporting period 2016-03-01 to 2019-02-27

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Specialized sales and service personnel Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	3		3							2		2
	Total	3		3							2		2
Clerical staff Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	2		2									
	Total	2		2									
Intermediate sales and service personnel Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	14		14							12		12
	Total	14		14							12		12
Total number of employees		46	5	41							18		18



CONTRACT PROGRAMS: PROFESSIONAL CATEGORIES

Part-time / National

Reporting period 2016-03-01 to 2019-02-27

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Professionals Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	29	4	25				2		2	7	1	6
	Total	29	4	25				2		2	7	1	6
Semi-professional and technical staff Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Specialized sales and service personnel Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	5		5							4		4
	Total	5		5							4		4
Clerical staff Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									



CONTRACTING PROGRAMS: PROFESSIONAL CATEGORIES

Part-time / National

Reporting period 2016-03-01 to 2019-02-27

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Intermediate sales and service personnel Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	34	6	28				1		1	32	6	26
	Total	34	6	28				1		1	32	6	26
Other sales and service personnel Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	3	2	1									
	Total	3	2	1									
Total number of employees		73	12	61				3		3	43	7	36



Société Emmanuel-Grégoire Inc. (Certificate # 10000401)

FEDERAL CONTRACT PROGRAMS: EMPLOYEE PROFILE

Full time / National

Reporting period 2016-03-01 to 2019-02-27

Salary Range	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Less than \$15,000	46	5	41							18		18
Total number of employees	46	5	41							18		18



Société Emmanuel-Grégoire Inc. (Certificate # 10000401)

FEDERAL CONTRACT PROGRAMS: EMPLOYEE PROFILE

Part-time / National

Reporting period 2016-03-01 to 2019-02-27

Salary Range	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Less than \$5,000	73	12	61				3		3	43	7	36
Total number of employees	73	12	61				3		3	43	7	36



Société Emmanuel-Grégoire Inc. (Certificate # 10000401)

FEDERAL CONTRACT PROGRAMS: RECRUITMENTS

Full time / National

Reporting period 2016-03-01 to 2019-02-27

Occupational Category	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	13	1	12							2		2
Administrative and main office staff	1		1									
Specialized sales and service personnel	1	1										
Clerical staff	1		1									
Total number of employees hired	16	2	14							2		2



Société Emmanuel-Grégoire Inc. (Certificate # 10000401)

FEDERAL CONTRACT PROGRAMS: RECRUITMENTS

Part-time / National

Reporting period 2016-03-01 to 2019-02-27

Occupational Category	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	79	12	67				2		2	13	2	11
Semi-professional and technical staff	1	1										
Specialized sales and service personnel	9	1	8							5		5
Intermediate sales and service personnel	35	5	30				1		1	31	4	27
Other sales and service personnel	11	7	4							2	1	1
Total number of employees hired	135	26	109				3		3	51	7	44



Société Emmanuel-Grégoire Inc. (Certificate # 10000401)

FEDERAL CONTRACTING PROGRAMS: PROMOTIONS

Full time / National

Reporting period 2016-03-01 to 2019-02-27

Promoted employees (employees promoted during the year should be reported only in the occupational groups in which or to which they were last promoted.)

Occupational Category	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle management and other directors	1	1										
Professionals	2	1	1									
Total number of employees promoted	3	2	1									
Total number of promotions	3	2	1									



Société Emmanuel-Grégoire Inc. (Certificate # 10000401)

FEDERAL CONTRACTING PROGRAMS: PROMOTIONS

Part-time / National

Reporting period 2016-03-01 to 2019-02-27

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



CONTRACT PROGRAMS: CEASES OF EMPLOYMENT

Full time / National

Reporting period 2016-03-01 to 2019-02-27

Occupational Category	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle management and other directors	1		1									
Professionals	14	2	12							3	1	2
Administrative and main office staff	1		1									
Specialized sales and service personnel	3	2	1									
Clerical staff	1		1									
Intermediate sales and service personnel	5		5							4		4
Other sales and service personnel	2	1	1									
Total number of employees whose employment was terminated	27	5	22							7	1	6



CONTRACT PROGRAMS: CEASES OF EMPLOYMENT

Part-time / National

Reporting period 2016-03-01 to 2019-02-27

Occupational Category	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	74	14	60							9	2	7
Semi-professional and technical staff	1	1										
Specialized sales and service personnel	5	1	4							2		2
Intermediate sales and service personnel	22	3	19							18	2	16
Other sales and service personnel	8	5	3							2	1	1
Total number of employees whose employment was terminated	110	24	86							31	5	26



Workplace Equity Information Management System - Société Emmanuel-Grégoire Inc.

Default Workforce Analysis System - Detailed Report

Date: 2019-03-12

Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Women Availability		Difference #	Place of recruitment
			#	%	%	#		
01: Senior Management	National	2	0	0.0 %	27.6 %	1	-1	National
02: Middle management and other directors	National	5	4	80.0 %	39.4 %	2	2	National
03: Professionals		48	42	87.5 %	79.0 %	38	4	
4153: Marital therapists, family therapists and other related counsellors	National	48	42	87.5 %	79.0 %	38	4	National
04: Semi-professional and technical staff		1	1	100.0 %	59.6 %	1	0	
5254: Program Leaders and Instructors in Recreation, Fitness and Sports	Quebec	1	1	100.0 %	59.6 %	1	0	Quebec
07: Administrative and Senior Clerical Staff		1	1	100.0 %	80.9 %	1	0	
Employment Equity Occupational Group	Montreal	1	1	100.0 %	80.9 %	1	0	Montreal
08: Specialized sales and service personnel		8	8	100.0 %	43.0 %	3	5	
6322: Cooks	Quebec	8	8	100.0 %	43.0 %	3	5	Quebec
10: Office staff		3	3	100.0 %	61.6 %	2	1	
Employment Equity Occupational Group	Montreal	3	3	100.0 %	61.6 %	2	1	Montreal
11: Intermediate sales and service personnel		48	42	87.5 %	63.2 %	30	12	
Employment Equity Occupational Group	Montreal	48	42	87.5 %	63.2 %	30	12	Montreal
13: Other sales and service personnel		3	1	33.3 %	50.0 %	2	-1	
Employment Equity Occupational Group	Montreal	3	1	33.3 %	50.0 %	2	-1	Montreal
Total		119	102	85.7 %	66.4 %	80	22	

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

Sources: 2016 Census and internal employer data



Workplace Equity Information Management System - Société Emmanuel-Grégoire Inc.

