



OFFICIAL USE ONLY
Agreement N°:

s.19(1)

s.24(1)

Labour Program
Federal Contractors Program

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization 9371-7098 Quebec 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) Delta Québec	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=1184647211	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 690 Boul. Renélevesque Est	City Québec	Province Qc	Postal Code G1R 5A8
Telephone Number 418-647-1717			

EMPLOYMENT EQUITY CONTACT			
Name (print) Estelle Turbide	Title Director, Human Resources		
Telephone Number 418-647-6594	E-mail Address estelle.turbide@delta	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) Estelle Turbide	Title Director, Human Resources		
Telephone Number 418-647-6594	E-mail Address estelle.turbide@delta	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French	
Sign [REDACTED]	Date (YYYY-MM-DD) 2018-06-19		

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

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

Default Workforce Analysis System - Detailed Report

Date: 2018-11-24

Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Women Availability		Difference #	Place of recruitment
			#	%	%	#		
01: Senior Management	National	1	0	0.0 %	27.6 %	0	0	National
02: Middle management and other directors	National	9	5	55.6 %	39.4 %	4	1	National
03: Professionals		6	5	83.3 %	64.8 %	4	1	
1111: Auditors and Accountants	National	1	0	0.0 %	56.0 %	1	-1	National
1123: Advertising, marketing and public relations professionals	National	5	5	100.0 %	66.6 %	3	2	National
04: Semi-professional and technical staff		2	0	0.0 %	59.6 %	1	-1	
5254: Program Leaders and Instructors in Recreation, Fitness and Sports	Quebec	2	0	0.0 %	59.6 %	1	-1	Quebec
05: Supervisors		8	5	62.5 %	51.5 %	4	1	
Employment Equity Occupational Group	Quebec	8	5	62.5 %	51.5 %	4	1	Quebec
07: Administrative and Senior Clerical Staff		3	3	100.0 %	80.4 %	2	1	
Employment Equity Occupational Group	Quebec	3	3	100.0 %	80.4 %	2	1	Quebec
08: Specialized sales and service personnel		12	3	25.0 %	40.6 %	5	-2	
6321 : Chefs	Quebec	2	1	50.0 %	28.6 %	1	0	Quebec
6322: Cooks	Quebec	10	2	20.0 %	43.0 %	4	-2	Quebec
10 : Office staff		4	1	25.0 %	58.6 %	2	-1	
Employment Equity Occupational Group	Quebec	4	1	25.0 %	58.6 %	2	-1	Quebec
11: Intermediate sales and service personnel		3	2	66.7 %	62.6 %	2	0	
Employment Equity Occupational Group	Quebec	3	2	66.7 %	62.6 %	2	0	Quebec
13: Other sales and service personnel		134	75	56.0 %	49.1 %	66	9	
Employment Equity Occupational Group	Quebec	134	75	56.0 %	49.1 %	66	9	Quebec
Total		182	99	54.4 %	49.6 %	90	9	

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

Sources: 2011 National Household Survey and internal employer data

Default Workforce Analysis System - Detailed Report

Date: 2018-11-24

Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Aboriginal		Availability %	Difference #	Place of recruitment	
			Representation #	%				
01: Senior Management	National	1	0	0.0 %	3.2 %	0	0	National
02: Middle management and other directors	National	9	0	0.0 %	2.7 %	0	0	National
03: Professionals		6	0	0.0 %	2.0 %	0	0	
1111: Auditors and Accountants	National	1	0	0.0 %	1.4 %	0	0	National
1123: Advertising, marketing and public relations professionals	National	5	0	0.0 %	2.1 %	0	0	National
04: Semi-professional and technical staff		2	0	0.0 %	2.4 %	0	0	
5254: Program Leaders and Instructors in Recreation, Fitness and Sports	Quebec	2	0	0.0 %	2.4 %	0	0	Quebec
05: Supervisors		8	0	0.0 %	2.0 %	0	0	
Employment Equity Occupational Group	Quebec	8	0	0.0 %	2.0 %	0	0	Quebec
07: Administrative and Senior Clerical Staff		3	0	0.0 %	1.4 %	0	0	
Employment Equity Occupational Group	Quebec	3	0	0.0 %	1.4 %	0	0	Quebec
08: Specialized sales and service personnel		12	0	0.0 %	2.4 %	0	0	
6321 : Chefs	Quebec	2	0	0.0 %	1.7 %	0	0	Quebec
6322: Cooks	Quebec	10	0	0.0 %	2.6 %	0	0	Quebec
10 : Office staff		4	0	0.0 %	1.6 %	0	0	
Employment Equity Occupational Group	Quebec	4	0	0.0 %	1.6 %	0	0	Quebec
11: Intermediate sales and service personnel		3	0	0.0 %	1.6 %	0	0	
Employment Equity Occupational Group	Quebec	3	0	0.0 %	1.6 %	0	0	Quebec
13: Other sales and service personnel		134	2	1.5 %	1.8 %	2	0	
Employment Equity Occupational Group	Quebec	134	2	1.5 %	1.8 %	2	0	Quebec
Total		182	2	1.1 %	1.9 %	2	0	

