Labour Program Federal Contractors Program

Emploi et Développement social Canada

PROTE	FCTFD	WHEN	COMPL	FTFN	R

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*			A # 0		 	
Agre	eem	ent	M.	ž.		

s.19(1)

s.24(1)

Agre	eement to Impleme	nt Emplo	oyment E	quity		
New Agreement	(All sections mus	st be complet	ed)			
Revised Agreement						
	ORGANI	ZATION				
Legal Name of Organization			Parent company	s located outside	Canada	***************************************
Lemay CO Inc.			Į.]Yes	Z No	
Operating Name (if different from Legal	Name of Organization)		Business Numb	34		
			Total number of e (Permanent Full-)			400
Number. To find your organization's fou http://www23.statcan.gc.ca/mdb/p3YQ			Federally R	egulated		
	HEAD C)FFICE				
Address (building number, street, suite, 3500 rue St-Jacques	1	y Mréal		Province Questions	Postal Code H4C 1H2	
		lephone Number 14 932-5101				
	EMPLOYMENT E	OUITY CONT	4CT			
Name(print) Michel Thivierge	Tid V2		nt Human Re	SSOURCES		
Telephone Number	E-mail Address	***************************************	T.	referred Langua	ye of Correspond	M00
514-316-1010 #7632	mthivierge@lemay.com	M.		☐ English	French	
	CERTIFIC	CATION				
The above-named organization:						
having a combined workforce or	f 100 or more permanent full-time ar	nd/or permanen	t part-time emplo	yees in Canad	a, AND	
	receipt of, a federal government goo \$1,000,000 or more (including applic		contract, standing	offer or contra	ict issued under	a
nstrument, in keeping with the Fed	mplement or maintain employment e leral Contractors Program requireme at the email address provided at the	ents. For more i	nformation on ho			

Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

contract on behalf of the ame (print)		an authorized person in an ex	ecutive position with legal authority to sign a
		Title	
atrice Duchatellier-N	adeau	Legal Affairs Ma	nager
elephone Number	E-mail Address		Preferred Language of Correspondence
15-787-			☐ English 🗹 French
ignature.		ate (YYYY-MM-DD)	
		017-07-14	
rivacy Not			
he information you provide on this fr ontractors Program (FCP)	orm is collected under the authorit	y of section 42 of the Employment	Equity Act to determine your eligibility for the Federa
ompletion of this form is mandatory Bid List, loss of the right to bid on f	Refusal to provide personal infor ederal government goods or servi	mation will result in the organizations and materials and materials of any value and materials are sentenced in the contracts of any value and materials are sentenced in the contracts of any value and materials are sentenced in the contracts of the contracts are sentenced in the contracts of the contracts of the contracts of the contract of the contracts of the contract of the contract of the contracts of the contract of the c	on's name being placed on the FCP Limited Eligibility by also result in the termination of the contract.
he information you provide may be i isclosures of your personal informat	used and/or disclosed for policy ar ion will never result in an administ	nalysis, research and/or evaluation trative decision being made about	n purposes. However, these additional uses and/or you.
	RETU	RN INSTRUCTIONS	
MPORTANT			
The signed Agreement to Ir			



Form 1

Lemay CO inc. (Certificate # 10000346)

EMPLOYMENT EQUITY: EMPLOYER IDENTIFICATION, SUMMARY REPORT AND CERTIFICATION Period covered by EXPAPCONIIZU/IDEE/727to 2018-07-27

Geographic regions

(INDICATE THE NUMBER OF EMPLOYEES IN EACH REGION).

					7				
	•	Province			***************************************	Census Metropo	litan Area		
	Permanent full time	Permanent part- time	Temporary	Total number of employees					
Quebec	323	0	0	323	Montreal	292	0	0	292
Total number of	employees >				Quebec	31	0	0	31
in Canada				323	Total number o Canada	f employees as of	•		323

Canada

Form 2 A

Lemay CO inc. (Certificate # 10000346)

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES Full time / Quebec

Reporting period 2018-07-27 to 2018-07-27

Occupational Category		All	employees		Aboriginal			Perso	ons with disa	bilities	Members of Visible Minorities		
Salary Range Col. 1	Quarte r	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Management	4												
Upper value: Less than \$5,000	3				***************************************								
Lower value: Less than \$5,000	2												
	1	42	30	12							3	2	
	Total	42	30	12							3	2	
Middle management and other directors	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	42	25	17							1	1	
	Total	42	25	17							1	1	
Professionals	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	130	66	64				1	1		19	7	1
	Total	130	66	64				1	1		19	7	1
Semi-professional and technical staff	4						1 1 1 1 1 1 1 1 1 1 1						
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2						**************************************						
	1	80	45	35				1		1	12	8	
	Total	80	45	35				1		1	12	8	