Default Workforce Analysis System - Detailed Report

Date: 2019-03-12

Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Aboriginal		Availability %	Differ ence #	Place of recruitment	
			Representation #	Representation %				
01: Senior Management	National	2	0	0.0%	3.2%	0	0	National
02: Middle management and other directors	National	5	0	0.0%	2.7%	0	0	National
03: Professionals		48	0	0.0%	7.7%	4	-4	
4153: Marital therapists, family therapists and other related counsellors	National	48	0	0.0%	7.7%	4	-4	National
04: Semi-professional and technical staff		1	0	0.0%	2.4%	0	0	
5254: Program Leaders and Instructors in Recreation, Fitness and Sports	Quebec	1	0	0.0%	2.4%	0	0	Quebec
07: Administrative and Senior Clerical Staff		1	0	0.0%	0.8%	0	0	
Employment Equity Occupational Group	Montreal	1	0	0.0%	0.8%	0	0	Montreal
08: Specialized sales and service personnel		8	0	0.0%	2.6%	0	0	
6322: Cooks	Quebec	8	0	0.0%	2.6%	0	0	Quebec
10: Office staff		3	0	0.0%	1.0%	0	0	
Employment Equity Occupational Group	Montreal	3	0	0.0%	1.0%	0	0	Montreal
11: Intermediate sales and service personnel		48	0	0.0%	0.8%	0	0	
Employment Equity Occupational Group	Montreal	48	0	0.0%	0.8%	0	0	Montreal
13: Other sales and service personnel		3	0	0.0%	1.0%	0	0	
Employment Equity Occupational Group	Montreal	3	0	0.0%	1.0%	0	0	Montreal
Total		119	0	0.0%	3.8%	4	-4	

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

Sources: 2016 Census and internal employer data



Workplace Equity Information Management System - Société Emmanuel-Grégoire Inc.

Default Workforce Analysis System - Detailed Report

Date: 2019-03-12

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Differ ence #	Place of recruitment
			Representation #	Availability %	Representation %	Availability %		
01: Senior Management	National	2	0	0.0 %	11.5 %	0	0	National
02: Middle management and other directors	National	5	1	20.0 %	17.6 %	1	0	National
03: Professionals		48	10	20.8 %	11.6 %	6	4	
4153: Marital therapists, family therapists and other related counsellors	National	48	10	20.8 %	11.6 %	6	4	National
04: Semi-professional and technical staff		1	0	0.0 %	10.2 %	0	0	
5254: Program Leaders and Instructors in Recreation, Fitness and Sports	Quebec	1	0	0.0 %	10.2 %	0	0	Quebec
07: Administrative and Senior Clerical Staff		1	0	0.0 %	14.6 %	0	0	
Employment Equity Occupational Group	Montreal	1	0	0.0 %	14.6 %	0	0	Montreal
08: Specialized sales and service personnel		8	6	75.0 %	18.8 %	2	4	
6322: Cooks	Quebec	8	6	75.0 %	18.8 %	2	4	Quebec
10: Office staff		3	0	0.0 %	20.4 %	1	-1	
Employment Equity Occupational Group	Montreal	3	0	0.0 %	20.4 %	1	-1	Montreal
11: Intermediate sales and service personnel		48	44	91.7 %	26.6 %	13	31	
Employment Equity Occupational Group	Montreal	48	44	91.7 %	26.6 %	13	31	Montreal
13: Other sales and service personnel		3	0	0.0 %	28.3 %	1	-1	
Employment Equity Occupational Group	Montreal	3	0	0.0 %	28.3 %	1	-1	Montreal
Total		119	61	51.3 %	19.0 %	24	37	

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

Sources: 2016 Census and internal employer data



Workplace Equity Information Management System - Société Emmanuel-Grégoire Inc.

Default Workforce Analysis System - Detailed Report

Date: 2019-03-12

Persons with disabilities

Employment Equity Occupational Group	Internal location	All employees #	Persons with disabilities				Differ ence #	Place of recruitment
			Representation #	Availability %	Representation %	Availability %		
01/02 : Executives	National	7	0	0.0 %	5.0 %	0	0	National
03: Professionals	National	48	2	4.2 %	8.9 %	4	-2	National
04: Semi-professional and technical staff	National	1	0	0.0 %	7.6 %	0	0	National
07: Administrative and Senior Clerical Staff	National	1	0	0.0 %	10.0 %	0	0	National
08: Specialized sales and service personnel	National	8	0	0.0 %	8.0 %	1	-1	National
10 : Office staff	National	3	0	0.0 %	9.3 %	0	0	National
11: Intermediate sales and service personnel	National	48	1	2.1 %	10.8 %	5	-4	National
13: Other sales and service personnel	National	3	0	0.0 %	10.7 %	0	0	National
Total		119	3	2.5 %	9.4 %	10	-7	

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

Sources: 2017 Canadian Disability Survey and internal employer data.



Workplace Equity Information Management System - Société Emmanuel-Grégoire Inc.

Default Workforce Analysis System - Detailed Report

Date: 2019-03-12

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

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01: Senior Management	EEOG	National
02: Middle management and other directors	EEOG	National
03: Professionals	CNP	National
04: Semi-professional and technical staff	CNP	Provincial
07: Administrative and Senior Clerical Staff	EEOG	CMA
08: Specialized sales and service personnel	CNP	Provincial
10 : Office staff	EEOG	CMA
11: Intermediate sales and service personnel	EEOG	CMA
13: Other sales and service personnel	EEOG	CMA



Workplace Equity Information Management System - Société Emmanuel-Grégoire Inc.

Default Workforce Analysis System - Detailed Report

Date: 2019-03-12

Default Data for Workforce Analysis - Persons with Disabilities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01/02 : Executives	CPEME	National
3. : Professionals	CPEME	National
4.07: Semi-Professional and Technical Staff 07: Administrative and Senior Clerical Staff	CPEME	National
08: Specialized Sales and Service Personnel 10: Clerical Personnel	CPEME	National
11: Intermediate Sales and Service Personnel 13: Other Sales and Service Personnel	CPEME	National
	CPEME	
	CPEME	



Workplace Equity Information Management System - Société Emmanuel-Grégoire Inc.

Default Workforce Analysis System - Summary Report

Date: 2019-03-11

Women

Employment Equity Occupational Group	All employees #	Representation		Women Availability		Differ ence#
		#	%	%	#	
01: Senior Management	2	0	0.0 %	27.6 %	1	-1
02: Middle management and other directors	5	4	80.0 %	39.4 %	2	2
03: Professionals	48	42	87.5 %	79.0 %	38	4
04: Semi-professional and technical staff	1	1	100.0 %	59.6 %	1	0
07: Administrative and Senior Clerical Staff	1	1	100.0 %	80.9 %	1	0
08: Specialized sales and service personnel	8	8	100.0 %	43.0 %	3	5
10 : Office staff	3	3	100.0 %	61.6 %	2	1
11: Intermediate sales and service personnel	48	42	87.5 %	63.2 %	30	12
13: Other sales and service personnel	3	1	33.3 %	50.0 %	2	-1
Total	119	102	85.7 %	66.4 %	80	22

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



Workplace Equity Information Management System - Société Emmanuel-Grégoire Inc.

