Emploi et Développement social Canada

s.19(1) s.24(1)

Labour Program Federal Contractors Program

ROTECTED WHEN COMPLETED - I	3
OFFICIAL USE ONLY	٦
Agreement N°:	

Agreement to Implement Employment Equity

✓ New Agreement	(All sections n	nust be complet	ed)		
Revised Agreement					
	OBC/	MIZATION			
Legal Name of Organization	URGA	ANIZATION	Parent company	is located outside	Canada
9371-7098 Quebec inc.			, , , , , , , , , , , , , , , , , , , ,		
				Yes	✓ No
Operating Name (if different from Legal Name	of Organization)		Business Numb	per	
Delta Québec					
				employees in Cana time and/or Part-ti	
Organization's North American Industry Classi		ada 2012 Code			······································
Number. To find your organization's four-digit I http://www23.statcan.gc.ca/imdb/p3VD.pl?Fun			Federally I	-	
7211			✓ Provinciall	y Regulated	
	HEA	D OFFICE	<u> </u>		
Address (building number, street, suite, etc.)	1,447.1	City		Province	Postal Code
690 Boul. Renélevesque Esl		Québec		Qc	G1R 5A8
		Telephone Number			
		418-647-1717	·		
	EMPLOYMENT	EQUITY CONT	ACT		
Name (print) Estelle Turbide		Title Director, Hu	man Dagasr	ane	
Telephone Number	E-mail Address	priector, no			je of Correspondence
418-647-6594	estelle.turbide@d	elta		English	French
		IFICATION		k V	Sound
having a combined workforce of 100 of intending to bid on, or being in receipt supply arrangement, valued at \$1,000 hereby certifies its commitment to implement instrument, in keeping with the Federal Coplease contact the Labour Program at the Important note: If an audit of the Agreement procurement instrument(s) with the German instrument(s) with the German instrument(s) with the German instrument(s) with the German instrument(s).	t of, a federal government of, 0,000 or more (including apent or maintain employme contractors Program require email address provided at the other to Implement Employre.	goods or services of plicable taxes) nt equity on an on- ements. For more it it the bottom of this ment Equity uncove	contract, standir going basis, bey nformation on h form.	ng offer or contract yond the period of ow to implement	ct issued under a If the procurement equity
	OIO!	NATORY			
NOTE: The signatory must be the Chief			an everutive n	neition with land	authority to sign a
contract on behalf of the organiza		361011200 p013011 111	an excounte p	oonon wan tegar	additionly to sign a
Name (print)		Title			
Estelle Turbide Telephone Number	E-mail Address	Director, Hu	ıman Resour		age of Correspondence
418-647-6594	estelle.turbide@	dolto		Englis	
	esserie.curbidee			Light	ii Lieucii
Sigr		Date (YYYY-MM-DI	"		
		2018-06-19			
Privacy Notice:					
The information you provide on this form is coll Contractors Program (FCP).	ected under the authority of s	ection 42 of the <i>Empl</i>	oyment Equity Ac	t to determine your	eligibility for the Federal
Completion of this form is mandatory. Refusal to Bid List, loss of the right to bid on federal go					
The information you provide may be used and/ disclosures of your personal information will ne				. However, these a	dditional uses and/or
	RETURN II	NSTRUCTIONS			
IMPORTANT					
The signed Agreement to Implement ee-eme@hrsdc-rhdcc.qc.ca	nt Employment Equity for	m must be sent to	the Labour P	rogram by e-ma	il at:

Page of



Default Workforce Analysis System - Detailed Report

Date: 2018-11-24

Women

			Women						
Employment Equity Occupational Group	Internal location	All employees #	Repres	sentation %	Availa %	•	Differ ence _#	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	· ·	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	4		
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

			Aboriginal					
Employment Equity Occupational Group	Internal location	All employees #	Repres	entation %	Availat %	oility #	Differ ence _#	Place of recruitment
01: Senior Management	National	1	0	0.0 %	3.2 %	0	0	National
•		`		0.0 %	2.7 %		0	
02: Middle management and other directors	National	9	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	All employees		Members of Visible Minorities epresentationAvailability				Place of recruitment	
	Internal location	#	#	%	%	#	Differ ence _#	
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



Default Workforce Analysis System - Detailed Report

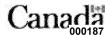
Date: 2018-11-24

Persons with disabilities

			Persons	with disabili	ities		
Employment Equity Occupational Group	Internal	All employees	RepresentationAvailability				fer Place of recruitment
	location	#	#	%	%	# end	**
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

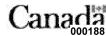


Default Workforce Analysis System - Detailed Report

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

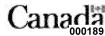


Default Workforce Analysis System - Detailed Report

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 :	CPEME	National
Supervisors	CPEME	National
07: Administrative and main office staff 08:	CPEME	National
Specialized sales and service staff 10: Clerical staff	CPEME	National
11: Intermediate Sales and Service Personnel 13: Other	CPEME	National
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	Repres	sentation	Availa	bility	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		
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	



Default Workforce Analysis System - Summary Report

Date: 2018-11-24

Aboriginal

	Aboriginal						
Employment Equity Occupational Group	All employees	Repres	entation	Availab	ility	Differ	
	#	#	%	%	#	ence#	
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	



Default Workforce Analysis System - Summary Report

Date: 2018-11-24

Members of Visible Minorities

	Members of Visible Minorities						
Employment Equity Occupational Group	All employees	Repre	sentationAv	ailability		Differ	
	!	# #	%	%	#	ence _#	
01: Senior Management		1 0	0.0 %	11.5 %	0	0	
02: Middle management and other directors		9 1	11.1 %	17.6 %	2		
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	1	2 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	13	4 17	12.7 %	7.7 %	10	7	
Total	18	2 19	10.4 %	9.3 %	16	3	