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Form 2 A

Lemay CO inc. (Certificate # 10000346) FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Quebec

Reporting period 2018-07-27 to 2018-07-27

Occupational Category		All	employees		······································	Aboriginal		Perso	ons with disa	bilities	Members of Visible Minorities		
Salary Range Col. 1	Quarte r	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Administrative and main office staff	4												
Upper value: Less than \$5,000	3				***************************************								
Lower value: Less than \$5,000	2												
	1	23	2	21							2		2
	Total	23	2	21							2		7
Clerical staff	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	4	2	2									
	Total	4	2	2									
Other sales and service personnel	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	2	1	1							1	1	
	Total	2	1	1							1	1	
Total number of employees		323	171	152				2	1	1	38	19	19

Canada Page 2 of 2

Lemay CO inc. (Certificate # 10000346) FEDERAL

Form 3 A

CONTRACT PROGRAMS: EMPLOYEE PROFILE

Full time / Quebec

Reporting period 2018-07-27 to 2018-07-27

	Al	employees			Aboriginal		Pers	ons with disabi	lities	Member	s of Visible Min	orities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col, 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Less than \$15,000	323	171	152				2	1	1	38	19	19
Total number of employees	323	171	152				2	1	1	38	19	19

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Default Workforce Analysis System - Detailed Report

Date: 2018-07-27

Women

				,	Women			
Employment Equity Occupational Group	Internal	All employees	Repres	entation	Availal	bility	Differ	Place of recruitment
	location	#	#	%	%	#	ence#	
01: Senior Management	National	42	12	28.6 %	27.4 %	12	0	National
02: Middle management and other directors	National	42	17	40.5 %	38.9 %	16	1	National
03: Professionals		130	64	49.2 %	33.7 %	44	20	
1112: Financial and investment analysts	National	6	3	50.0 %	50.1 %	3	0	National
1121: Human Resources Professionals	National	3	3	100.0 %	71.1 %	2	1	National
1123: Advertising, marketing and public relations professionals	National	4	3	75.0 %	66.4 %	3	0	National
2131 : Civil engineers	National	7	1	14.3 %	15.3 %	3	0	National
2151: Architects	National	88	40	45.5 %	28.9 %	25	15	National
2152 : Landscape Architects	National	12	8	66.7 %	39.4 %	5	3	National
2153: Urban planners and land use planners	National	8	4	50.0 %	42.2 %	3	1	National
5125: Translators, Terminologists and Interpreters	National	2	2	100.0 %	69.9 %	1	1	National
04: Semi-professional and technical staff		80	35	43.8 %	43.9 %	35	0	
2231: Civil Engineering Technologists and Technicians	Quebec	8	3	37.5 %	16.3 %	1	2	Quebec
2251 : Architectural Technologists and Technicians	Quebec	33	14	42.4 %	39.9 %	13	1	Quebec
2253 : Drafting Technologists and Technicians	Quebec	1	0	0.0 %	30.9 %	0	0	Quebec
2255: Technical Personnel in Geomatics and Meteorology	Quebec	2	0	0.0 %	31.5 %	1	-1	Quebec
2281 : Computer Network Technicians	Quebec	4	0	0.0 %	18.5 %	1	-1	Quebec
Z282: User Support Agents	Quebec	5	0	0.0 %	19.6 %	1	-1	Quebec
5223 : Graphic Design Technicians	Quebec	1	1	100.0 %	43.5 %	0	1	Quebec
5241 ; Graphic designers and illustrators	Quebec	10	4	40.0 %	47.2 %	5	-1	Quebec
5242 : Interior designers and decorators	Quebec	15	12	80.0%	80.3 %	12	0	Quebec
5243: Theatre Designers, Fashion Designers, Exhibit Designers and Other Art Designers	Quebec	1	1	100.0 %	75.1 %	ş	0	Quebec
07: Administrative and Senior Clerical Staff		23	21	91.3 %	80.8 %	19	2	
Employment Equity Occupational Group	Montreal	22	20	90.9 %	80.8 %	18	2	Montreal

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Default Workforce Analysis System - Detailed Report

Date: 2018-07-27

Women

				1	Nomen			
Employment Equity Occupational Group	Internal	All employees	Repres	entation	Availa	bility	Differ	Place of recruitment
	location	#	#	%	%	#	ence	
Employment Equity Occupational Group	Quebec	1	1	100.0 %	80.9 %	1	0	Quebec
10 : Office staff		4	2	50.0 %	62.5 %	3	-1	
Employment Equity Occupational Group	Montreal	4	2	50.0 %	62.5 %	3		Montreal
13: Other sales and service personnel		2	1	50.0 %	51.1 %	1	0	
Employment Equity Occupational Group	Montreal	2	1	50.0 %	51.1 %	1	0	Montreal
Taka		222	469	47 4 %/	20.00	130	22	