Default Workforce Analysis System - Summary Report

Date: 2019-03-11

Aboriginal

Employment Equity Occupational Group	All employees #	Aboriginal Representation		Aboriginal Availability		Difference #
		#	%	%	#	
01: Senior Management	2	0	0.0%	3.2%	0	0
02: Middle management and other directors	5	0	0.0%	2.7%	0	0
03: Professionals	48	0	0.0%	7.7%	4	-4
04: Semi-professional and technical staff	1	0	0.0%	2.4%	0	0
07: Administrative and Senior Clerical Staff	1	0	0.0%	0.8%	0	0
08: Specialized sales and service personnel	8	0	0.0%	2.6%	0	0
10 : Office staff	3	0	0.0%	1.0%	0	0
11: Intermediate sales and service personnel	48	0	0.0%	0.8%	0	0
13: Other sales and service personnel	3	0	0.0%	1.0%	0	0
Total	119	0	0.0%	3.8%	4	-4

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



Workplace Equity Information Management System - Société Emmanuel-Grégoire Inc.

Default Workforce Analysis System - Summary Report

Date: 2019-03-11

Members of Visible Minorities

Employment Equity Occupational Group	All employees #	Members of Visible Minorities Representation		Availability		Difference #
		#	%	%	#	
01: Senior Management	2	0	0.0 %	11.5 %	0	0
02: Middle management and other directors	5	1	20.0 %	17.6 %	1	0
03: Professionals	48	10	20.8 %	11.6 %	6	4
04: Semi-professional and technical staff	1	0	0.0 %	10.2 %	0	0
07: Administrative and Senior Clerical Staff	1	0	0.0 %	14.6 %	0	0
08: Specialized sales and service personnel	8	6	75.0 %	18.8 %	2	4
10 : Office staff	3	0	0.0 %	20.4 %	1	-1
11: Intermediate sales and service personnel	48	44	91.7 %	26.6 %	13	31
13: Other sales and service personnel	3	0	0.0 %	28.3 %	1	-1
Total	119	61	51.3 %	19.0 %	24	37

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



Workplace Equity Information Management System - Société Emmanuel-Grégoire Inc.

Default Workforce Analysis System - Summary Report

Date: 2019-03-11

Persons with disabilities

Employment Equity Occupational Group	All employees #	Persons with disabilities Representation		Availability		Difference #
		#	%	%	#	
01/02 : Executives	7	0	0.0 %	5.0 %	0	0
03: Professionals	48	2	4.2 %	8.9 %	4	-2
04: Semi-professional and technical staff	1	0	0.0 %	7.6 %	0	0
07: Administrative and Senior Clerical Staff	1	0	0.0 %	10.0 %	0	0
08: Specialized sales and service personnel	8	0	0.0 %	8.0 %	1	-1
10 : Office staff	3	0	0.0 %	9.3 %	0	0
11: Intermediate sales and service personnel	48	1	2.1 %	10.8 %	5	-4
13: Other sales and service personnel	3	0	0.0 %	10.7 %	0	0
Total	119	3	2.5 %	9.4 %	10	-7

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



Workplace Equity Information Management System - Société Emmanuel-Grégoire Inc.

Default Workforce Analysis System - Summary Report

Date: 2019-03-11

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

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01: Senior Management	EEOG	National
02: Middle management and other directors	EEOG	National
03: Professionals	CNP	National
04: Semi-professional and technical staff	CNP	Provincial
07: Administrative and Senior Clerical Staff	EEOG	CMA
08: Specialized sales and service personnel	CNP	Provincial
10 : Office staff	EEOG	CMA
11: Intermediate sales and service personnel	EEOG	CMA
13: Other sales and service personnel	EEOG	CMA



Workplace Equity Information Management System - Société Emmanuel-Grégoire Inc.

Default Workforce Analysis System - Summary Report

Date: 2019-03-11

Default Data for Workforce Analysis - Persons with Disabilities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01/02 : Executives	CPEME	National
3. : Professionals	CPEME	National
4.07: Semi-Professional and Technical Staff 07: Administrative and Senior Clerical Staff	CPEME	National
08: Specialized Sales and Service Personnel 10: Clerical Personnel	CPEME	National
11: Intermediate Sales and Service Personnel 13: Other Sales and Service Personnel	CPEME	National
	CPEME	
	CPEME	

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Société Emmanuel-Grégoire Inc.

2019-02-27

Start Date of Flow Data		
YYYY	MM	DD
2016	03	03

End Date of Flow Data		
YYYY	MM	DD
2019	02	27

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 1: Women

Table 5: Women

Table 9: Women

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	13	12	79	67
04 Semi-Professionals & Technicians	0	0	1	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	1	0	0
08 Skilled Sales & Service Personnel	1	0	9	8
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	1	0	0
11 Intermediate Sales & Service Personnel	0	0	35	30
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	11	4
14 Other Manual Workers	0	0	0	0
Total	16	14	135	109

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

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
0	0	0	0
1	1	0	0
14	12	74	60
0	0	1	0
0	0	0	0
0	0	0	0
1	1	0	0
3	1	5	4
0	0	0	0
1	1	0	0
5	5	22	19
0	0	0	0
2	1	8	3
0	0	0	0
27	22	110	86

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Société Emmanuel-Grégoire Inc.

2019-02-27

Start Date of Flow Data		
YYYY	MM	DD
2016	03	03

End Date of Flow Data		
YYYY	MM	DD
2019	02	27

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples

Table 6: Aboriginal Peoples

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	13	0	79	0
04 Semi-Professionals & Technicians	0	0	1	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	1	0	9	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	0	0	0
11 Intermediate Sales & Service Personnel	0	0	35	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	11	0
14 Other Manual Workers	0	0	0	0
Total	16	0	135	0

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
0	0	0	0
1	0	0	0
2	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	1	0
0	0	0	0
0	0	0	0
0	0	0	0
3	0	1	0

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
0	0	0	0
1	0	0	0
14	0	74	0
0	0	1	0
0	0	0	0
0	0	0	0
1	0	0	0
3	0	5	0
0	0	0	0
1	0	0	0
5	0	22	0
0	0	0	0
2	0	8	0
0	0	0	0
27	0	110	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Société Emmanuel-Grégoire Inc.

2019-02-27

Start Date of Flow Data		
YYYY	MM	DD
2016	03	03

End Date of Flow Data		
YYYY	MM	DD
2019	02	27

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	13	0	79	2
04 Semi-Professionals & Technicians	0	0	1	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	1	0	9	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	0	0	0
11 Intermediate Sales & Service Personnel	0	0	35	1
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	11	0
14 Other Manual Workers	0	0	0	0
Total	16	0	135	3

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
0	0	0	0
1	0	0	0
2	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	1	0
0	0	0	0
0	0	0	0
0	0	0	0
3	0	1	0

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
0	0	0	0
1	0	0	0
14	0	74	0
0	0	1	0
0	0	0	0
0	0	0	0
1	0	0	0
3	0	5	0
0	0	0	0
1	0	0	0
5	0	22	0
0	0	0	0
2	0	8	0
0	0	0	0
27	0	110	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Société Emmanuel-Grégoire Inc.