Default Workforce Analysis System - Summary Report

Date: 2018-11-24

Persons with disabilities

Employment Equity Occupational Group	All employees	Repres	entation A v	ailability		Differ	
	#	#	%	%	#	ence _#	
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	



Default Workforce Analysis System - Summary Report

Date: 2018-11-24

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

Perform an analysis by	Place of recruitment
EEOG	National
EEOG	National
CNP	National
CNP	Provincial
EEOG	CMA
EEOG	CMA
CNP	Provincial
EEOG	CMA
EEOG	CMA
EEOG	CMA
	EEOG EEOG CNP CNP EEOG EEOG CNP EEOG



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 :	CPEME	National
Supervisors	CPEME	National
07: Administrative and main office staff 08:	CPEME	National
Specialized sales and service staff 10: Clerical staff	CPEME	National
11: Intermediate Sales and Service Personnel 13: Other	СРЕМЕ	National
Sales and Service Personnel	CPEME	National
	СРЕМЕ	National
	СРЕМЕ	
	СРЕМЕ	
	CPEME	



Data from Firs	t/Previous Worl	kforce Analysis
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Data from I	irst/Previous Workf	orce Analysis
YYYY	MM	DD
2018	11	24

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2018	11	24

Data from St	ubsequent/Curre Analysis	ent Workforce
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Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD

		,	Table 1: Women	
		First/Pr	evious Workforce A	Analysis
Emple	rement Faulty Occupational Crown (FFOC)	All Employees	Wor	nen
Embir	yment Equity Occupational Group (EEOG)		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	l ol	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	ol	0.0
Total	•	182	99	49.6

•	Гable 5: Women	
Subsequen	/Current Workford	e Analysis
All Employees	Won	ien
	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

* Source:			

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Data from Firs	t/Previous Wor	kforce Analysis
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2018	11	24
YYYY	MM	DD
Data from Fi	rst/Previous Workf	orce Analysis

2018	11	24
YYYY	MM	DD
Data from Fi	rst/Previous Work!	orce Analysis

Data Irom Sui	Analysis	ent workloree
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Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
0	0	0

		Table 2: Aboriginal Peoples				
Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis				
		All Employees	Aboriginal Peoples			
			Representation	Availability*		
		#	#	%		
01	Senior Managers	1	0	3.2		
02	Middle & Other Managers	9	0	2.7		
03	Professionals	6	0	2.0		
04	Semi-Professionals & Technicians	2	0	2.4		
05	Supervisors	8	0	2.0		
06	Supervisors: Crafts & Trades	0	0	0.0		
07	Administrative & Senior Clerical Personnel	3	0	1.4		
08	Skilled Sales & Service Personnel	12	0	2.4		
09	Skilled Crafts & Trades Workers	0	0	0.0		
10	Clerical Personnel	4	0	1.6		
11	Intermediate Sales & Service Personnel	3	0	1.6		
12	Semi-Skilled Manual Workers	0	0	0.0		
13	Other Sales & Service Personnel	134	2	1.8		
14	Other Manual Workers	0	0	0.0		
Total		182	2	1.9		

182	2 1.9
* Source:	
)	
	* Source:

Table 6: Aboriginal Peoples				
Subsequent	/Current Workford	e Analysis		
All Employees	Aboriginal Peoples			
	Representation	Availability*		
#	#	%		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	o	0.0		
0	0	0.0		
0	o	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	o	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		

* Sourc						
0	 	 	 			

Data from First	/Previous Wor	kforce Analysis
1	1	1

YYYY	rst/Previous Workf MM	DD
2018	11	24

0	0	0
YYYY	MM	DD
Data from Subse	quent/Current Wo	orkforce Analysis

		Table 3: Members of Visible Minorities									
		First/Previous Workforce Analysis									
Empl	syment Fauity Occupational Croup (FFOC)	All Employees	Members of Visible Minorities								
cmpi	oyment Equity Occupational Group (EEOG)		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: Me	mbers of Visible	Minorities							
Subsequent	/Current Workford	e Analysis							
All Employees	Members of Visible Minorities								
	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	o	0.0							
0	0	0.0							

0		

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20000		
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10		
In		
10		

Data from Fi	st/Previous Wor	kforce Analysis
Ţ	Ţ	L

2018	11	24
YYYY	MM	DD
Data from Fi	rst/Previous Work	orce Analysis

Data from Fit	rst/Previous Workf MM	orce Analysis DD
2018	11	24

I.	J.	J.
	Analysis	
Data from S	ubsequent/Curre	nt Workforce

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
0	0	0

		Table 4: Persons with Disabilities										
		First/Previous Workforce Analysis										
Emmla	yment Equity Occupational Group (EEOG)	All Employees	Persons with	Disabilities								
rmbio.	yment Equity Occupational Group (EEOG)		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								

Table 8: Persons with Disabilities											
Subsequent	/Current Workford	e Analysis									
All Employees	Persons with	Disabilities									
	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									

*	•	S	0	ı	11	·c	e	:																	

* Source:		

Part 2: Flow Data Analysis

9371-7098 Québec Inc.

2019-01-15

Start	Date of Flow	Data
YYYY	MM	DD
2018	11	24

End I	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
Employment Equity Occupational Group (EEOG)		All Employees Hired	Women Hired	All Employees Hired	Women Hired
		#	#	#	#
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

Table 5: Women			
Full-time /	National	Part-time /	National
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
0	0	0	C
0	0	0	C
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	C
0	0	0	0

Table 9: Women				
Full-time	/ National	Part-time / National		
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

Part 2: Flow Data Analysis

9371-7098 Québec Inc.