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

Sources: 2011 National Household Survey and internal employer data

Default Workforce Analysis System - Detailed Report

Date: 2018-11-24

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Difference #	Place of recruitment
			Representation #	Availability %	Representation %	Availability %		
01: Senior Management	National	1	0	0.0 %	11.5 %	0	0	National
02: Middle management and other directors	National	9	1	11.1 %	17.6 %	2	-1	National
03: Professionals		6	0	0.0 %	21.1 %	1	-1	
1111: Auditors and Accountants	National	1	0	0.0 %	32.3 %	0	0	National
1123: Advertising, marketing and public relations professionals	National	5	0	0.0 %	18.8 %	1	-1	National
04: Semi-professional and technical staff		2	0	0.0 %	10.2 %	0	0	
5254: Program Leaders and Instructors in Recreation, Fitness and Sports	Quebec	2	0	0.0 %	10.2 %	0	0	Quebec
05: Supervisors		8	0	0.0 %	3.2 %	0	0	
Employment Equity Occupational Group	Quebec	8	0	0.0 %	3.2 %	0	0	Quebec
07: Administrative and Senior Clerical Staff		3	0	0.0 %	3.3 %	0	0	
Employment Equity Occupational Group	Quebec	3	0	0.0 %	3.3 %	0	0	Quebec
08: Specialized sales and service personnel		12	1	8.3 %	22.1 %	3	-2	
6321 : Chefs	Quebec	2	0	0.0 %	38.7 %	1	-1	Quebec
6322: Cooks	Quebec	10	1	10.0 %	18.8 %	2	-1	Quebec
10 : Office staff		4	0	0.0 %	4.1 %	0	0	
Employment Equity Occupational Group	Quebec	4	0	0.0 %	4.1 %	0	0	Quebec
11: Intermediate sales and service personnel		3	0	0.0 %	6.4 %	0	0	
Employment Equity Occupational Group	Quebec	3	0	0.0 %	6.4 %	0	0	Quebec
13: Other sales and service personnel		134	17	12.7 %	7.7 %	10	7	
Employment Equity Occupational Group	Quebec	134	17	12.7 %	7.7 %	10	7	Quebec
Total		182	19	10.4 %	9.3 %	16	3	

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

Sources: 2011 National Household Survey and internal employer data



Workplace Equity Information Management System - 9371-7098 Québec Inc.

Default Workforce Analysis System - Detailed Report

Date: 2018-11-24

Persons with disabilities

Employment Equity Occupational Group	Internal location	All employees #	Persons with disabilities				Differ ence #	Place of recruitment
			Representation #	Availability %	Availability %	Representation #		
01/02 : Executives	National	10	0	0.0 %	5.0 %	1	-1	National
03: Professionals	National	6	0	0.0 %	8.9 %	1	-1	National
04: Semi-professional and technical staff	National	2	0	0.0 %	7.6 %	0	0	National
05: Supervisors	National	8	0	0.0 %	27.5 %	2	-2	National
07: Administrative and Senior Clerical Staff	National	3	0	0.0 %	10.0 %	0	0	National
08: Specialized sales and service personnel	National	12	0	0.0 %	8.0 %	1	-1	National
10 : Office staff	National	4	0	0.0 %	9.3 %	0	0	National
11: Intermediate sales and service personnel	National	3	0	0.0 %	10.8 %	0	0	National
13: Other sales and service personnel	National	134	3	2.2 %	10.7 %	14	-11	National
Total		182	3	1.6 %	10.8 %	19	-16	

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

Sources: 2012 Canadian Disability Survey and internal employer data



Default Workforce Analysis System - Detailed Report

Date: 2018-11-24

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
05: Supervisors	EEOG	CMA
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



Default Workforce Analysis System - Detailed Report

Date: 2018-11-24

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.: Semi-professional and technical staff 05 : Supervisors	CPEME	National
07: Administrative and main office staff 08: Specialized sales and service staff 10: Clerical staff	CPEME	National
11: Intermediate Sales and Service Personnel 13: Other Sales and Service Personnel	CPEME	National
	CPEME	National
	CPEME	
	CPEME	
	CPEME	



Default Workforce Analysis System - Summary Report

Date: 2018-11-24

Women

Employment Equity Occupational Group	All employees #	Representation		Women Availability		Differ ence #
		#	%	%	#	
01: Senior Management	1	0	0.0 %	27.6 %	0	0
02: Middle management and other directors	9	5	55.6 %	39.4 %	4	1
03: Professionals	6	5	83.3 %	64.8 %	4	1
04: Semi-professional and technical staff	2	0	0.0 %	59.6 %	1	-1
05: Supervisors	8	5	62.5 %	51.5 %	4	1
07: Administrative and Senior Clerical Staff	3	3	100.0 %	80.4 %	2	1
08: Specialized sales and service personnel	12	3	25.0 %	40.6 %	5	-2
10 : Office staff	4	1	25.0 %	58.6 %	2	-1
11: Intermediate sales and service personnel	3	2	66.7 %	62.6 %	2	0
13: Other sales and service personnel	134	75	56.0 %	49.1 %	66	9
Total	182	99	54.4 %	49.6 %	90	9