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

Sources: 2011 National Household Survey and internal employer data

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Canada

Default Workforce Analysis System - Detailed Report

Date: 2018-07-27

Aboriginal

				Ab	original			
Employment Equity Occupational Group	Internal	All employees	Represe	ntation	Availab	ility	Differ	Place of recruitment
	location	#	#	%	%	#	ence	
01: Senior Management	National	42	0	0.0 %	2.9 %	1	-1	National
02: Middle management and other directors	National	42	0	0.0 %	2.2 %	1	1	National
03: Professionals		130	0	0.0 %	0.8 %	1	1	
1112: Financial and investment analysts	National	6	0	0.0 %	0.9 %	9	0	National
1121: Human Resources Professionals	National	3	0	0.0 %	2.7 %	0	0	National
1123: Advertising, marketing and public relations professionals	National	4	0	0.0 %	2.1 %	0	0	National
2131 : Civil engineers	National	7	0	0.0 %	1.0 %	0	0	National
2151; Architects	National	88	0	0.0 %	0.6 %	1	-1	National
2152 : Landscape Architects	National	12	0	0.0 %	0.0 %	9	0	National
2153: Urban planners and land use planners	National	8	0	0.0 %	2.7 %	0	0	National
5125: Translators, Terminologists and Interpreters	National	2	0	0.0 %	2.9 %	9	0	National
04: Semi-professional and technical staff		80	0	0.0 %	0.9 %	1		
2231: Civil Engineering Technologists and Technicians	Quebec	8	0	0.0 %	1.3 %	0	0	Quebec
2251: Architectural Technologists and Technicians	Quebec	33	0	0.0 %	0.6 %	0	0	Quebec
2253 : Drafting Technologists and Technicians	Quebec	\$	0	0.0 %	1,1 %	0	0	Quebec
2255: Technical Personnel in Geomatics and Meteorology	Quebec	2	0	0.0 %	3.6 %	9	0	Quebec
2281 : Computer Network Technicions	Quebec	4	0	0.0 %	1,1 %	0	0	Quebec
2282: User Support Agents	Quebec	5	0	0.0 %	1.3 %	9	0	Quebec
5223 : Graphic Design Technicians	Quebec	1	0	0.0 %	0.4 %	õ	0	Quebec
5241 : Graphic designers and illustrators	Quebec	10	0	0.0 %	1.2 %	0	0	Quebec
5242 : Interior designers and decorators	Quebec	15	0	0.0 %	0.7 %	9	0	Quebec
5243: Theatre Designers, Fashion Designers, Exhibit Designers and Other Art Designers	Quebec	\$	0	0.0 %	0.5 %	0	0	Quebec
07; Administrative and Senior Clerical Staff		23	0	0.0 %	0.7 %	0	0	
Employment Equity Occupational Group	Montreal	22	0	0.0 %	0.7 %	0	0	Montreal

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Default Workforce Analysis System - Detailed Report

Date: 2018-07-27

Aboriginal

				Aboriginal						
Employment Equity	y Occupational Group	Internal	All employees	Repres	entation	Availat	oility	Differ	Place of recruitment	
		location	#	#	%	%	#	ence		
	Employment Equity Occupational Group	Quebec	1	0	0.0 %	0.7 %	0	0	Quebec	
10 : Office staff			4	0	0.0 %	0.8 %	0	0		
	Employment Equity Occupational Group	Montreal	4	0	0.0 %	0.8 %	0	0	Montreal	
13: Other sales and	service personnel		2	0	0.0 %	0.8 %	0	0		
	Employment Equity Occupational Group	Montreal	2	0	0.0 %	0.8 %	0	0	Montreal	
Total			333	0	0.0%	1 9 5/.	4 🕷			

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

Sources: 2011 National Household Survey and internal employer data

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Default Workforce Analysis System - Detailed Report