2019-02-27

Start Date of Flow Data		
YYYY	MM	DD
2016	03	03

End Date of Flow Data		
YYYY	MM	DD
2019	02	27

Data from Form 4 - Employees Hired



Table 4: Members of Visible Minorities

Data from Form 5 - Employees Promoted



Table 8: Members of Visible Minorities

Data from Form 6 - Employees Terminated



Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	1	0	0	0	1	0	0	0
03 Professionals	13	2	79	13	2	0	0	0	14	3	74	9
04 Semi-Professionals & Technicians	0	0	1	0	0	0	0	0	0	0	1	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0	0	0	0	0	1	0	0	0
08 Skilled Sales & Service Personnel	1	0	9	5	0	0	0	0	3	0	5	2
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	1	0	0	0	0	0	0	0	1	0	0	0
11 Intermediate Sales & Service Personnel	0	0	35	31	0	0	1	1	5	4	22	18
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	11	2	0	0	0	0	2	0	8	2
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	16	2	135	51	3	0	1	1	27	7	110	31

Federal Contractors Program Achievement Report

Part 3: Goals

Société Emmanuel-Grégoire Inc.

2019-02-27

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	

Table 1: Women

Employment Equity Occupational Group (EOG)	All Employees										First/Previous Short-term Goals									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	Actual			Projected	From - To		YYYY - YYYY										
	2016-03-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-03-03	Annually	Over 3 Years	2016	2019											
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%					
01 Senior Managers	2	0.0%		0	0.0%		0	0	0	0.0%	0	1	0	27.4%	-1	-1	0.0%	0.0%					
02 Middle & Other Managers	7	-10.6%		0	16.7%		0	0	6	0.0%	0	-3	0	38.9%	3	3	85.7%	85.7%					
03 Professionals	45	2.2%		0	189.2%		0	0	36	0.0%	0	-2	0	74.6%	2	2	80.0%	80.0%					
04 Semi-Professionals & Tech	0	0.0%		0	200.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!					
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!					
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!					
07 Administrative & Sr Clerical	1	0.0%		0	100.0%		0	0	1	0.0%	0	0	0	80.8%	0	0	100.0%	100.0%					
08 Skilled Sales & Service	5	17.0%		0	123.1%		0	0	3	0.0%	0	-1	0	43.9%	1	1	60.0%	60.0%					
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!					
10 Clerical Personnel	2	14.5%		0	40.0%		0	0	2	0.0%	0	-1	0	62.5%	1	1	100.0%	100.0%					
11 Intermediate Sales & Service	46	1.4%		0	57.4%		0	0	41	0.0%	0	-13	0	61.8%	13	13	89.1%	89.1%					
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!					
13 Other Sales & Service	0	0.0%		0	666.7%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!					
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!					
Total	108	3.3%		0	120.7%		0	0	89	0.0%	0	-19	0	64.4%	19	19	82.4%	82.4%					

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

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

Table 2: Women

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

Federal Contractors Program Achievement Report

Part 3: Goals

Société Emmanuel-Grégoire Inc.

2019-02-27

14	Other Manual Workers	0	0.0	0	0.0
Total		0		0	

Federal Contractors Program Achievement Report

Part 3: Goals

Société Emmanuel-Grégoire Inc.

2019-02-27

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	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					
	2016-03-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-03-03	Annually	Over 3 Years	Years	2016	2019						
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%	
01 Senior Managers	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	2.9%	0	0	0.0%	0.0%	
02 Middle & Other Managers	7	-10.6%		0	16.7%		0	0	0	0.0%	0	0	0	2.2%	0	0	0.0%	0.0%	
03 Professionals	45	2.2%		0	189.2%		0	0	0	0.0%	0	3	0	7.2%	-3	-3	0.0%	0.0%	
04 Semi-Professionals & Tech	0	0.0%		0	200.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	1	0.0%		0	100.0%		0	0	0	0.0%	0	0	0	0.7%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	5	17.0%		0	123.1%		0	0	0	0.0%	0	0	0	2.1%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	2	14.5%		0	40.0%		0	0	0	0.0%	0	0	0	0.8%	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	46	1.4%		0	57.4%		0	0	0	0.0%	0	0	0	0.9%	0	0	0.0%	0.0%	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	666.7%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	108	3.3%		0	120.7%		0	0	0	0.0%	0	4	0	3.7%	-4	-4	0.0%	0.0%	

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

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

‡ Workforce Analysis) ÷ 2) x 100.

Table 4: Aboriginal Peoples

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

Federal Contractors Program Achievement Report

Part 3: Goals

Société Emmanuel-Grégoire Inc.

2019-02-27

14	Other Manual Workers	0	0.0	0	0.0
Total		0		0	

Federal Contractors Program Achievement Report

Part 3: Goals

Société Emmanuel-Grégoire Inc.

2019-02-27

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K = C	(K - M + O) ÷ (C + F)	

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EOG)	All Employees																		
	First/Previous Short-term Goals																		
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		From - To	YYYY - YYYY					
	2016-03-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2016-03-03	Annually	Over 3 Years	#	2016	2019	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01/02 Managers	9	-5.3%		0	8.3%		0	0	0	0.0%	0	0	0	0	4.3%	0	0	0.0%	0.0%
03 Professionals	45	2.2%		0	189.2%		0	0	0	0.0%	0	2	0	3.8%	-2	-2	0.0%	0.0%	
04 Semi-Professionals & Tech	0	0.0%		0	200.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	1	0.0%		0	100.0%		0	0	0	0.0%	0	0	0	3.4%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	5	17.0%		0	123.1%		0	0	0	0.0%	0	0	0	3.5%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	2	14.5%		0	40.0%		0	0	0	0.0%	0	0	0	7.0%	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	46	1.4%		0	57.4%		0	0	0	0.0%	0	3	0	5.6%	-3	-3	0.0%	0.0%	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	666.7%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	108	3.3%		0	120.7%		0	0	0	0.0%	0	5	0	4.7%	-5	-5	0.0%	0.0%	