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



Default Workforce Analysis System - Summary Report

Date: 2018-11-24

Aboriginal

Employment Equity Occupational Group	All employees #	Aboriginal Representation		Aboriginal Availability		Difference #
		#	%	%	#	
01: Senior Management	1	0	0.0 %	3.2 %	0	0
02: Middle management and other directors	9	0	0.0 %	2.7 %	0	0
03: Professionals	6	0	0.0 %	2.0 %	0	0
04: Semi-professional and technical staff	2	0	0.0 %	2.4 %	0	0
05: Supervisors	8	0	0.0 %	2.0 %	0	0
07: Administrative and Senior Clerical Staff	3	0	0.0 %	1.4 %	0	0
08: Specialized sales and service personnel	12	0	0.0 %	2.4 %	0	0
10 : Office staff	4	0	0.0 %	1.6 %	0	0
11: Intermediate sales and service personnel	3	0	0.0 %	1.6 %	0	0
13: Other sales and service personnel	134	2	1.5 %	1.8 %	2	0
Total	182	2	1.1 %	1.9 %	2	0

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

Default Workforce Analysis System - Summary Report

Date: 2018-11-24

Members of Visible Minorities

Employment Equity Occupational Group	All employees #	Members of Visible Minorities				Difference #
		Representation #	Availability %	Representation %	Availability #	
01: Senior Management	1	0	0.0 %	11.5 %	0	0
02: Middle management and other directors	9	1	11.1 %	17.6 %	2	-1
03: Professionals	6	0	0.0 %	21.1 %	1	-1
04: Semi-professional and technical staff	2	0	0.0 %	10.2 %	0	0
05: Supervisors	8	0	0.0 %	3.2 %	0	0
07: Administrative and Senior Clerical Staff	3	0	0.0 %	3.3 %	0	0
08: Specialized sales and service personnel	12	1	8.3 %	22.1 %	3	-2
10 : Office staff	4	0	0.0 %	4.1 %	0	0
11: Intermediate sales and service personnel	3	0	0.0 %	6.4 %	0	0
13: Other sales and service personnel	134	17	12.7 %	7.7 %	10	7
Total	182	19	10.4 %	9.3 %	16	3

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

Default Workforce Analysis System - Summary Report

Date: 2018-11-24

Persons with disabilities

Employment Equity Occupational Group	All employees #	Persons with disabilities				Difference #
		Representation #	Availability %	Availability %	Representation #	
01/02 : Executives	10	0	0.0 %	5.0 %	1	-1
03: Professionals	6	0	0.0 %	8.9 %	1	-1
04: Semi-professional and technical staff	2	0	0.0 %	7.6 %	0	0
05: Supervisors	8	0	0.0 %	27.5 %	2	-2
07: Administrative and Senior Clerical Staff	3	0	0.0 %	10.0 %	0	0
08: Specialized sales and service personnel	12	0	0.0 %	8.0 %	1	-1
10 : Office staff	4	0	0.0 %	9.3 %	0	0
11: Intermediate sales and service personnel	3	0	0.0 %	10.8 %	0	0
13: Other sales and service personnel	134	3	2.2 %	10.7 %	14	-11
Total	182	3	1.6 %	10.8 %	19	-16

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



Default Workforce Analysis System - Summary Report

Date: 2018-11-24

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
05: Supervisors	EEOG	CMA
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



Default Workforce Analysis System - Summary Report

Date: 2018-11-24

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.: Semi-professional and technical staff 05 : Supervisors	CPEME	National
07: Administrative and main office staff 08: Specialized sales and service staff 10: Clerical staff	CPEME	National
11: Intermediate Sales and Service Personnel 13: Other Sales and Service Personnel	CPEME	National
	CPEME	National
	CPEME	National
	CPEME	National
	CPEME	National
	CPEME	National

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
9371-7098 Québec Inc.
2019-01-15

Data from First/Previous Workforce Analysis

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	11	24

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD

Table 1: Women				
Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis			
	All Employees	Women		
		Representation	Availability*	
	#	#	%	
01	Senior Managers	1	0	27.6
02	Middle & Other Managers	9	5	39.4
03	Professionals	6	5	64.8
04	Semi-Professionals & Technicians	2	0	59.6
05	Supervisors	8	5	51.5
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	3	3	80.4
08	Skilled Sales & Service Personnel	12	3	40.6
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	4	1	58.6
11	Intermediate Sales & Service Personnel	3	2	62.6
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	134	75	49.1
14	Other Manual Workers	0	0	0.0
Total		182	99	49.6

Table 5: Women				
Employment Equity Occupational Group (EEOG)	Subsequent/Current Workforce Analysis			
	All Employees	Women		
		Representation	Availability*	
	#	#	%	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	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		0	0	0.0

*** Source:**

*** Source:**

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
9371-7098 Québec Inc.
2019-01-15

Data from First/Previous Workforce Analysis
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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	11	24

Data from Subsequent/Current Workforce Analysis
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↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
0	0	0

Table 3: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
01	Senior Managers	1	0	11.5
02	Middle & Other Managers	9	1	17.6
03	Professionals	6	0	21.1
04	Semi-Professionals & Technicians	2	0	10.2
05	Supervisors	8	0	3.2
06	Supervisors: Crafts & Trades	0	0	3.3
07	Administrative & Senior Clerical Personnel	3	0	0.0
08	Skilled Sales & Service Personnel	12	1	22.1
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	4	0	4.1
11	Intermediate Sales & Service Personnel	3	0	6.4
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	134	17	7.7
14	Other Manual Workers	0	0	0.0
Total		182	19	9.3

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Subsequent/Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
01	Senior Managers	0	0	0.0
02	Middle & Other Managers	0	0	0.0
03	Professionals	0	0	0.0
04	Semi-Professionals & Technicians	0	0	0.0
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	0	0	0.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	0	0	0.0
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		0	0	0.0

* Source:
0

* Source:
0

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

9371-7098 Québec Inc.