2019-01-15

VVVV I MM I DD	
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		**
YYYY	MM	DD
End l	Date of Flow	Data

Data from Form 4 - Employees Hired Data from Form 5 - Employees Promoted Data from Form 6 - Employees Terminated

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

Table 6: Aboriginal Peoples				
Full-time	/ National	Part-time / National		
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	C	
0	0	0	C	
0	0	0	0	
0	0	0	0	
0	0	0	C	
0	0	0	C	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

Table 10: Aboriginal Peoples			
Full-time	/National	Part-time / Nationa	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Part 2: Flow Data Analysis

9371-7098 Québec Inc.

2019-01-15

YYYY	MM	DD
	Date of Flov	Data

-	idel	₩
End I YYYY	Date of Flow MM	Data DD

Data from Form 4 - Employees Hired Data from Form 5 - Employees
Promoted

Data from Form 6 - Employees Terminated

. ↓	•	₩	₩				
Table	3: Persons	with Disa	bilities				
Full-time	/ National	Part-time / Nation					
All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired				
#	#	#	#				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
0	0	0	0				
	# O O O O O O O O O O O O O O O O O O	Full-time / National All Employees Hired # # 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	All Employees Hired Persons with Disabilities Hired Hire				

Total

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

Table 1	1: Persons	s with Dis:	abilities
Full-time	/ National	Part-time	/ National
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Part 2: Flow Data Analysis

9371-7098 Québec Inc.

2019-01-15

Start	Date of Flov	Data
YYYY	MM	DD
2018	11	24

-	-	
YYYY	MM	DD
En	l Date of Flo	ow Data

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

		1	1	1	1
		Table 4:	Members o	f Visible N	linorities
		Full-time	/ National	Part-time	/ National
	ployment Equity Occupational Group EOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
		#	#	#	#
01	Senior Managers	0	0	0	0
02	Middle & Other Managers	О	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	C
09	Skilled Crafts & Trades Workers	0	0	0	C
10	Clerical Personnel	0	0	0	C
11	Intermediate Sales & Service Personnel	0	0	0	C
12	Semi-Skilled Manual Workers	0	0	0	C
13	Other Sales & Service Personnel	0	0	0	(
14	Other Manual Workers	0	0	0	0

Total

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
#	Ħ	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	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 for First/Previous Goals H Q A From Flow From From Data From From From (K - M + (K - M + O) + (C Data Equivalent $(F \times Q)$ Data sources: Workforce Workforce Data Entry C x E x 3 Analysis & CxHx3 $F \pm 1$ Workforce KxLx3 $J \times P$ Data Entry Workforce Workforce O) - ((C + $K \div C$ R + MEntry +F) Workforce Analysis Analysis Analysis Analysis F) x Q) Analysis¹ Analysis[‡] Table 1: Women First/Previous Short-term Goals All Employees Women 3 Year Goals Turnover (Replacement of Terminated Number Growth (New Positions) Turnover (Replacement o Employees) From - To Anticipated Terminated Employees) Projected **Employment Equity** Required Present Projected Present Hires Over 3 1111-1111 Representation in 3 VVVV-MM-DD Actual Projected Projected YYYY-MM-DD Actual Availability Occupational Group (EEOG) Over 3 Gap Representation Years Vears Years Over 3 Over 3 Over 3 2018-11-24 2018-11-24 Annually Annually Annually 2021 Years Years # % % # % % # # # % # # # % % # % % 01 Senior Managers -100,0% 0.0% 27.6% Middle & Other Managers -100.0% 0.0% 0.09 39.4% 55.6% 55.6% Professionals -100.09 0.0% 0.0964.8% 83.3% 83.3% -100.0% 0.0% 0.0% 0.0% 0.0% 50.0% 59.6% 0.0% Semi-Professionals & Tech 0.0% -100.0% 0.0% 0.0% 51.5% 62.5% 62.5% Supervisors Supervisors: Crafts & Trades 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! 80.4% Administrative & Sr Clerical -100,0% 0.0% 0.0% 100.0% 100.0% Skilled Sales & Service -100.0% 0.0% 0.0% 25.0% 25.0% 40.6% 40.6% 25.0% 41.7% Skilled Crafts & Trades 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! Clerical Personnel -100.0% 0.0% 0.0% 25.0% 25.0% 50.0% 58.6% 25.0% 50.0% Intermediate Sales & Service -100.0% 0.0% 0.0% 62.6% 66.7% 66.7% Semi-Skilled Manual 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! 13 -100.0% 0.0% 0.0% Other Sales & Service 134 49.1% 56.0% 56.0%

2019-01-15

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis) + Previous number of employees from Workforce Analysis) + 1) x 100.

0.0%

0.0%

0.0%

+100.0%

14

Total

Other Manual Workers

4 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.

0.09

0.0%

	• / /				Table 2: Women
F	Lancas and Francisco	Wo	men		
	loyment Equity upational Group (EEOG)	Short-term Goals Long-term Goals			Comments
		%		%	
01	Senior Managers	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	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	
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	50.0	
11	Intermediate Sales & Service	0 0,	0	0,0	
12	Semi-Skilled Manual	0 0,	0	0.0	
13	Other Sales & Service	0 0.	0	0.0	000204

#DIV/0

#DIV/0!