Date: 2018-07-27

Members of Visible Minorities

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal location	All employees	Repres	entationAva %	ailability %	#	Differ ence _g	Place of recruitment
		*		78	78		**	
01: Senior Management	National	42	3	7.1 %	10.1 %	4		National
02: Middle management and other directors	National	42	1	2.4 %	15.0 %	6	- 5	National
03: Professionals		130	19	14.6 %	22.3 %	29		
1112: Financial and investment analysts	National	6	0	0.0 %	35.4 %	2	7	National
1121: Human Resources Professionals	National	3	0	0.0 %	14,1 %	0	0	National
1123: Advertising, marketing and public relations professionals	National	4	0	0.0 %	16.9 %	\$		National
2131 : Civil engineers	National	7	0	0.0 %	26.0 %	2		National
2151: Architects	National	88	17	19.3 %	23.6 %	21	-4	National
2152 : Landscape Architects	National	12	2	16.7 %	13.6 %	2	0	National
2153; Urban planners and land use planners	National	8	0	0.0 %	12.8 %	*	•	National
5125: Translators, Terminologists and Interpreters	National	2	0	0.0 %	22.2 %	0	0	National
04: Semi-professional and technical staff		80	12	15.0 %	8.4 %	7	5	
2231: Civil Engineering Technologists and Technicians	Quebec	8	1	12.5 %	6.9 %	1	0	Quebec
2251 : Architectural Technologists and Technicians	Quebec	33	4	12.1 %	7.3 %	2	2	Quebec
2253 : Draffing Technologists and Technicians	Quebec	9	1	100.0 %	7.7 %	0	1	Quebec
2255: Technical Personnel in Geomatics and Meteorology	Quebec	2	0	0.0 %	4.5 %	0	0	Quebec
2281 : Computer Network Technicians	Quebec	4	2	50.0 %	13.1 %	3	1	Quebec
2262: User Support Agents	Quebec	5	1	20.0 %	18.2 %	1	0	Quebec
5223 : Graphic Design Technicians	Quebec	*	0	0.0 %	7.3 %	0	0	Quebec
5241 : Graphic designers and illustrators	Quebec	10	2	20.0 %	11.2 %	1	1	Quebec
5242 : Interior designers and decorators	Quebec	15	1	6.7 %	5.2 %	1	0	Quebec
5243: Theatre Designers, Fashion Designers, Exhibit Designers and Other Art Designers	Quebec	1	0	0.0 %	14.9 %	Q	0	Quebec
07: Administrative and Senior Clerical Staff		23	2	8.7 %	11.8 %	3		
Employment Equity Occupational Group	Montreal	22	2	9.1%	12.2 %	3		Montreal
		800						

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Default Workforce Analysis System - Detailed Report

Date: 2018-07-27

Members of Visible Minorities

		Internal	All employees	Members of Visible Minorities RepresentationAvailability Differ				Differ	Place of recruitment
		location	#	#	%	%	#	ence	
Emp	ployment Equity Occupational Group	Quebec	1	0	0.0 %	1.5 %	0	0	Quebec
10 : Office staff			4	0	0.0 %	17.4 %	3	-1	
Emp	ployment Equity Occupational Group	Montreal	4	0	0.0 %	17.4 %	1	-1	Montreal
13: Other sales and servi	ice personnel		2	1	50.0 %	24.3 %	9	1	
Emp	ployment Equity Occupational Group	Montreal	2	1	50.0 %	24.3 %	0	1	Montreal
Total			323	38	11.8 %	15.5 %	50		

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

Sources: 2011 National Household Survey and internal employer data

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Default Workforce Analysis System - Detailed Report

Date: 2018-07-27

Persons with disabilities

			Persons with disabilities						
	Internal	All employees	RepresentationAvailability				Differ	Place of recruitment	
	location	#	#	%	%	#	ence		
01/02 : Executives	National .	84	0	0.0 %	4.3 %	4	-4	National	
03: Professionals	National	130	1	0.8 %	3.8 %	5	4	National	
04: Semi-professional and technical staff	National	08	1	1.3 %	4.6 %	4		National	
07: Administrative and Senior Clerical Staff	National	23	0	0.0 %	3.4 %	1		National	
10 : Office staff	National	4	0	0.0 %	7.0 %	0	0	National	
13: Other sales and service personnel	National	2	0	0.0 %	6.3 %	0	0	National	
Total		323	2	0.6 %	4.2 %	14			

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

Sources: 2012 Canadian Disability Survey and internal employer data

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Default Workforce Analysis System - Detailed Report

Date: 2018-07-27

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

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

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Default Workforce Analysis System - Detailed Report

Date: 2018-07-27

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
4.1: Semi-Professional and Technical Staff 07:	CPEME	National
Administrative and Senior Clerical Staff 10:	CPEME	National
Clerical Staff	CPEME	National
13: Other sales and service personnel	СРЕМЕ	National
	CPEME	
	CPEME	
	СРЕМЕ	

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Default Workforce Analysis System - Summary Report