2019-01-15

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2018	11	24

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
0	0	0

Table 4: Persons with Disabilities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
		#	Representation	Availability*
			#	%
01/02	Managers	10	0	5.0
03	Professionals	6	0	8.9
04	Semi-Professionals & Technicians	2	0	7.6
05	Supervisors	8	0	27.5
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	3	0	10.0
08	Skilled Sales & Service Personnel	12	0	8.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	4	0	9.3
11	Intermediate Sales & Service Personnel	3	0	10.8
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	134	3	10.7
14	Other Manual Workers	0	0	0.0
Total		182	3	10.8

* Source:

Table 8: Persons with Disabilities

Subsequent/Current Workforce Analysis

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

* Source:

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

9371-7098 Québec Inc.

2019-01-15

Start Date of Flow Data		
YYYY	MM	DD
2018	11	24

End Date of Flow Data		
YYYY	MM	DD
-	-	-

Data from Form 4 - Employees Hired			
↓	↓	↓	↓

Data from Form 5 - Employees Promoted			
↓	↓	↓	↓

Data from Form 6 - Employees Terminated			
↓	↓	↓	↓

Table 1: Women			
Full-time / National		Part-time / National	
All Employees Hired	Women Hired	All Employees Hired	Women Hired
#	#	#	#

Table 5: Women			
Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#

Table 9: Women			
Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#

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	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

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

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

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

9371-7098 Québec Inc.

2019-01-15

Start Date of Flow Data			End Date of Flow Data		
YYYY	MM	DD	YYYY	MM	DD
2018	11	24	-	-	-

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 Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired				
	#	#	#	#				
01 Senior Managers	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	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 & Senior Clerical Personnel	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	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

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

9371-7098 Québec Inc.

2019-01-15

Start Date of Flow Data		
YYYY	MM	DD
2018	11	24

End Date of Flow Data		
YYYY	MM	DD
-	-	-

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		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

9371-7098 Québec Inc.

2019-01-15

Start Date of Flow Data		
YYYY	MM	DD
2018	11	24

End Date of Flow Data		
YYYY	MM	DD
-	-	-

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

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

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

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

Federal Contractors Program Achievement Report

Part 3: Goals

9371-7098 Québec Inc.

2019-01-15

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	Over 3 Years		Over 3 Years	From - To						From - To				
	2018-11-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-11-24	Annually	Over 3 Years	2018	2021	2018	2021										
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%						
01 Senior Managers	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	27.6%	0	0	0.0%	0.0%					
02 Middle & Other Managers	9	-100.0%		0	0.0%		0	0	5	0.0%	0	-1	0	39.4%	1	1	55.6%	55.6%						
03 Professionals	6	-100.0%		0	0.0%		0	0	5	0.0%	0	-1	0	64.8%	1	1	83.3%	83.3%						
04 Semi-Professionals & Tech	2	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	50.0%	59.6%	-1	-1	0.0%	0.0%					
05 Supervisors	8	-100.0%		0	0.0%		0	0	5	0.0%	0	-1	0	51.5%	1	1	62.5%	62.5%						
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	3	-100.0%		0	0.0%		0	0	3	0.0%	0	-1	0	80.4%	1	1	100.0%	100.0%						
08 Skilled Sales & Service	12	-100.0%	0.0%	0	0.0%	25.0%	9	9	3	25.0%	2	4	4	40.6%	40.6%	-2	0	25.0%	41.7%					
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	4	-100.0%	0.0%	0	0.0%	25.0%	3	3	1	25.0%	1	2	2	50.0%	58.6%	-1	0	25.0%	50.0%					
11 Intermediate Sales & Service	3	-100.0%		0	0.0%		0	0	2	0.0%	0	0	0	62.6%	0	0	66.7%	66.7%						
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	134	-100.0%		0	0.0%		0	0	75	0.0%	0	-9	0	49.1%	9	9	56.0%	56.0%						
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	182	-100.0%		0	0.0%		0	0	99	0.0%	0	-9	0	49.6%	9	9	54.4%	54.4%						

† 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	50.0	0	50.0	
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	4	40.6	0	40.6	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	2	50.0	0	50.0	
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

9371-7098 Québec Inc.

2019-01-15

14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

Federal Contractors Program Achievement Report

Part 3: Goals

9371-7098 Québec Inc.

2019-01-15

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	Actual			Projected	From - To		YYYY - YYYY							
	2018-11-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-11-24	Annually	Over 3 Years	2018	2021								
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01 Senior Managers	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	3.2%	0	0	0.0%	0.0%	
02 Middle & Other Managers	9	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	2.7%	0	0	0.0%	0.0%	
03 Professionals	6	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	2.0%	0	0	0.0%	0.0%	
04 Semi-Professionals & Tech	2	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	2.4%	0	0	0.0%	0.0%	
05 Supervisors	8	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	2.0%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	3	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	1.4%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	12	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	2.4%	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	4	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	1.6%	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	3	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	1.6%	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	134	-100.0%		0	0.0%		0	0	2	0.0%	0	0	0	0	1.8%	0	0	1.5%	1.5%	
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	182	-100.0%		0	0.0%		0	0	2	0.0%	0	1	0	0	1.9%	-1	-1	1.1%	1.1%	

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

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis ÷ (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	1.8	

Federal Contractors Program Achievement Report

Part 3: Goals

9371-7098 Québec Inc.