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0		0		

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Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	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																			First/Previous Short-term Goals					Members of Visible Minorities				
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years										
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Annually		Over 3 Years	From - To						YYYY - YYYY									
	2016-03-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-03-03	Annually	Over 3 Years	Years	2016	2019	%	#	#	%	%											
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%										
01 Senior Managers	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	10.1%	0	0	0.0%	0.0%										
02 Middle & Other Managers	7	-10.6%		0	16.7%		0	0	1	0.0%	0	0	0	15.0%	0	0	14.3%	14.3%											
03 Professionals	45	2.2%		0	189.2%		0	0	8	0.0%	0	-3	0	10.5%	3	3	17.8%	17.8%											
04 Semi-Professionals & Tech	0	0.0%		0	200.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!											
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!											
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!											
07 Administrative & Sr Clerical	1	0.0%		0	100.0%		0	0	0	0.0%	0	0	0	12.2%	0	0	0.0%	0.0%											
08 Skilled Sales & Service	5	17.0%		0	123.1%		0	0	1	0.0%	0	0	0	16.4%	0	0	20.0%	20.0%											
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!											
10 Clerical Personnel	2	14.5%		0	40.0%		0	0	0	0.0%	0	0	0	17.4%	0	0	0.0%	0.0%											
11 Intermediate Sales & Service	46	1.4%		0	57.4%		0	0	36	0.0%	0	-26	0	22.2%	26	26	78.3%	78.3%											
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!											
13 Other Sales & Service	0	0.0%		0	666.7%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!											
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!											
Total	108	3.3%		0	120.7%		0	0	46	0.0%	0	-29	0	16.2%	29	29	42.6%	42.6%											

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

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14	Other Manual Workers	0	0.0	0	0.0
Total		0		0	

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Data for Subsequent/Current Goals

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

Table 9: Women

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																		
	All Employees								Women										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2019-02-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2019-02-27	Annually	Over 3 Years	#	2019	2022	%	%	#	#	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%
01 Senior Managers	2	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	27.6%	27.6%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	5	-10.6%		0	16.7%		0	0	4	0.0%	0	-2	0	39.4%	39.4%	2	2	80.0%	80.0%
03 Professionals	48	2.2%		0	189.2%		0	0	42	0.0%	0	-24	0	38.0%	38.0%	24	24	87.5%	87.5%
04 Semi-Professionals & Tech	1	0.0%		0	200.0%		0	0	1	0.0%	0	0	0	59.6%	59.6%	0	0	100.0%	100.0%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	1	0.0%		0	100.0%		0	0	1	0.0%	0	0	0	80.9%	80.9%	0	0	100.0%	100.0%
08 Skilled Sales & Service	8	17.0%		0	123.1%		0	0	8	0.0%	0	-5	0	43.0%	43.0%	5	5	100.0%	100.0%
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	3	14.5%		0	40.0%		0	0	3	0.0%	0	-1	0	61.6%	61.6%	1	1	100.0%	100.0%
11 Intermediate Sales & Service	48	1.4%		0	57.4%		0	0	42	0.0%	0	-12	0	63.2%	63.2%	12	12	87.5%	87.5%
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	3	0.0%	0.0%	0	666.7%	0.0%	0	0	1	0.0%	0	1	0	50.0%	50.0%	-1	-1	33.3%	33.3%
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total	119	3.3%		0	120.7%		0	0	102	0.0%	0	-23	0	66.4%	66.4%	23	23	85.7%	85.7%

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

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

Table 10: Women

Employment Equity Occupational Group (EOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	27.6	27.6	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	50.0	50.0	
14 Other Manual Workers	0.0	0.0	

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Total		0.0	0.0
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Data for Subsequent/Current Goals

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

Table 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					
	2019-02-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-02-27	Annually	Over 3 Years	Years	2019	2022						
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%
01 Senior Managers	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	3.2%	0	0	0.0%	0.0%
02 Middle & Other Managers	5	-10.6%		0	16.7%		0	0	0	0.0%	0	0	0	0	2.7%	0	0	0.0%	0.0%
03 Professionals	48	2.2%	0.0%	0	189.2%	0.0%	0	0	0	0.0%	0	4	0	7.7%		-4	-4	0.0%	0.0%
04 Semi-Professionals & Tech	1	0.0%		0	200.0%		0	0	0	0.0%	0	0	0	0	2.4%	0	0	0.0%	0.0%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	1	0.0%		0	100.0%		0	0	0	0.0%	0	0	0	0	0.8%	0	0	0.0%	0.0%
08 Skilled Sales & Service	8	17.0%		0	123.1%		0	0	0	0.0%	0	0	0	0	2.6%	0	0	0.0%	0.0%
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	3	14.5%		0	40.0%		0	0	0	0.0%	0	0	0	0	1.0%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	48	1.4%		0	57.4%		0	0	0	0.0%	0	0	0	0	0.8%	0	0	0.0%	0.0%
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	3	0.0%		0	666.7%		0	0	0	0.0%	0	0	0	0	1.0%	0	0	0.0%	0.0%
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
Total	119	3.3%		0	120.7%		0	0	0	0.0%	0	5	0	0	3.8%	-5	-5	0.0%	0.0%

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

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	7.7	7.7	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	

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Total		0.0		0.0
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Société Emmanuel-Grégoire Inc.

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Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Subsequent/Current Short-term Goals																		
		All Employees							Persons with Disabilities											
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	Over 3 Years					
		2019-02-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2019-02-27	Annually	Over 3 Years	#	2019	2022	%	%	#	#	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01/02	Managers	7	-5.3%	0	8.3%	0	0	0	0	0.0%	0	0	0	0	5.0%	0	0	0.0%	0.0%	
03	Professionals	48	2.2%	0.0%	189.2%	0.0%	0	0	2	0.0%	0	2	0	8.9%	8.9%	-2	-2	4.2%	4.2%	
04	Semi-Professionals & Tech	1	0.0%	0	200.0%	0.0%	0	0	0	0.0%	0	0	0	7.6%	0	0	0.0%	0.0%		
05	Supervisors	0	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
06	Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	1	0.0%	0	100.0%	0.0%	0	0	0	0.0%	0	0	0	10.0%	0	0	0.0%	0.0%		
08	Skilled Sales & Service	8	17.0%	0.0%	123.1%	0.0%	0	0	0	0.0%	0	1	0	8.0%	8.0%	-1	-1	0.0%	0.0%	
09	Skilled Crafts & Trades	0	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	3	14.5%	0	40.0%	0.0%	0	0	0	0.0%	0	0	0	9.3%	0	0	0.0%	0.0%		
11	Intermediate Sales & Service	48	1.4%	0.0%	57.4%	15.0%	22	22	1	15.0%	0	4	2	10.8%	10.8%	-4	-2	2.1%	6.3%	
12	Semi-Skilled Manual	0	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	3	0.0%	0	666.7%	0.0%	0	0	0	0.0%	0	0	0	10.7%	0	0	0.0%	0.0%		
14	Other Manual Workers	0	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
Total		119	3.3%	0	120.7%	0.0%	0	0	3	0.0%	0	8	0	9.4%	-8	-8	2.5%	2.5%		

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		%	%	%	%	
01/02	Managers	0.0	0.0	0.0	0.0	
03	Professionals	8.9	8.9	8.9	8.9	
04	Semi-Professionals & Tech	0.0	0.0	0.0	0.0	
05	Supervisors	0.0	0.0	0.0	0.0	
06	Supervisors: Crafts & Trades	0.0	0.0	0.0	0.0	
07	Administrative & Sr Clerical	0.0	0.0	0.0	0.0	
08	Skilled Sales & Service	8.0	8.0	8.0	8.0	
09	Skilled Crafts & Trades	0.0	0.0	0.0	0.0	
10	Clerical Personnel	0.0	0.0	0.0	0.0	
11	Intermediate Sales & Service	10.8	10.8	10.8	10.8	
12	Semi-Skilled Manual	0.0	0.0	0.0	0.0	
13	Other Sales & Service	0.0	0.0	0.0	0.0	
14	Other Manual Workers	0.0	0.0	0.0	0.0	
Total		0.0	0.0	0.0	0.0	

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Société Emmanuel-Grégoire Inc.