54.4%

				Fed	deral Contracto	rs Program Achies	ement Report				
						Part 3: Goals					
					9371	I-7098 Québec Inc.					
						2019-01-15		***************************************			
14 Other Manual Workers	0	0.0	0.0								
Total	()	0.0	0.0								

									Data	for First/I	revious (Goals							
A B	C	D	E	F	G	H	II	J	K	L	M	N	0	P	Q	R	S		U.
Data sources:	From Workforce Analysis	From Wørkforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
\$*************************************	.	<u> </u>	<u> </u>	1	J	1	<u></u>	J	1	,	<u> </u>	J	ļ	<u> </u>	1	Ţ	J	<u> </u>	······································
										e 3: Abor		<u> </u>							
									First	Previous SI	iort-term G	loals							
				All Em	ployees							,			nal Peoples				
	Number	Gro	wth (New Positio	nsi	Turnover (Re		f Terminated		Number	Tarrana (D	eplacement of		3 Yea	r Goals					
Employment Equity						Employees)		Anticipated		Terminated	Employees)	Hires Required		n - To	Present		Projected	Present	Projected
Occupational Group (EEOG)	7777-MM-00	Actual	Projec	ted	Actual	Proj	ected	Hires Over 3 Years	AAAA-MM-DD			Over 3	1111	- * * * * * * * * * * * * * * * * * * *	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2018-11-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Itars	2018-11-24	Annually	Over 3 Years	Years	2018	2021					11
	#	%	9/6	#	%	%	##	4	H	96	H H	44	H	9/4	%		#	%	9/4
01 Senior Managers	1	-100.0%		- 0	0.0%	70	0	, (,	0.0%	- 0	0	()	/8	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		2.7%	0	0	0.0%	0.0%
03 Professionals	6	-100.0%		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%	i i	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		2.0%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%	is a	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%	ú	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%	9	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	#DIV/0!	#DIV/0!
10 Clerical Personnel	4	-100,0%	1	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		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	#DIV/0!	#DIV/0!
13 Other Sales & Service	134		1	0	0.0%		0	0	1	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	#DIV/0!	#DIV/0!
Total	182	+100.0%	0	0	0.0%		0	0	2	0.0%	0	1	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) 10.

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
	oloyment Equity	Aborigina	l Peoples		
	apational Group (EEOG)	Short-term Goals	Long-term Goals		Comments
		%		%	
01	Senior Managers	0.0	0	0.0	
02	Middle & Other Managers	0,0	0	0.0	
03	Professionals	0.0	0	0.0	
04	Semi-Professionals & Tech	0.0	0	0.0	
05	Supervisors	0,0	0	0.0	
06	Supervisors: Crafts & Trades	0.0	0	0.0	
07	Administrative & Sr Clerical	0,0	0	0.0	
08	Skilled Sales & Service	0,0	0	0.0	
09	Skilled Crafts & Trades	0.0	0	0.0	
10	Clerical Personnel	0.0	0	0.0	
11	Intermediate Sales & Service	0,0	0	0.0	
12	Semi-Skilled Manual	0.0	0	0.0	
13	Other Sales & Service	0.0	0	1.8	000206

	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

1																				
									Data 1	or First/P	revious (Joals								
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U	
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	
	Ţ	Ţ	Ţ	1	1	1	Ų.	1	1	Ţ	↓	Ţ	Ų.	Ų.	Ţ	1	1	Ţ	Ψ.	
										Persons										
				4 ** **					First/	Previous Sh	ort-term (loals		n .						
				All En	nployees									Persons with Disabilities						
	Number	Gres	wth (New Posi	tions)		Turnover (Replacement of Terminated Employees)			Number	Turnover (Replacement of		Hires		r Goals						
Employment Equity		VYYY-MM-DD Actual Projected Ac					Anticipated			Terminated	Employees)	Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3	
Occupational Group (EEOG)	1111-1111-1/1/	Actuat	1100		Actual	110		Years	YYYY-MM-DD			Over 3 Years	,,,,	1	Availability	· · · · · · · · · · · · · · · · · · ·	Gap	Representation	Years	
	2018-11-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-11-24	Annually	Over 3 Years	icars	2018	2021						
	#	%	9/6	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
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%	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	#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	-1.00.070		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	#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	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.

Workforce Analysis) · 27 x 10					Table 6: Persons with Disabilities
Employment Equity		ersons with			
Occupational Group (EEOG)	Short-teri	m Goals	Long-ter	rm Goals	Comments
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	
Total	0	0.0	0	0.0	-000208

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									Data 1	or First/I	Previous (Goals							
A	C	D	E	F	G	H	L	J	K	L	M	N	0	P	<u>Q</u>	R	S	T.	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
\$.	<u> </u>	1		<u></u>	1	J	<u> </u>		1	<u>†</u>	J	J	<u> </u>	ļ	Ţ		Ţ	
									Table 7: M				S						
									First/	Previous St	iort-term C	ioals							
		1		All En	nployees										isible Minor	ities			
	Number	Gro	wth (New Posi	tions)		nover (Replacement of Terminated Employees)			Number T	Turnover (Replacement of		Hires		r Goals n - To					
Employment Equity	YYYY-MM-DD	Actual	Des.	ected	Actual		iected	Anticipated Hires Over 3 AVAVAMALDD	Terminated	l Employees)	Required		- 7777	Present	Present Gap	Projected	Present	Projected Representation in 3	
Occupational Group (EEOG)	111111111111111111111111111111111111111	- Over 1		Actual Projected Over 3			Years			Over 3	Over 3 Years		1	Availability		Gap	Representation	Years	
	2018-11-24	Annually	Annually	Years	Annually	Annually	Years		2018-11-24	Annually	Years		2018	2021					
	#	%	%	#	9/0	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	-100,0%		(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	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	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		10.2%	0	0	0.0%	0.0%
05 Supervisors	8	-100.0%		(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		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%
08 Skilled Sales & Service	12	-100,074		(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	#DIV/0!	#DIV/0!
10 Clerical Personnel	4	-100.0%		(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		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	#DIV/0!	#DIV/0!
13 Other Sales & Service	134			(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	#DIV/0!	#DIV/0!
Total	182	+100.0%		(0.0%		1 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) 10.
- 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		bers of Visi			
Occupational Group (EEOG)	Short-terr	n Goals	Long-ter	rm Goals	Comments
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	000210