2019-01-15

14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

Federal Contractors Program Achievement Report

Part 3: Goals

9371-7098 Québec Inc.

2019-01-15

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																		
		Growth (New Positions)							Turnover (Replacement of Terminated 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
			Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Annually	Over 3 Years		From - To	Present Availability					
YYYY-MM-DD	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	2018-11-24	Annually	Over 3 Years	2018	2021	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years				
#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%				
01/02	Managers	10	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0	5.0%	5.0%	-1	-1	0.0%	0.0%
03	Professionals	6	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0	8.6%	8.9%	-1	-1	0.0%	0.0%
04	Semi-Professionals & Tech	2	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	7.6%	7.6%	0	0	0.0%	0.0%
05	Supervisors	8	-100.0%		0	0.0%		0	0	0	0.0%	0	2	0	27.5%	27.5%	-2	-2	0.0%	0.0%
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	3	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	10.0%	0	0	0.0%	0.0%	
08	Skilled Sales & Service	12	-100.0%		0	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	4	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	9.3%	0	0	0.0%	0.0%	
11	Intermediate Sales & Service	3	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	10.8%	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	#DIV/0!	#DIV/0!	
13	Other Sales & Service	134	-100.0%		0	0.0%		0	0	3	0.0%	0	11	0	10.7%	10.7%	-11	-11	2.2%	2.2%
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		182	-100.0%		0	0.0%		0	0	3	0.0%	0	17	0	10.8%	-17	-17	1.6%	1.6%	

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01/02	Managers	0	5.0	0	5.0	
03	Professionals	0	8.6	0	8.6	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	27.5	0	27.5	
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	8.0	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	10.7	0	10.7	
14	Other Manual Workers	0	0.0	0	0.0	
Total		0	0.0	0	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			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years						From - To	YYYY - YYYY																																				
	2018-11-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-11-24	Annually	Over 3 Years	Years	2018	2021																																												
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%																																						
01 Senior Managers	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	11.5%	0	0	0.0%	0.0%																																						
02 Middle & Other Managers	9	-100.0%		0	0.0%		0	0	1	0.0%	0	1	0	17.6%	17.6%	-1	-1	11.1%	11.1%																																						
03 Professionals	6	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0	21.1%	21.1%	-1	-1	0.0%	0.0%																																						
04 Semi-Professionals & Tech	2	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	10.2%	0	0	0.0%	0.0%																																							
05 Supervisors	8	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	3.2%	0	0	0.0%	0.0%																																							
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	3.3%	0	0	#DIV/0!	#DIV/0!																																							
07 Administrative & Sr Clerical	3	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%																																							
08 Skilled Sales & Service	12	-100.0%		0	0.0%		0	0	1	0.0%	0	2	0	22.1%	22.1%	-2	-2	8.3%	8.3%																																						
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	4	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	4.1%	0	0	0.0%	0.0%																																							
11 Intermediate Sales & Service	3	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	6.4%	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	134	-100.0%		0	0.0%		0	0	17	0.0%	0	-7	0	7.7%	7	7	12.7%	12.7%																																							
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	182	-100.0%		0	0.0%		0	0	19	0.0%	0	-2	0	9.3%	2	2	10.4%	10.4%																																							

† 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 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	17.6	0	17.6	
03 Professionals	0	21.1	0	21.1	
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	22.1	0	22.1	
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	0.0	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 9: Women

Employment Equity Occupational Group (EOG)	All Employees												Subsequent/Current 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			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years						From - To	Yyyy - Yyyy
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	--	Annually	Over 3 Years	#	0	3	%	#	#	%	%		
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
05 Supervisors	0	-100.0%		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	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
08 Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	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	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	

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

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

Workforce Analysis) ÷ 2) x 100.

Table 10: Women

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		0.0		0.0	
02 Middle & Other Managers		0.0		0.0	
03 Professionals		0.0		0.0	
04 Semi-Professionals & Tech		0.0		0.0	
05 Supervisors		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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2019-01-15

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

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																		
	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	Actual			Projected	Annually		Over 3 Years	From - To					
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	Annually	Over 3 Years	#	0	3	%	#	#	%	%	
#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%		
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		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	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

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

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

Workforce Analysis) ÷ 2) x 100.

Table 12: Aboriginal Peoples

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

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Total		0.0	0.0
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2019-01-15

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 + 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 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)		All Employees										Persons with Disabilities										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	From - To	Present Availability		Present Gap	Projected Gap					
		--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	Annually	Over 3 Years	0	3	%	#	#	%	%			
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%		
01/02	Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
03	Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
05	Supervisors	0	-100.0%		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	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
08	Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
11	Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13	Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	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		0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		%	%	%	%	
01/02	Managers	0.0		0.0		
03	Professionals	0.0		0.0		
04	Semi-Professionals & Tech	0.0		0.0		
05	Supervisors	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		
Total		0.0		0.0		

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Part 3: Goals

9371-7098 Québec Inc.