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Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																			
	All Employees								Members of Visible Minorities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2019-02-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-02-27	Annually	Over 3 Years	Years	2019	2022	%	#	#	%	%		
#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%		
01 Senior Managers	2	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	11.5%	0	0	0.0%	0.0%	
02 Middle & Other Managers	5	-10.6%		0	16.7%		0	0	0.0%	0	1	0	0	0	17.6%	0	0	20.0%	20.0%	
03 Professionals	48	2.2%		0	189.2%		0	0	0.0%	0	10	0	-4	0	11.6%	4	4	20.8%	20.8%	
04 Semi-Professionals & Tech	1	0.0%		0	200.0%		0	0	0.0%	0	0	0	0	0	10.2%	0	0	0.0%	0.0%	
05 Supervisors	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	1	0.0%		0	100.0%		0	0	0.0%	0	0	0	0	0	14.6%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	8	17.0%		0	123.1%		0	0	0.0%	0	6	0	-4	0	18.8%	4	4	75.0%	75.0%	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	3	14.5%	0.0%	0	40.0%	0.0%	0	0	0.0%	0	0	0	1	0	20.4%	20.4%	-1	-1	0.0%	0.0%
11 Intermediate Sales & Service	48	1.4%		0	57.4%		0	0	0.0%	0	44	0	-31	0	26.6%	31	31	91.7%	91.7%	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	3	0.0%	0.0%	0	666.7%	0.0%	0	0	0.0%	0	0	0	1	0	28.3%	28.3%	-1	-1	0.0%	0.0%
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	119	3.3%		0	120.7%		0	0	0.0%	0	61	0	-38	0	19.0%	38	38	51.3%	51.3%	

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		0.0		0.0	
02 Middle & Other Managers		0.0		0.0	
03 Professionals		0.0		0.0	
04 Semi-Professionals & Tech		0.0		0.0	
05 Supervisors		0.0		0.0	
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical		0.0		0.0	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		0.0		0.0	
10 Clerical Personnel		20.4		20.4	
11 Intermediate Sales & Service		0.0		0.0	
12 Semi-Skilled Manual		0.0		0.0	
13 Other Sales & Service		28.3		28.3	
14 Other Manual Workers		0.0		0.0	

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Total		0.0	0.0
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Part 4: Results - Women

Société Emmanuel-Grégoire Inc.

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#					
01 Senior Managers	2016	2	0	0.0	27.4	1	-1	0.0																
	2019	2	0	0.0	27.6	1	-1	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
02 Middle & Other Managers	2016	7	6	85.7	38.9	3	3	220.3																
	2019	5	4	80.0	39.4	2	2	203.0	0	0	0.0	0	0	0	1	0	0.0	1	-1	1	1	100.0	1	0
03 Professionals	2016	45	36	80.0	74.6	34	2	107.2																
	2019	48	42	87.5	38.0	18	24	230.3	92	79	85.9	35	44	2	1	50.0	2	-1	88	72	81.8	70	2	
04 Semi-Professionals & Technicians	2016	0	0	0.0	0.0	0	0	0.0																
	2019	1	1	100.0	59.6	1	0	167.8	1	0	0.0	1	-1	0	0	0.0	0	0	1	0	0.0	0	0	
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	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	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	0	0	0.0			27.6	0.0			27.6	0.0		
02 Middle & Other Managers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
03 Professionals	2019	6	80	1,333.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	6	80	1333.3			0.0	0.0			0.0	0.0	0.0	
04 Semi-Professionals & Technicians	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
05 Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	

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Part 4: Results - Women

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	1	1	100.0	80.8	1	0	123.8																		
	2019	1	1	100.0	80.9	1	0	123.6	1	1	100.0	1	0	0	0	0.0	0	0	0	1	1	100.0	1	0	0	0
08 Skilled Sales & Service Personnel	2016	5	3	60.0	43.9	2	1	136.7																		
	2019	8	8	100.0	43.0	3	5	232.6	10	8	80.0	4	4	0	0	0.0	0	0	0	8	5	62.5	5	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0
10 Clerical Personnel	2016	2	2	100.0	62.5	1	1	160.0																		
	2019	3	3	100.0	61.6	2	1	162.3	1	1	100.0	1	0	0	0	0.0	0	0	0	1	1	100.0	1	0	0	0
11 Intermediate Sales & Service Personnel	2016	46	41	89.1	61.8	28	13	144.2																		
	2019	48	42	87.5	63.2	30	12	138.4	35	30	85.7	22	8	1	1	100.0	1	0	27	24	88.9	24	0	0	0	
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants										Goals										Comments
		Flow Data					Short-term Goals					Long-term Goals										
		All Employees	Women				All Employees	Women				All Employees	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	0	1	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0						
	2022	0	1	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0						
08 Skilled Sales & Service Personnel	2019	2	8	400.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0							
	2022	2	8	400.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0							
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0							
	2022	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0							
10 Clerical Personnel	2019	0	1	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0							
	2022	0	1	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0							
11 Intermediate Sales & Service Personnel	2019	9	31	344.4	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0							
	2022	9	31	344.4	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0							
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0							
	2022	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0							

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	3	1	33.3	50.0	2	-1	66.7	11	4	36.4	6	-2	0	0	0.0	0	0	0	10	4	40.0	0	4
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2016	108	89	82.4	64.4	70	19	128.0																
	2019	119	102	85.7	66.4	79	23	129.1	151	123	81.5	100	23	4	2	50.0	3	-1	137	108	78.8	113	-5	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments		
		Flow Data				Short-term Goals				Long-term Goals						
		All Employees	Women			All Employees	Women				All Employees	Women				
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal	Percent of Goal Met		Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%					
13 Other Sales & Service Personnel	2019	1	4	400.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	2022	1	4	400.0			50.0	800.0			50.0	800.0				
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	2022	0	0	0.0			0.0	0.0			0.0	0.0				
Total	2019	18	125	694.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	2022	18	125	694.4			0.0	0.0			0.0	0.0				