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14 Other Manual Workers 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%

Data for Subsequent/Current Goals H M Q A From Flow From From Data From From From (K - M + (K - M + O) + (C Equivalent (F x Q) -Data sources: Workforce Workforce Data Entry C x E x 3 Analysis & CxHx3 $F \pm 1$ Workforce KxLx3 $J \times P$ Data Entry Workforce Workforce O) - ((C + $K \div C$ R + MEntry +F) Workforce Analysis F) x Q) Analysis Analysis Analysis Analysis¹ Analysis[‡] Table 9: Women Subsequent/Current Short-term Goals All Employees Women 3 Year Goals Turnover (Replacement of Terminated Number Growth (New Positions) Number Turnover (Replacement o Employees) From - To Anticipated Terminated Employees) Projected **Employment Equity** Required Present Projected Present Hires Over 3 1111-1111 Representation in 3 VVVV-MM-DD Actual Projected Projected YYYY-MM-DD Actual Availability Occupational Group (EEOG) Over 3 Gap Representation Years Vears Years Over 3 Over 3 Over 3 Annually Annually Annually Years Years # % % # % % # # # % # # # % % # % % 01 Senior Managers -100,0% 0.0% 0.0% #DIV/0! #DIV/01 Middle & Other Managers -100.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/01 Professionals -100.09 0.0% 0.090.0% #DIV/0! #DIV/0! -100.0% 0.0% 0.0% #DIV/0! #DIV/0! 04 Semi-Professionals & Tech 0.0%

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† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) 1) x 100.

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

-100.0%

-100,0%

-100.09

-100.0%

-100.0%

-100.0%

+100.0%

0.0%

0.0%

0.0%

0.0%

05

11

13

14

Total

Supervisors

Supervisors: Crafts & Trades

Administrative & Sr Clerical

Intermediate Sales & Service

Skilled Sales & Service

Skilled Crafts & Trades

Clerical Personnel

Semi-Skilled Manual

Other Sales & Service

Other Manual Workers

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.

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.09

0.0%

			Table 10: Women
Employment Equity	Women		
Occupational Group (EEOG)	Short-term Goals Long-te	rm Goals	Comments
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 & Trade	s 0.0	0.0	
07 Administrative & Sr Clerica	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	e 0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0,0	000212
14 Other Manual Workers	0.0	0.0	000212

#DIV/0!

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Total	0.0							

									Data for	Subseque	nt/Currei	nt Goals							
A B	C	D	E	F	G	H	I	J	K	L	M	N	0	P	<u>Q</u>	R	S	T	<u>U</u>
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
\$	J	<u> </u>	·i	1	<u></u>	\	J		J	ļ	J	J	ļ	↓		ļ	<u></u>	J	J
											iginal Pec								
									Subsequ	ent/Current	Short-tern	n Goals							
				All En	iployees										nal Peoples				
	Number	Number Growth (New Positions) Turnover (Replacement of Terminated Employees)								Turnover (R	eplacement of	Hima	3 Year Goals Hires From - To						
Employment Equity			Proje		ļ.,,	•	jected	Anticipated Hires Over 3 XXXX	YYYY-MM-DD Terminated Employees)			Required		n - 10 - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	VVVV-MM-DD	Actual	Proje		Actual	PF0	1	Years	7777-MM-DD		ı	Over 3	1111	- 1111	Availability	rresem Gap	Gap	Representation	Years
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	Years	0	3					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	9/0	9/0
01 Senior Managers	()	-100,0%	,	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	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		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	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%	,	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	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	#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	#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	#DIV/0!	#DIV/0!
10 Clerical Personnel	()	-100.0%		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	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0,0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		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%	1	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	<u> 0</u>		0.0%	1 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) 10.

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 12: Aboriginal Peoples
Employment Equity	Aboriginal Peoples		
Occupational Group (EEOG)	Occupational Group (EFOG) Short-term Goals Long-term Goa		Comments
	9/6	%	
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	300214

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Total	0.0							

									Data for	Subseque	nt/Currer	nt Goals							
амоненции моненции в в В В	C	D	E	F	G	H	L	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)
	Ţ	Ţ	1	1	Ţ	1	J	Ţ	Ţ	J	Ţ	Ţ	Ţ	Į.	Ţ	1	Ţ	Ţ	<u> </u>
										: Persons									
									Subsequ	ent/Current	Short-tern	n Goals							
	All Employees														th Disabilitie	8			
Employment Equity Occupational Group (EEOG)	Number						Number	Turnover (Replacement of		Hires	3 Year Goals From - To								
			Proj		Anticipa				YYYY-MM-DD	Terminated Employees)		Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
	AAAA-MM-DD	Actual	Frej		Actual Projected			Years	************			Over 3	1111	- 1 1 1 1	Availability		Gap	Representation	Years
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	Years	0	3					
	#	%	%	#	9/0	%	#	#	#	%	#	#	#	9/6	%	#	#	%	9/0
01/02 Managers	0	-100.0%		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	#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	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		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	#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	#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	#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	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		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	#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	#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	#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	#DIV/0!	#DIV/0!
Total	0	-100.0%		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.