2019-01-15

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	Actual			Projected	From - To		From - To						
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	--	Annually	Over 3 Years	0	3	0	3					
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		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	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!

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

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

‡ Workforce Analysis) ÷ 2) x 100.

Table 16: Members of Visible Minorities

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

Federal Contractors Program Achievement Report

Part 3: Goals

9371-7098 Québec Inc.

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Total		0.0	0.0
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Federal Contractors Program Achievement Report

Part 4: Results - Women

9371-7098 Québec Inc.

2019-01-15

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#		
01 Senior Managers	2018	1	0	0.0	27.6	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	2018	9	5	55.6	39.4	4	1	141.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0													
03 Professionals	2018	6	5	83.3	64.8	4	1	128.6																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0													
04 Semi-Professionals & Technicians	2018	2	0	0.0	59.6	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0													
05 Supervisors	2018	8	5	62.5	51.5	4	1	121.4																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0													
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0													

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	#	%	%		
01 Senior Managers	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	
	3	0	0	0.0			0.0	0.0			0	0	0.0	
02 Middle & Other Managers	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	
	3	0	0	0.0			0.0	0.0			0	0	0.0	
03 Professionals	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	
	3	0	0	0.0			0.0	0.0			0	0	0.0	
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0	50.0	0	0	0.0	0	0	50.0	
	3	0	0	0.0			0.0	0.0			0	0	0.0	
05 Supervisors	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	
	3	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	0.0	0	0	0.0	
	3	0	0	0.0			0.0	0.0			0	0	0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

9371-7098 Québec Inc.

2019-01-15

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	2018	3	3	100.0	80.4	2	1	124.4	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	12	3	25.0	40.6	5	-2	61.6	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	4	1	25.0	58.6	2	-1	42.7	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	3	2	66.7	62.6	2	0	106.5	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	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	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	0	0	0	0.0	4	0.0	40.6	0.0	0	0.0	40.6	0.0	0	0.0	40.6	0.0					
09	Skilled Crafts & Trades Workers	0	0	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	0	0	0	0.0	2	0.0	50.0	0.0	0	0.0	50.0	0.0	0	0.0	50.0	0.0					
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0					
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0					

Federal Contractors Program Achievement Report

Part 4: Results - Women

9371-7098 Québec Inc.

2019-01-15

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		All Employees	Women								
			Representation	Availability	Gap	EE Result		Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
13 Other Sales & Service Personnel	2018	134	75	56.0	49.1	66	9	114.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	2018	182	99	54.4	49.6	90	9	109.7																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	Women			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	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	3	0	0	0.0			0.0	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			
	3	0	0	0.0			0.0	0.0				0.0	0.0		
Total	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	3	0	0	0.0			0.0	0.0				0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

9371-7098 Québec Inc.

2019-01-15

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	2018	1	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	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	9	0	0.0	2.7	0	0	0.0																	
	0	0	0	0.0	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	2018	6	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	0
04 Semi-Professionals & Technicians	2018	2	0	0.0	2.4	0	0	0.0																	
	0	0	0	0.0	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	2018	8	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	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

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

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

9371-7098 Québec Inc.

2019-01-15

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	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	2018	3	0	0.0	1.4	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	2018	12	0	0.0	2.4	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	2018	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	Clerical Personnel	2018	4	0	0.0	1.6	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	2018	3	0	0.0	1.6	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	2018	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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				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									
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%							
07	Administrative & Senior Clerical	0	0	0	0.0	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	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	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	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

9371-7098 Québec Inc.

2019-01-15

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				
#	#	%	%	#	#	%	%	#	#	%	#	#	#	%	#	#	%	#	#	%	#	#	%		
13	Other Sales & Service Personnel	2018	134	2	1.5	1.8	2	0	82.9																
		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
14	Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
Total		2018	182	2	1.1	1.9	3	-1	57.8																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	1.8	0.0	
		3	0	0	0.0			0.0	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	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
Total		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

9371-7098 Québec Inc.

2019-01-15

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference			
#	#	%	%	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01&02 Managers	2018	10	0	0.0	5.0	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0.0	0
03 Professionals	2018	6	0	0.0	8.9	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2018	2	0	0.0	7.6	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	0
05 Supervisors	2018	8	0	0.0	27.5	2	-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
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%			
01&02 Managers	0	0	0	0.0	0	0.0	5.0	0.0	0	0.0	5.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	8.6	0.0	0	0.0	8.6	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	27.5	0.0	0	0.0	27.5	0.0		
	3	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	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

9371-7098 Québec Inc.

2019-01-15

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2018	3	0	0.0	10.0	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	2018	12	0	0.0	8.0	1	-1	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	Clerical Personnel	2018	4	0	0.0	9.3	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	2018	3	0	0.0	10.8	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
		3	0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0	0.0	8.0	0.0	0	0.0	0.0	0.0	0.0	
		3	0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
		3	0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
10	Clerical Personnel	0	0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
		3	0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
		3	0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
		3	0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

9371-7098 Québec Inc.

2019-01-15

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	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	

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	2018	134	3	2.2	10.7	14	-11	20.9																
		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
14	Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
Total		2018	182	3	1.6	10.8	20	-17	15.3																
		0	0	0	0.0	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	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Persons with Disabilities				Persons with Disabilities						
		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	0	0	0	0.0	0	0.0	10.7	0.0	0	0.0	10.7	0.0	
		3	0	0	0.0			0.0	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	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
Total		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

9371-7098 Québec Inc.