Date: 2018-07-27

Women

	Women						
Employment Equity Occupational Group	All employees	Repres	entation	Availa	bility	Differ	
	#	#	%	%	#	ence	
01: Senior Management	42	12	28.6 %	27.4 %	12	0	
02: Middle management and other directors	42	17	40.5 %	38.9 %	16	1	
03: Professionals	130	64	49.2 %	33.7 %	44	20	
04: Semi-professional and technical staff	80	35	43.8 %	43.9 %	35	0	
07: Administrative and Senior Clerical Staff	23	21	91.3 %	80.8 %	19	2	
10 : Office staff	4	2	50.0 %	62.5 %	3	-1	
13: Other sales and service personnel	2	1	50.0 %	51.1 %	1	0	
Total	323	152	47.1 %	39.9 %	130	22	

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

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Default Workforce Analysis System - Summary Report Date: 2018-07-27

Aboriginal

	Abbigital						
Employment Equity Occupational Group	All employees	Repres	entation	Availab	ility	Differ	
	#	#	%	%	#	ence	
01: Senior Management	42	0	0.0 %	2.9 %	ï		
02: Middle management and other directors	42	0	0.0 %	2.2 %	1		
03: Professionals	130	0	0.0 %	0.8 %	1		
94: Semi-professional and technical staff	80	0	0.0 %	0.9 %	1		
07: Administrative and Senior Clerical Staff	23	0	0.0 %	0.7 %	0	0	
10 : Office staff	4	0	0.0 %	0.8 %	0	0	
13: Other sales and service personnel	2	0	0.0 %	0.8 %	0	ð	
Total	323	0	0.0 %	1.3 %	4	-4	

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

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Default Workforce Analysis System - Summary Report

Date: 2018-07-27

Members of Visible Minorities

Mamhers of Visible Minerities

	members of visible windrities						
Employment Equity Occupational Group	All employees	Repres	sentationAv	ailability		Differ	
	#	#	%	%	#	ence	
01: Senior Management	42	3	7.1 %	10.1 %	4		
02: Middle management and other directors	42	1	2.4 %	15.0 %	ě		
03: Professionals	130	19	14.6 %	22.3 %	56	-10	
94: Semi-professional and technical staff	80	12	15.0 %	8.4 %	7	7 5	
97: Administrative and Senior Clerical Staff	23	2	8.7 %	11.8 %	3	•	
16 : Office staff	4	0	0.0 %	17.4 %	1	•	
13: Other sales and service personnel	2	1	50.0 %	24.3 %	() 1	
Total	323	38	11.8 %	15.5 %	50	-12	

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

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Default Workforce Analysis System - Summary Report

Date: 2018-07-27

Persons with disabilities

Daranne with disabilities

	Persons with dissibilities						
Employment Equity Occupational Group	All employees	Repres	entationAva	ilability		Differ	
	#	#	%	%	#	ence	
01/02 : Executives	84	0	0.0 %	4.3 %	4	4	
03: Professionals	130	1	% 8.0	3.8 %	5	4	
04: Semi-professional and technical staff	80	1	1.3 %	4.6 %	4		
07: Administrative and Senior Clerical Staff	23	0	0.0 %	3.4 %	1	-1	
10 : Office staff	4	0	0.0 %	7.6 %	0	0	
13: Other sales and service personnel	2	0	0.0 %	6.3 %	0	0	
Total	323	2	0.6 %	4.2 %	14	-12	

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

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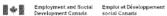
Default Workforce Analysis System - Summary Report

Date: 2018-07-27

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

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

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Default Workforce Analysis System - Summary Report

Date: 2018-07-27

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
4.1: Semi-Professional and Technical Staff 07:	CPEME	National
Administrative and Senior Clerical Staff 10:	CPEME	National
Clerical Staff	CPEME	National
13: Other sales and service personnel	СРЕМЕ	National
	CPEME	
	CPEME	
	СРЕМЕ	

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Federal Contractors Program Achievement Report Part 1: Workforce Analysis Lemay & Co. 2018-07-27

Data from Firs	t/Previous Wo	rkforce Analysi
1	<u> </u>	1

Data from Si	ubsequent/Curro Analysis	ent Workforce
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Data from Fi	st/Previous Workf	orce Analysis
YYYY	MM	DD
2018	07	27

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

		r	Гable 1: Women	
		First/Pr	evious Workforce /	Analysis
E-mal.	nument Faulty Occupational Crown (FFOC)	All Employees	Wor	nen
cmbi	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	42	12	27.4
02	Middle & Other Managers	42	17	40.5
03	Professionals	130	64	33.7
04	Semi-Professionals & Technicians	80	35	43.9
05	Supervisors	0	o	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	23	21	80.8
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	4	2	62.5
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	2	1	51.1
14	Other Manual Workers	0	0	0.0
Total		323	152	39.9