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference					
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#		
01 Senior Managers	2016	2	0	0.0	2.9	0	0	0.0																		
	2019	2	0	0.0	3.2	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
02 Middle & Other Managers	2016	7	0	0.0	2.2	0	0	0.0																		
	2019	5	0	0.0	2.7	0	0	0.0	0	0	0.0	0	0	0	1	0	0.0	0	0	0	1	0	0.0	0	0	0
03 Professionals	2016	45	0	0.0	7.2	3	-3	0.0																		
	2019	48	0	0.0	7.7	4	-4	0.0	92	0	0.0	7	-7	2	0	0.0	0	0	0	88	0	0.0	0	0	0	0
04 Semi-Professionals & Technicians	2016	0	0	0.0	0.0	0	0	0.0																		
	2019	1	0	0.0	2.4	0	0	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0	0
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants												Goals												Comments
		Flow Data						Short-term Goals						Long-term Goals												
		All Employees	Aboriginal Peoples					All Employees	Aboriginal Peoples					All Employees	Aboriginal Peoples											
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met											
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%					
01 Senior Managers	2019	0	0	0.0	0	0.0	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
	2022	0	0	0.0			0	0.0	0.0			0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
02 Middle & Other Managers	2019	0	0	0.0	0	0.0	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
	2022	0	0	0.0			0	0.0	0.0			0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
03 Professionals	2019	6	0	0.0	0	0.0	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
	2022	6	0	0.0			7.7	0.0			7.7	0.0			7.7	0.0			7.7	0.0						
04 Semi-Professionals & Technicians	2019	0	0	0.0	0	0.0	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
	2022	0	0	0.0			0	0.0	0.0			0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
05 Supervisors	2019	0	0	0.0	0	0.0	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
	2022	0	0	0.0			0	0.0	0.0			0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
	2022	0	0	0.0			0	0.0	0.0			0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative & Senior Clerical	2016	1	0	0.0	0.7	0	0	0.0																	
	2019	1	0	0.0	0.8	0	0	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	5	0	0.0	2.1	0	0	0.0																	
	2019	8	0	0.0	2.6	0	0	0.0	10	0	0.0	0	0	0	0	0	0.0	0	0	0	8	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	2	0	0.0	0.8	0	0	0.0																	
	2019	3	0	0.0	1.0	0	0	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	46	0	0.0	0.9	0	0	0.0																	
	2019	48	0	0.0	0.8	0	0	0.0	35	0	0.0	0	0	0	1	0	0.0	0	0	0	27	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants										Goals								Comments	
		Flow Data					Short-term Goals					Long-term Goals									
		All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples				All Employees	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	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2022	0	0	0.0																	
08 Skilled Sales & Service Personnel	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2022	2	0	0.0																	
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2022	0	0	0.0																	
10 Clerical Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2022	0	0	0.0																	
11 Intermediate Sales & Service Personnel	2019	9	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2022	9	0	0.0																	
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2022	0	0	0.0																	

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	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	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference			
#	#	%	%	#	%	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0	0.0															
	2019	3	0	0.0	1.0	0	0	0	0.0	11	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0	0.0															
	2019	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
Total	2016	108	0	0.0	3.7	4	-4	0.0																
	2019	119	0	0.0	3.8	5	-5	0.0	151	0	0.0	6	-6	4	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments				
		Flow Data				Short-term Goals				Long-term Goals								
		All Employees	Aboriginal Peoples			Goal	Aboriginal Peoples			Goal	Aboriginal Peoples				Goal	Aboriginal Peoples		
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met			Goal	Percent of Goal Met	
#	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%			
13 Other Sales & Service Personnel	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	0	0.0			0.0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0			0.0	0.0		
Total	2019	18	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	18	0	0.0			0.0	0.0			0.0	0.0			0.0	0.0		

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Part 6: Results - Persons with Disabilities

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01&02 Managers	2016	9	0	0.0	4.3	0	0	0.0																	
	2019	7	0	0.0	5.0	0	0	0.0	0	0	0.0	0	0	0	1	0	0.0	0	0	1	0	0.0	0	0	0
03 Professionals	2016	45	0	0.0	3.8	2	-2	0.0																	
	2019	48	2	4.2	8.9	4	-2	46.8	92	2	2.2	8	-6	2	0	0.0	0	0	88	0	0.0	0	0	0	0
04 Semi-Professionals & Technicians	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	1	0	0.0	7.6	0	0	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	1	0	0.0	0	0	0
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	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	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	2019	6	2	33.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	6	2	33.3			8.9	374.5			8.9	374.5		
04 Semi-Professionals & Technicians	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

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

Employment Equity Occupational Group (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	Actual		Expected	Difference						
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#			
07 Administrative & Senior Clerical	2016	1	0	0.0	3.4	0	0	0.0																			
	2019	1	0	0.0	10.0	0	0	0.0																			
08 Skilled Sales & Service Personnel	2016	5	0	0.0	3.5	0	0	0.0																			
	2019	8	0	0.0	8.0	1	-1	0.0	10	0	0.0	1	-1	0	0	0.0	0	0	0	0	8	0	0.0	0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																			
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0
10 Clerical Personnel	2016	2	0	0.0	7.0	0	0	0.0																			
	2019	3	0	0.0	9.3	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	1	0	0.0	0	0	0	0
11 Intermediate Sales & Service Personnel	2016	46	0	0.0	5.6	3	-3	0.0																			
	2019	48	1	2.1	10.8	5	-4	19.3	35	1	2.9	4	-3	1	0	0.0	0	0	0	27	0	0.0	0	0	0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																			
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0										
08 Skilled Sales & Service Personnel	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	2	0	0.0			8.0	0.0			8.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2019	9	1	11.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	9	1	11.1			10.8	102.9			10.8	102.9		
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Société Emmanuel-Grégoire Inc.

2019-02-27

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0	0.0																
	2019	3	0	0.0	10.7	0	0	0	0.0	11	0	0.0	1	-1	0	0	0.0	0	0	0	10	0	0.0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2016	108	0	0.0	4.7	5	-5	0.0																	
	2019	119	3	2.5	9.4	11	-8	26.8	151	3	2.0	14	-11	4	0	0.0	0	0	0	137	0	0.0	0	0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2019	18	3	16.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	18	3	16.7			0.0	0.0			0.0	0.0		

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Part 7: Results - Members of Visible Minorities

Société Emmanuel-Grégoire Inc.

2019-02-27

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities								All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2016	2	0	0.0	10.1	0	0	0.0																	
	2019	2	0	0.0	11.5	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2016	7	1	14.3	15.0	1	0	95.2																	
	2019	5	1	20.0	17.6	1	0	113.6	0	0	0.0	0	0	0	1	0	0.0	0	0	0	1	0	0.0	0	0
03 Professionals	2016	45	8	17.8	10.5	5	3	169.3																	
	2019	48	10	20.8	11.6	6	4	179.6	92	15	16.3	11	4	2	0	0.0	0	0	0	88	12	13.6	16	-4	
04 Semi-Professionals & Technicians	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	1	0	0.0	10.2	0	0	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
01 Senior Managers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	2019	6	15	250.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	6	15	250.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

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Part 7: Results - Members of Visible Minorities

Société Emmanuel-Grégoire Inc.