2019-01-15

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	Actual		Expected	Difference			
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
01 Senior Managers	2018	1	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	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	9	1	11.1	17.6	2	-1	63.1																
	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
03 Professionals	2018	6	0	0.0	21.1	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	2	0	0.0	10.2	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
05 Supervisors	2018	8	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	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	3.3	0	0	0.0																
	0	0	0	0.0	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	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	0	0.0	17.6	0.0	0	0.0	17.6	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	21.1	0.0	0	0.0	21.1	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	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	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

9371-7098 Québec Inc.

2019-01-15

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	2018	3	0	0.0	0.0	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	2018	12	1	8.3	22.1	3	-2	37.7	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	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	4	0	0.0	4.1	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	3	0	0.0	6.4	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments						
		Flow Data				Short-term Goals				Long-term Goals										
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities										
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met									
#	#	%	#	%	#	%	#	%	#	%										
07	Administrative & Senior Clerical	0	0	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	0	0	0	0.0	0	0.0	22.1	0.0	0	0.0	22.1	0.0	0	0.0	0	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	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	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

9371-7098 Québec Inc.

2019-01-15

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	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires					Promotions					Terminations				
		All Employees	Visible Minorities				EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap	Actual			Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	%	#	%	#	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%			
13 Other Sales & Service Personnel	2018	134	17	12.7	7.7	10	7	164.8																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0		
14 Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total	2018	182	19	10.4	9.3	17	2	112.3																		
	0	0	0	0.0	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	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

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		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	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	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		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
Total	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
9371-7098 Québec Inc.
2019-01-15

Efforts

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

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

Additional Details

Please provide any additional information (optional):

SURVEY ON THE WORKFORCE PROFILE QUESTIONNAIRE

EMPLOYEE NO.
(PRE-PRINTED:) _____

EMPLOYEE NAME
(PRE-PRINTED:) _____

SERVICE: _____

GENDER: _____

The information provided will be kept in a confidential file, rather than in your employee file. Only individuals who are responsible for the employment equity file will have access to it.

Please note that an individual may belong to more than one designated group.

Completing this questionnaire is optional. However, it must be returned, regardless of whether it is filled out.

We invite you to review, update and correct your information at any time.

1. For employment equity purposes, Aboriginal peoples are North American Indians, Métis or Inuit. Treaty or Registered Indians and members of an Indian Band or First Nations are also included.

Taking this definition into account, are you an Aboriginal person? **Yes [] No []**

2. For employment equity purposes, persons with disabilities means persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who
 - (a) consider themselves to be disadvantaged in employment by reason of that impairment, or
 - (b) believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment.
3. For employment equity purposes, members of visible minorities means persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour, regardless of place of birth.

Taking this definition into account, are you a member of a visible minority group?

Yes [] No []

Employee signature: _____

Date: _____

This form is also available in alternative formats

From: Turbide, Estelle <estelle.turbide@deltahotels.com>
Sent: January 18, 2019 1:45 PM
To: EE-EME
Cc: Yakibonge, Ntambwe N [NC]
Subject: RE: Government of Canada Agreement Number: 10000678, AIEE – Notification of Compliance with the Federal Contractors Program
Attachments: Formulaire - Équité en emploi 2018 final (2).pdf;
rep_Wfa01_69707_20190118143837.pdf;
rep_Wfa02_5890_20190118143908.pdf; 9371-7098 Québec Inc - Rapport des réalisations.xlsx

Categories: Maurice Responding

Hello,

Here is the information requested for the first compliance assessment as part of the Federal Contractors Program.

1. The self-identification questionnaire used to complete the workforce survey.
2. The workforce survey results, including:
 - o The number of employees surveyed: **182**
 - o The total number of self-identification questionnaires returned (incomplete and partially or fully completed): **179**
 - o The number of duly completed self-assessment questionnaires returned: **178**
3. The workforce analysis results (summary and detailed reports).
4. A completed Achievement Report in an Excel file that includes short-term and long-term numerical goals based on representation gaps identified in the workforce analysis.

I trust this is satisfactory.

Sincerely,

Estelle Turbide, CRHA
DIRECTRICE DES RESSOURCES HUMAINES



Delta Québec
690 Boulevard René Levesque Est
Québec, QC G1R 5A8

418.647.6594 **tel** 418.525.6543 **fax**

estelle.turbide@deltahotels.com
marriott.com/YQBDR

Federal Contractors Program Report of the First Compliance Assessment

Employer Name: 9371-7098 Québec Inc.

Primary Location: Québec (Québec)

Number of Employees: 182

Organization Overview:

NAICS 7211 Traveller Accommodation

9371-7098 Inc. operates under the common name Delta Québec. The hotel is located downtown Québec City and has 377 guest rooms. Amenities include a business centre, an exercise room, a sauna and a heated outdoor pool. There is also 40,000 square feet of event space, plus a bar and a restaurant.