,	Table 5: Women	
Subsequen	t/Current Workford	e Analysis
All Employees	Won	nen
	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
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Federal Contractors Program Achievement Report Part 1: Workforce Analysis Lemay & Co. 2018-07-27

Data from Firs	st/Previous Wor	kforce Analysis
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Data from Sul	osequent/Curre Analysis	nt Workforce
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Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
0	0	0

			2: Aboriginal Po	
		First/Pr	evious Workforce A	Analysis
Empl	oyment Equity Occupational Group (EEOG)	All Employees	Aborigina	l Peoples
cmpre	Syment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	42	0	2.9
02	Middle & Other Managers	42	0	2.2
03	Professionals	130	0	0.8
04	Semi-Professionals & Technicians	80	0	0.9
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	23	0	0.7
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	4	0	0.8
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	2	0	0.8
14	Other Manual Workers	0	0	0.0
Total		323	0	1.3

Table 6: Aboriginal Peoples				
Subsequent/Current Workforce Analysis				
All Employees	Aborigina	l Peoples		
	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		
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0	o	0.0		
0	0	0.0		

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Federal Contractors Program Achievement Report Part 1: Workforce Analysis Lemay & Co. 2018-07-27

Data from Fir	st/Previous Wo	rkforce Analysis
•	\	\

Data from Su	ıbsequent/Curre Analysis	ent Workforce
\	\	1

2018	07	27
Data from Fi	rst/Previous Workt	orce Analysis

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

		Table 3: Members of Visible Minorities		
Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis All Employees Members of Visible Minorities		
			Representation	Availability*
		#	*	%
01	Senior Managers	42	3	10.1
02	Middle & Other Managers	42	1	15.0
03	Professionals	130	19	22.3
04	Semi-Professionals & Technicians	80	12	8.4
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	23	9	11.8
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	4	0	17.4
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	2	1	24.3
14	Other Manual Workers	0	0	0.0
Total		323	45	15.5

Subsequent/Current Workforce Analysis				
All Employees	Members of Vis	ible 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		
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Federal Contractors Program Achievement Report			
Part 1: Workforce Analysis			
Lemay & Co.			
2018-07-27			

Data from Fir	st/Previous Wor	kforce Analysis
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Data from Su	ıbsequent/Curre Analysis	nt Workforce
1	1	1

2018	07	27
YYYY	MM	DD
Data from Fi	rst/Previous Workf	orce Analysis

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

		Table 4:	Persons with Di	sabilities
		First/Pr	evious Workforce A	Analysis
Emple	rmont Faulty Occupational Crown (FFOC)	All Employees	Persons with	Disabilities
cmpio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01/02	Managers	84	0	0.0
03	Professionals	130	1	3.8
04	Semi-Professionals & Technicians	80	1	4.6
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	23	0	0.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	4	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	2	0	0.0
14	Other Manual Workers	0	0	0.0
Total		323	2	4.2

	Persons with Dis t/Current Workforc	
All Employees	Persons with	
	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

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* Source:		

Part 2: Flow Data Analysis

Lemay & Co.

2018-07-27

2018	07	27
YYYY	MM	DD
Start	Date of Flov	Data

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End I	Date of Flow MM	Data DD

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

Data from Form 6 - Employees Terminated

	4	₩	₩	₩
		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
O5 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
O7 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
99 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
Il 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
Fotal Fotal	0	0	0	0

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

Part 2: Flow Data Analysis

Lemay & Co.

2018-07-27

Start	Date of Flov	Data
YYYY	MM	DD
2018	07	27

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YYYY	MM	DD
End I	Date of Flow	Data

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

	* * * *			Ψ.
	Table 2: Aboriginal Peoples			
	Full-time / National		Part-time / National	
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples 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	0	0	0	0

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

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Tabl	e 10: Abo	riginal Ped	ples
Full-time	/ National	Part-time	/ National
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
n	n	n	0

Part 2: Flow Data Analysis

Lemay & Co.

2018-07-27

Start	Date of Flov	Data
YYYY	MM	DD
2018	07	27

_	-	-
End I	Date of Flow MM	Data DD

Data from Form 4 - Employees Hired

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Data fro		
	Termi	

		Table 3: Persons with Disabilities			
		Full-time	/ National	Part-time	/ National
	nployment Equity Occupational Group EOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities 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
То	ial	0	0	0	0

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

	Ψ	₩	Ψ			
Table 1	1: Person	s with Disa	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			
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0	0	0	0			
0	0	0	0			
0	0	0	0			

Part 2: Flow Data Analysis

Lemay & Co.