workforce Analysis) = 2) x 10	N/s			
				Table 14: Persons with Disabilities
Paradaman Paraden	Persons wit	h Disabilitie	8	
Employment Equity Occupational Group (EEOG)	Short-term Goals	Long-te	rm Goals	Comments
Occupational Group (EEOG)	9/0		%	
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	000216

									Data for	Subseque	nt/Currei	it Goals							
A B	<u>C</u>	D	I E	F	G	H	L	J	K	L	M	N	0	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	CxHx3	$\mathbf{F}+\mathbf{I}$	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
\$	J	-	<u>, </u>	1		Ţ	J.	J	1	J	J	J.		<u> </u>	J	Ţ	<u> </u>	J	······································
								,	Fable 15: N				·S						
									Subsequ	ent/Current	Short-terr	n Goals							
	All Employees														isible Minor	ities			
	Number Growth (New Positions)			Turnover (Replacement of Terminated Employees)				Number	Turnover (Replacement of		Hires		3 Year Goals						
Employment Equity	YYYY-MM-DD	Actual	Projec	and .	<u> </u>			Anticipated Hires Over 3	Terminated Employees)		Required Over 3	From - To		Present	Present Gap	Projected	Present	Projected Representation in 3	
Occupational Group (EEOG)				 			Years	***************************************				,,,,		Availability	Gap Gap		Representation	Years	
	-	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	Years	0	3					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	9/6
01 Senior Managers	0	-100,0%	,	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	c	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	#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	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%	,	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	C	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	C	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	C	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		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%	1	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		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	#DIV/0!	#DIV/0!
Total	()	+100.0%	1	()	0.0%		1 0		()	0.0%	()	()	0	<u> </u>	0.0%	1 0	1 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) 10.

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	Members of Visible Minor	ities	
Occupational Group (EEOG)	Short-term Goals Long-te	rm Goals	Comments
	9/a	%	
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 & Trade:	s 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	000217
14 Other Manual Workers	0.0	0.0	300217

	Federal Contractors Program Achievement Report
	Part 3: Goals
	9371-7098 Québec Inc.
	2019-01-15
Total	0.0

Federal Contractors Program Achievement Report Part 4: Results - Women 9371-7098 Ouébec Inc. 2019-01-15 P T В \mathbf{C} D E F \mathbf{G} H M N 0 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 P x F ÷ 100 0 - S U x F ÷ 100 V - X Data sources Workforce Workforce Workforce Flow Data L-N Flow Data Flow Data $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ Ţ 1 1 Ţ Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Women Women All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # % % % % 2018 0.0 27.6 0.0 0 01 Senior Managers 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2018 5 55.6 39.4 141.0 02 Managers 0 0 0.0 0.0 -0 0.0 0 0.0 0 0.0 0 0.0 2018 -53 83.3 64.8 128.6 03 Professionals 0 0 0.0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2018 0 0.0 59.6 -1 0.0 Semi-Professionals & 04 Technicians 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 5 62.5 51.5 121.4 05 Supervisors 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2018 0 0.0 0.0 0 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 0 E ∞ D x Part 2: Flow E = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % ٠, % % 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 3 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 Middle & Other 0 0.0 0.0 Managers 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 03 Professionals 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 50.0 0.0 50.0 0.0 Semi-Professionals & 0 0.0 0.0 Technicians 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 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 3 0.0 0.0 0.0 0.0 0.0 0

Federal Contractors Program Achievement Report Part 4: Results - Women 9371-7098 Ouébec Inc. 2019-01-15 В \mathbf{C} D E F \mathbf{G} H M N 0 P 0 T U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 Ţ Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Women Women All All All All (EEOG) Employees Employees Availability Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # % % # % % % % 2018 100.0 80.4 124.4 Administrative & 3 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 3 25.0 40.6 -2 61.6 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 0.0 0.0 0 0.0 Trades Workers 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2018 1 25.0 58.6 -1 42.7 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 2 66.7 62.6 106.5 Intermediate Sales & Service Personnel 0 0.0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Flow E = D xE = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % ٠, % % Administrative & 0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 3 0.0 0.0 0.0 0.0 0 0.0 0 0.0 40.6 0.0 40.6 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 3 0.0 0.0 0.0 0.0 0.0 0 0 50.0 0.0 50.0 0.0 0 0.0 0.0 0.0 Clerical Personnel 3 0.0 0.0 0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 0.0 0.0 Service Personnel 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 Semi-Skilled Manual Workers 3 0.0 0.0 0.0 0.0 0.0 0