Key Dates – First Year Assessment

Initiated: 2018-12-27

Received: 2019-01-18

Workforce Analysis: 2018-11-24

COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of employees the questionnaire was sent to:	182	100
Number of questionnaires returned:	179	98
Number of completed questionnaires returned:	178	98

- The questionnaire includes appropriate definitions.
- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- The questionnaire has an employee identifier.
- The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.
- The questionnaire indicates that it is available in alternate formats upon request.
- The questionnaire indicates that answering the self-identification questions is voluntary.
- The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.
- The questionnaire indicates that employees can update or change information about themselves at any time

Observations: None

WORKFORCE ANALYSIS & GOAL SETTING

- The workforce analysis was done using WEIMS.
- The organization selected the occupational defaults for establishing external availability estimates or provided reasonable justifications.
- The organization selected the geographic defaults for establishing external availability estimates or provided reasonable justifications.
- The organization appears to have properly coded its positions using the 2011 National Occupational Classification (NOC).
- The organization has set a goal for every designated group in every occupational group where a gap was identified.
- The organization has demonstrated that it has considered the following in setting its short-term goals: the degree of under-representation, the availability, anticipated growth or reduction and anticipated turnover in order to set a goal in each occupational group where a gap was identified.
- The goals set are sufficient to ensure reasonable progress by being above, or at minimum, equal to availability.

Observations: None

SUMMARY OF GOALS**Women**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
04	Semi-Professionals & Technicians	-1	50.0	50.0	0.0	59.6
08	Skilled Sales & Service Personnel	-2	40.6	40.6	25.0	40.6
10	Clerical Personnel	-1	50.0	50.0	25.0	58.6

Observations: None

Aboriginal Peoples

Observations:

- There were no gaps.

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
02	Middle & Other Managers	-1	17.6	17.6	11.1	17.6
03	Professionals	-1	21.1	21.1	0.0	21.1
08	Skilled Sales & Service Personnel	-2	22.1	22.1	8.3	22.1

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)	%
1/2	Managers	-1	5.0	5.0	0.0	5.0
03	Professionals	-1	8.9	8.9	0.0	8.9
05	Supervisors	-2	27.5	27.5	0.0	27.5
08	Skilled Sales & Service Personnel	-1	8.0	8.0	0.0	8.0
13	Other Sales & Service Personnel	-11	10.7	10.7	2.2	10.7

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:

- We encourage 9371-7098 Québec Inc. to continue the follow-up with new employees in order to keep the workforce survey results up to date and thus maintain the participation rate at the current level. You are also encouraged to adopt the measures

best suited to your organization in order to ensure reasonable progress towards achieving your objectives.

- In order to fill the gaps identified among members of persons with disabilities where the current representation is 1.6% while the labour market availability is 10.8%, the organization may consider partnering with organizations that work for access to training and employment for persons with disabilities 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: 2019-01-18

From: Turbide, Estelle <estelle.turbide@deltahotels.com>
Sent: January 18, 2019 1:45 PM
To: EE-EME
Cc: Yakibonge, Ntambwe N [NC]
Subject: RE: Government of Canada Agreement Number: 10000678, AIEE – Notification of Compliance with the Federal Contractors Program
Attachments: Formulaire - Équité en emploi 2018 final (2).pdf;
rep_Wfa01_69707_20190118143837.pdf;
rep_Wfa02_5890_20190118143908.pdf; 9371-7098 Québec Inc - Rapport des réalisations.xlsx

Categories: Maurice Responding

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Sincerely,

Estelle Turbide, CRHA
DIRECTRICE DES RESSOURCES HUMAINES



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From: Yakibonge, Ntambwe N [NC] on behalf of EE-EME
Sent: February 15, 2019 9:33 AM
To: 'estelle.turbide@deltahotels.com'
Subject: Government of Canada Agreement Number: 10000678, AIEE – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Ms. Turbide,

I am writing to inform you that the compliance assessment initiated on December 27, 2018, has been completed. As a result of the assessment, 9371-7098 Québec 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 initial assessment was to verify that your organization has taken steps to achieve employment equity by surveying its workforce, conducting a workforce analysis and setting hiring and promotion goals where gaps in the representation of the designated groups were identified.

Based on a review of the information submitted by your organization, you will find recommendations below for your consideration to ensure the ongoing success of 9371-7098 Québec Inc.'s employment equity program:

- We encourage 9371-7098 Québec Inc. to continue following up with new employees to keep the workforce survey results up to date and maintain the participation rate at the current level. You are also encouraged to take measures that are best suited to your organization to ensure reasonable progress towards meeting your goals.
- To address the gaps identified among persons with disabilities, for which the current representation is 1.6%, even though the labour market availability is 10.8%, the organization could consider forming partnerships with organizations that work for access to training and employment for persons with disabilities to identify qualified candidates who could be considered the next time you begin a process to fill a vacant position.

Next Steps

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter. Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When 9371-7098 Québec Inc. is notified of a subsequent assessment, the following information will be required:

1. Workforce data (Form1 to 6) at the national level.
2. A current workforce analysis; and
3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining 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 reasonable progress has not been made, 9371-7098 Québec 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.

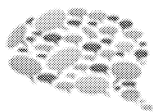
You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the Workplace Equity Information Management System (WEIMS). WEIMS can assist you in generating your workforce analysis and contains other data analysis tools, including the Achievement Report, as well as a series of training modules.

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

Your cooperation during the course of this compliance assessment was appreciated and we wish 9371-7098 Québec Inc. continued success in achieving a diverse and inclusive workplace.

Équipe de l'équité en emploi

Direction de l'équité en milieu de travail, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
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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!