2018-07-27

Start	Date of Flov	Data
YYYY	MM	DD
2018	07	27

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YYYY	MM	DD
End l	Date of Flow	Data



Data from Form 5 - Employees Promoted 1

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	ren.		
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	Table 4:	Members o	of Visible N	Iinorities
	Full-time	/ National	Part-time	/ National
onal Group	All Employees	Members of Visible	All Employees	Members of Visible
	Hired	Minorities	Hired	Minorities

	Full-time	/ National	Part-time / National			
Employment Equity Occupational Group (EEOG)	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	0	0	0	0		
03 Professionals	0	0	0	0		
04 Semi-Professionals & Technicians	0	0	0	0		
05 Supervisors	0	0	0	0		
06 Supervisors: Crafts & Trades	0	0	0	0		
07 Administrative & Senior Clerical Personnel	0	0	0	0		
08 Skilled Sales & Service Personnel	0	0	0	0		
09 Skilled Crafts & Trades Workers	0	0	0	0		
10 Clerical Personnel	0	0	0	0		
11 Intermediate Sales & Service Personnel	0	0	0	0		
12 Semi-Skilled Manual Workers	0	0	0	0		
13 Other Sales & Service Personnel	0	0	0	0		
14 Other Manual Workers	0	0	0	0		
Total	0	0	0	0		

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

Table 12: Members of Visible Minorities									
Full-time	/ National	Part-time / National							
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated						
#	#	#	#						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						
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0	0	0	0						
0	0	0	0						
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0	0	0	0						
0	0	0	0						

										Data	or First/F	Previous (Goals							
A	В	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data s	ources:	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	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
		Ţ	Ţ	J	Į.	J	1	¥	Ţ	J	Ţ	Ţ	Ţ	Ţ	Ţ	4	Ţ	Ţ	Ţ	Ų.
											Table 1:									
					4.44.47					First	Previous SI	ort-term C	ioals							
					All Er	nployees			1							omen				
		Number	Employees) Anti		tions)			f Ferminated	Number T	Turnover (Replacement of		Hires		ar Goals						
Emple	oyment Equity Occupational				Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3				
Group	Froup (EEC/G)	1111-MM-1///	Аснии	100		Actuai	F10)		Years	***************************************	-		Over 3 Years	1111	-1111 	Availability	г госы бар	Gap	Representation	Years
		2018-07-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-07-27	Annually	Over 3 Years	Tears	2018	2021					
		#	%	%	H	9/0	%	#	Ħ	#	%	#	H	#	9/6	%	H	Ħ	%	%
01	Senior Managers	42	-100.0%		(0.0%		0	0	12	0.0%	0	0	0		27.4%	- 0	0	28.6%	28.6%
02	Middle & Other Managers	42	-100.0%		(0.0%		0	0	17	0.0%	0	0	0)	40.5%	0	0	40.5%	40.5%
03	Professionals	130	-100,0%		(0.0%		0	0	64		0	-20	0)	33.7%	20	20	49.2%	49.2%
04	Semi-Professionals & Tech	80	-100.0%		(0.0%		0	0	35		0	0	0)	43.9%	0	0	43.8%	43.8%
05	Supervisors	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	23	-100.0%		(0.0%		0	0	21	0.0%	0	-2	0		80.8%	2	2	91.3%	91.3%
08	Skilled Sales & Service	0	0.0%		1	0.0%		0	0		0.0%		0			0.0%	0	0	#DIV/0!	#DIV/0! #DIV/0!
10	Skilled Crafts & Trades Clerical Personnel	0	0.0% -100.0%		1	0.0%		0	0		0.0%			0		62.5%	U 1	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	#DIV/0! 50.0%	#DIV/0: 50.0%
11	Intermediate Sales & Service	0	0.0%		1	0.0%		0	0	1 6	0.0%	0	,	0		0.0%	0	-1	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	0.0%		1	0.0%		n	1 0	1 0	0.0%	"	۸	l "		0.0%	l "	n	#DIV/0!	1
13	Other Sales & Service	2.	-100.0%			0.0%		0	0	1	0.0%	0	0	0		51.1%	0	l ő	50.0%	50.0%
14	Other Manual Workers	0	0.0%		1	0.0%		0	o	, c	0.0%	o	0	o o		0.0%	0) ol	#DIV/0!	#DIV/0!
Total		323	-100.0%		(0.0%		0	0	152	0.0%	0	-23	0	1	39.9%	23	23	47.1%	47.1%

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

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + 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) = 2) x 10			
				Table 2: Women
¥3		Wor	nen	
	oyment Equity Occupational	Short-term Goals	Long-term Goals	Comments
**100	p (EEOG)	9/0	0/6	
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	
1	Other Sales & Service	0.0	0.0	
14	Other Manual Workers	0.0		
Total		0.0	0.0	