	Federal Contractors Program Achievement Report Part 4: Results - Women																						
										9371-7	098 Qu	ébec Inc											
										2	019-01	-15											
I A B	Г С	D	E	F	G	н	I	J	K	L	М	N	0	P	0	R	S	T	U	v	w	X	Y
**************************************			4E		<u> </u>				<u> </u>	<u>i</u>		***************************************		·	¥	<u></u>	,	*************		<u> </u>	**************************************		
Data sources:		Part 1: Workforce Analysis		E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E+H x100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Duta Analysis	Part 2: Flow Data Analysis	Q+Px 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
	**************		·······	Ţ		Ţ		·	Ψ	1	1	1	Ţ	, T	1	·		Ţ	1	, <u>1</u>	V		Ţ
			W	orkfo	orce An	alysis									Flow	Data A	nalysis						
Employment Equity	Yea	r	,	W	orkforce					,	Hires				I	romotio				Tei	minatio		
Occupational Group (EEOG)		All Employees			Wor			T	All Employees			omen		All Employees			omen		All Employees			omen	
(2200)	#	a.mpiorees	Representa	thon %	Avail:	ability #	Gap #	EE Result	#	# Ac	tual %	Expected #	Difference #	# #	# Ac	tual %	Expected #	Difference	4	Acti	% %	Expected #	Difference #
Other Sales & Servi		134	75	56.0	49.1			114.0		 								,			•		
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
14 Other Manual	2018	3 0	0	0.0	0.0			1								<u> </u>							
Workers	2018	182	99	0.0 54.4	0.0 49.6		9	ļ	C	0	0.0	0		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	0.0	0	0	0	0	0.0	0	0
**************************************			***************	***********		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	************	·	·		·	*******				•	•				•		
Data sources:		Part 2: Flow Data Analysis	* Flow Data *	E÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F = 1 x 100	₽art 3: Goals	E÷Kx 100	Part 3: Goals	F+M x 100											
\$0000000000000000000000000000000000000		J		Ţ			 ل	J	J	1	1												
		Nev	v Entrant	S				G	oals														
Employment Equity	Yea	F	low Data			Short-te	rm Goal	S		Long-ter	m Goals												
Occupational Group	rea	All	Women	n		Wo	men	1		Wer	1						C	Commen	ts				
(EEOG)		Employees	Actual		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
<u> </u>	#	#	#	%	#	%	%	%	#	%	%	%											
13 Other Sales & Servi Personnel	ce 0 3	0	0	0.0	0	0.0	0.0			0.0	0.0	0.0											
Other Manual	0	0	0	0.0	0	0.0	0.0	 		0.0	4	0.0											
Workers	3	0	0	0.0	,		0.0		ł	3,10	0.0	0.0											
Total	0	0	0	0.0	0	0.0	0.0		(0.0	·	0.0											
	3	1 0	0	0.0			0.0	0.0			0.0	0.0											

Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples 9371-7098 Ouébec Inc. 2019-01-15 P T В \mathbf{C} D E F \mathbf{G} H M N 0 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 0 - S U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group **Aboriginal Peoples Aboriginal Peoples** Aboriginal Peoples Aboriginal Peoples All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % % % 2018 0.0 3.2 0.0 01 01 Senior Managers 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2018 0 0.0 2.7 0 0 0.0 02 Managers 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 2.0 0 0 0.0 03 Professionals 0 0 0.0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2018 0 0.0 2.4 0 0 0.0 Semi-Professionals & Technicians 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 2.0 0.0 05 Supervisors 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2018 0 0.0 0.0 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 E ∞ D x Part 2: Flow E = G xF ± Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Long-term Goals Flow Data **Short-term Goals Employment Equity** Year Aboriginal Peoples **Aboriginal Peoples** Aboriginal Peoples Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % ٠., % ٠, % % 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 3 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 Middle & Other 0 0.0 0.0 Managers 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 03 Professionals 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & 0 0.0 0.0 Technicians 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 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 3 0.0 0.0 0.0 0.0 0.0 0

Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples 9371-7098 Ouébec Inc. 2019-01-15 В \mathbf{C} D E F \mathbf{G} H M 0 0 T U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group **Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples Aboriginal Peoples** All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference ٠.. # % % ۰. % 2018 0.0 Administrative & 0 1.4 0.0 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 0 0.0 2.4 0 0 0.0 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 0.0 0.0 0 0 0.0 Trades Workers 0 0 0.0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2018 0 0.0 1.6 0 0 0.0 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 1.6 0.0 Intermediate Sales & Service Personnel 0 0.0 0 0.0 0.0 0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Flow E = D xE = G xF ± Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Aboriginal Peoples **Aboriginal Peoples** Aboriginal Peoples Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % ٠, % % Administrative & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 3 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 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 Skilled Crafts & Trades Workers 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 Clerical Personnel 3 0.0 0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 Intermediate Sales & 0.0 0.0 0.0 Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 3 0.0 0.0 0.0 0.0 0 0.0

	Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples																							
													ébec Inc	<u>-</u>										
	***************************************								***************************************			019-01-									***************************************			
L																								
A B		C	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U	V	W	X	Y
Data sources:			Part 1: Workforce Analysis		E+D x100	Part 1: Workforce Analysis	D x G = 100	E-H	E+H x100	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
			Ţ		Ų.	<u> </u>	L. L	λ .	<u> </u>	\	<u> </u>	1	<u> </u>	Ţ	<u> </u>	·	Ţ	·	Ţ	<u> </u>	······		\	Ţ
				V		orce An										Flow	Data A	nalysis						
Employment Equity Occupational Grou		ear			N	orkforce Aborigina					1	Hires				P	romotio	ns Peoples			Te	minatio	ns ral Peoples	
(EEOG)	'		All Employees	Represent	ation	Aborigina		Gap	EE Result	All Employees	Ac	Aborigi tual	nal Peoples Expected	Difference	All Employees	Ac	Aborigi	Expected	Difference	All Employees	Acti		Expected	Difference
		#	μ	н	%	%	4	#	%	#	#	%	#	#	ji ji	и	%	#	#	#	#	%	#	¥
Other Sales & Ser		018	134	2	1.5	1.8		0																
Personnel		0	0	0	0.0	0.0	<u> </u>	0	0.0	(0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14 Other Manual Workers		018	0	0	0.0	0.0		0	ł		1 0	0.0	0	Λ		0	0.0	0	G	n	0	0.0		n
		018	182	2 §	1.1	1.9	<u></u>	-1				0.0			İ -	<u> </u>	0.0	, , , , , , , , , , , , , , , , , , ,	V		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
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÷1x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F+M x 100											
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			New	Entrant	ls				G	loals														
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Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities 9371-7098 Ouébec Inc. 2019-01-15 В \mathbf{C} D E F \mathbf{G} H M N 0 P 0 T U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All All All All (EEOG) Employees Employees Employees Employees Representation Availability Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # # % % ۰. % 2018 0.0 10.0 Administrative & 0 0.0 Senior Clerical 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 0 0.0 8.0 -1 0.0 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 0.0 0.0 0 0 0.0 Trades Workers 0 0.0 0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2018 0 0.0 9.3 0 0 0.0 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 10.8 0.0 Intermediate Sales & Service Personnel 0.0 0 0 0.0 0.0 0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Part 2: Flow E = D xE = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Persons with Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities All (EEOG) Employees Percent of Percent o Percent o Percent o Goal Goal Goat Goal Actual Goal Met Goal Met Goal Met Goal Met % *4 % % % % 0 0 0.0 0.0 0.0 0.0 0.0 0.6 Administrative & 0.0 Senior Clerical 3 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0 0.0 0.0 8.0 0.0 0.0 0.0 0.0 Service Personnel 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 Skilled Crafts & Trades Workers 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 10 Clerical Personnel 3 0 0.0 0.00.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 0.0 0.0 Workers 3 03 0.0 0.0 0.0 0.0 0.0