2019-02-27

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities								All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative & Senior Clerical	2016	1	0	0.0	12.2	0	0	0.0																	
	2019	1	0	0.0	14.6	0	0	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	5	1	20.0	16.4	1	0	122.0																	
	2019	8	6	75.0	18.8	2	4	398.9	10	5	50.0	2	3	0	0	0.0	0	0	0	8	2	25.0	2	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	2	0	0.0	17.4	0	0	0.0																	
	2019	3	0	0.0	20.4	1	-1	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0	0
11 Intermediate Sales & Service Personnel	2016	46	36	78.3	22.2	10	26	352.5																	
	2019	48	44	91.7	26.6	13	31	344.6	35	31	88.6	9	22	1	1	100.0	1	0	0	27	22	81.5	21	1	
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants										Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals										
		All Employees	Visible Minorities			Goal	Visible Minorities			Goal	Visible Minorities			Goal	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	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0				
	2022	0	0	0.0			0.0	0.0				0.0	0.0			0.0				
08 Skilled Sales & Service Personnel	2019	2	5	250.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0				
	2022	2	5	250.0			0.0	0.0				0.0	0.0			0.0				
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0				
	2022	0	0	0.0			0.0	0.0				0.0	0.0			0.0				
10 Clerical Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0				
	2022	0	0	0.0			20.4	0.0				20.4	0.0			0.0				
11 Intermediate Sales & Service Personnel	2019	9	32	355.6	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0				
	2022	9	32	355.6			0.0	0.0				0.0	0.0			0.0				
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0				
	2022	0	0	0.0			0.0	0.0				0.0	0.0			0.0				

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Part 7: Results - Members of Visible Minorities

Société Emmanuel-Grégoire Inc.

2019-02-27

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	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	Actual		Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0	0.0																
	2019	3	0	0.0	28.3	1	-1	0.0		11	2	18.2	3	-1	0	0	0.0	0	0	0	10	2	20.0	0	2
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2016	108	46	42.6	16.2	17	29	262.9																	
	2019	119	61	51.3	19.0	23	38	269.8		151	53	35.1	29	24	4	1	25.0	2	-1	137	38	27.7	58	-20	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	%	#	%	%	%				
13 Other Sales & Service Personnel	2019	1	2	200.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	2	200.0			28.3	706.7			28.3	706.7		
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2019	18	54	300.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	18	54	300.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Société Emmanuel-Grégoire Inc.
2019-02-27

Efforts

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

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

[Redacted area]

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

[Redacted area]

- Other.

[Redacted area]

Additional Details

Please provide any additional information (optional):

[Redacted area]

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Société Emmanuel-Grégoire Inc.

Primary Location: Montréal (Québec)

Number of Employees: 119

Organization Overview:

NAICS 8134 – Civic and Social Organizations

Société Emmanuel-Grégoire Inc. develops programs for clients experiencing social adaptation difficulties. The organisation works with institutions of the health network to offer support and assistance services in a suitable environment for a clientele with a loss of autonomy linked to aging.

Key Dates – First Year Assessment

Initiated: 2016-03-01

Received: 2019-03-03

Closed: 2019-04-24

Workforce Analysis: 2016-03-03

Key Dates – Subsequent Assessment

Initiated: 2019-03-12

Received: 2019-03-12

Workforce Analysis: 2019-02-27

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. Corrections were made based on the Workforce Analysis dated February 27, 2019.

ASSESSMENT OF REASONABLE PROGRESS

- The previous compliance assessment revealed four gaps.

Women

01	Senior Managers	No goal set (gap -1)
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Assessment/Observations

- None

Aboriginal Peoples

03	Professionals	No goal set (gap -3)
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Assessment/Observations

- None

Persons with Disabilities

03	Professionals	No goal set (gap -2)
11	Intermediate Sales & Service Personnel	No goal set (gap -3)

Assessment/Observations

- None

Members of Visible Minorities

Assessment/Observations

- There were no gaps.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- The previous compliance assessment revealed four gaps and no goals were set. The previous assessment accepted that the company be found in compliance without setting goals for all the area of under-representation. An assessment of reasonable efforts is therefore not possible.

ASSESSMENT OF GOALS

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

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
01	Senior Managers	-1	27.6	27.6	0.0	27.6
13	Other Sales & Service Personnel	-1	50.0	50.0	33.3	50.0

Observations: None

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)	%
03	Professionals	-4	7.7	7.7	0.0	7.7

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)	%
03	Professionals	-2	8.9	8.9	4.2	8.9
08	Skilled Sales & Service Personnel	-1	8.0	8.0	0.0	8.0
11	Intermediate Sales & Service Personnel	-4	10.8	10.8	2.1	10.8

Observations: None

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description		#	%	%	%
11	Intermediate Sales & Service Personnel	-1	20.4	20.4	0.0	20.4
13	Other Sales & Service Personnel	-1	28.3	28.3	0.0	28.3

Observations: None

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- The workforce analysis for this evaluation shows that the gaps in representation of the designated groups have doubled from four gaps in the previous evaluation to eight gaps for this evaluation.
- You are encouraged to implement special measures to ensure that you meet the objectives set out in this assessment and thereby increase the representation of designated group members in your organization. For example, you may wish to consider contacting organizations working to access employment of designated group members in your region to identify qualified candidates who could be considered the next time you begin a process to fill a vacancy.

Name of Analyst: Maurice N. Yakibonge

Date: 2019-03-27

From: Yakibonge, Ntambwe N [NC]
Sent: April 3, 2019 11:29 AM
To: 'carl.veilleux@s-e-g.ca'
Cc: 'alexandre.veilleux@s-e-g.ca'

Subject: Government of Canada Agreement Number: 10000401 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Veilleux,

I am writing to inform you that the subsequent compliance assessment initiated on March 12, 2019, has been completed. As a result of the assessment, Société Emmanuel-Grégoire 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 Société Emmanuel-Grégoire inc's employment equity program.

- The workforce analysis in this assessment indicates that the representation gaps for designated groups have doubled, from four gaps in the previous assessment to eight gaps in the current assessment.
- We encourage you to implement special measures to ensure that you meet the targets set in this assessment and that the representation of members from designated groups in your organization increases. For example, you could consider contacting organizations dedicated to employment access for members of designated groups in your region in order to identify qualified candidates who could be considered the next time you initiate a process to fill a vacant position.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on March 12, 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, Société Emmanuel-Grégoire inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Société Emmanuel-Grégoire inc. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



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