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Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities 9371-7098 Ouébec Inc. 2019-01-15 P T В \mathbf{C} D E F \mathbf{G} H M N 0 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 P x F ÷ 100 0 - S U x F ÷ 100 V - X Data sources Workforce Workforce Workforce Flow Data L-N Flow Data Flow Data $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ Ţ 1 1 Ţ Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % # % % % % 2018 0.0 11.5 0.0 0 01 Senior Managers 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2018 1 11.1 17.6 2 -1 63.1 02 Managers 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 0.0 2018 0 0.0 21.1 -1 03 Professionals 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2018 0 0.0 10.2 0 0 0.0 Semi-Professionals & Technicians 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 3.2 0 0.0 05 Supervisors 0 0.0 0.0 0.0 0 0 0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2018 0 0.0 3.3 0 0 0.0 Trades 0.0 0.0 0.0 0.0 0.0 0.0 E ∞ D x Part 2: Flow E = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Long-term Goals Flow Data **Short-term Goals Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % ٠., % ٠, % % 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 17.6 0.0 17.6 0.0 Middle & Other 0 0.0 0.0 Managers 3 0.0 0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 21.1 0.0 0.0 21.1 0.0 03 Professionals 3 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & 0 0.0 0.0 Technicians 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 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 3 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 Ouébec Inc. 2019-01-15 В \mathbf{C} D E F \mathbf{G} H M N 0 P 0 T U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # % # % % ۰. % 2018 0.0 Administrative & 0 0.0 0.0 Senior Clerical 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 1 8.3 22.1 -2 37.7 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 0.0 0.0 0 0 0.0 Trades Workers 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2018 0 0.0 4.1 0 0 0.0 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 6.4 0.0 Intermediate Sales & Service Personnel 0 0.0 0.0 0 0.0 0 0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Flow E = D xE = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Long-term Goals Flow Data **Short-term Goals Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % ٠, % % Administrative & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 3 0.0 0.0 0.0 0.0 0 0.0 0 0.0 22.1 0.0 22.1 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 3 0.0 0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 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 Clerical Personnel 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 Intermediate Sales & 0.0 Service Personnel 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 Semi-Skilled Manual Workers 3 0.0 0.0 0.0 0.0 0.0 0

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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.

Contrac	tors i rogram.
Requi	red 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.

	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):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance nent.
	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.
Addit	cional Details
Please _l	provide any additional information (optional):

SURVEY ON THE WORKFORCE PROFILE QUESTIONNAIRE

	IPLOYEE NO. RE-PRINTED:)		EMPLOYEE NAME (PRE-PRINTED:)	
SE	RVICE:		GENDER:	
		provided will be kept in a cowho are responsible for the		
Ple	ease note that ar	n individual may belong to	more than one designate	ed group.
	ompleting this q filled out.	_l uestionnaire is optional. H	owever, it must be return	ned, regardless of whether it
W	e invite you to 1	review, update and correct	your information at any	time.
1.				American Indians, Métis or nd or First Nations are also
	Taking this de	efinition into account, are y	ou an Aboriginal person	? Yes [] No []
2.		ent equity purposes, person recurring physical, mental,		s persons who have a earning impairment and who
	(a) consider the	emselves to be disadvantag	ged in employment by re	eason of that impairment, or
	3 7	t an employer or potential of ged in employment by reas		asider them to be
3.		ent equity purposes, member oples, who are non-Caucas		•
	Taking this de	efinition into account, are y	ou a member of a visible	e minority group?
				Yes [] No []
E	mployee signa	iture:	I	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**
 - 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

<u>estelle.turbide@deltahotels.com</u> 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:

Number of questionnaires returned:

Number of completed questionnaires returned:

#	%
182	100
179	98
178	98

- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- 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.
- 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 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		Go	als		
Er	mployment Equity Occupational Group	C	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	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			
Employment Equity Occupational Group		Gap	Short- term	Long- term	Representation	LMA
	(EEOG)		(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
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			
Employment Equity Occupational Group (EEOG)		Gap	Short- term	Long- term	Representation	LMA
			(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
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:

 \boxtimes in compliance \square 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

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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

<u>estelle.turbide@deltahotels.com</u> marriott.com/YQBDR 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 <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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 underrepresented; 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 <u>Workplace Equity Information Management System</u> (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 ee-eme@hrsdc-rhdcc.qc.ca



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