		Data for First/Previous Goals																	
A B	С	D	E	F	G	H	I	J	K	L	M	l N	0	P	Q	R	8	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
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										e 3: Abori									
									First/	Previous St	iort-term C	oals							
				All En	ployees							1			nal Peoples				
	Number	Number Growth (New Positions)		tions)		eplacement of Employees)	Terminated		Number	Turnover (Replacement of		Hires		r Goals					
Employment Equity Occupational	YYYY-MM-DD	Actual	Proj	jected	Actual	Proj	ontad.	Anticipated Hires Over 3	VVVV-MM-DD	Terminated Employees)		Required		From - To		Present Gap	Projected		Projected Representation in 3
Froup (EEOG)	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Actua	·	Over 3	Actual	1109	Over 3	Years			Over 3	Over 3 Years		T	Availability		Gap	Representation	Years
	2018-07-27	Annually	Annually	Years	Annually	Annually	Years		2018-07-27	Annually	Years	1 1 1 1 1 1	2018	2021					
	#	%	%	#	%	%	#	#	Ħ	9/6	#	#	#	9/6	9/0	#	Ħ	%	9/6
01 Senior Managers	42	-100.0%		- 0	0.0%		0	() ()	0.0%	C	1	0	2.9%	2.9%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	42	-100.0%		0	0.0%		0	() 0	0.0%	0) 1	0	2.2%	2.2%	-1	-1	0.0%	0.0%
03 Professionals	130	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0	0.8%	0.8%	-1	-1	0.0%	0.0%
04 Semi-Professionals & Tech	80	-100.0%		0	0.0%		0	0	0	0.0%	0	1	0	0.9%	0.9%	-1	-1	0.0%	0.0%
05 Supervisors	0	0.0%		0	0.0%		0		0	0.0%	0	0	1 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% 0.7%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical 08 Skilled Sales & Service	23	-100.0% 0.0%		۱ °	0.0%		0			0.0%					0.7%	1 "	0	0.0% #DIV/0!	0.0% #DIV/0!
09 Skilled Crafts & Trades	0	0.0%		"	0.0%		0		/ 0	0.0%			1 7		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	4	-100.0%		0	0.0%		0		il o	0.0%		l š	1 6		0.8%) o	0	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%			0.0%		0) o	0.0%	1	ا آ	1 6		0.0%	J 0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0		0	0.0%	0	0	Ì		0.0%	0	ő	#DIV/0!	#DIV/0!
13 Other Sales & Service	2	-100.0%		0	0.0%		0		0	0.0%	0	0	0		0.8%	0	0	0.0%	0.0%
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
Total	323	-100.0%		()	0.0%		()	() (1	0.0%	0	4	(1.3%	-4	-4	0.0%	0.0%

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

	•				Table 4: Aboriginal Peoples
L'annatas	yment Equity Occupational		Aboriginal	Peoples	
	(EEOG)	Short-term Goals Long-term Go			Comments
			%	9/4	
	Senior Managers	1	2.9	1 2	9
02 N	Middle & Other Managers	1	2.2	1 2	9
	Professionals	1	0.8	1 0	8
04 8	Semi-Professionals & Tech	1	0.9	1 0	9
05 8	Supervisors	0	0.0	0 0	.0
06 5	Supervisors: Crafts & Trades	0	0.0	0 0	.0
07 /	Administrative & Sr Clerical	0	0.0	0 0	0
08 8	Skilled Sales & Service	0	0.0	0 0	.0
09 8	Skilled Crafts & Trades	0	0.0	0 0	.0
10 (Clerical Personnel	0	0.0	0 0	.0
11 11	ntermediate Sales & Service	0	0.0	0 0	.0
12 5	Semi-Skilled Manual	0	0,0	0 0	.0
13 (Other Sales & Service	0	0.0	0 0	.0
14 (Other Manual Workers	0	0.0	0 0	.0
Total		4	0.0	4 0	0

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									Data i	or First/F	revious (Goals							
A B	С	D	E	F	G	Н		J	K	<u>L</u>	M	i N	О	P	Q	<u>R</u>	S	T	L. L.
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis	Data Entry	CxHx3	F + I	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>	Į.	Ų.	Ų	Į.	J	Ų	Ţ	4	Ţ	Ţ	Ţ	Ų	Į.	Ų.	J	Ţ	Į.	Ţ
										Persons									
				4 H E -	aplovees				First/	Previous St	iort-ferm G	oals		Douesan and	h Disabilitie				
				All cu	1								7 Ven	r Goals	и глуаниис:	,			
	Number	Grev	vth (New Posit	ions)	Turnover (R	eptacement a Employees)			Number		eplacement of	Hires		n - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Proi	ected	Actual	Pro	ierted	Anticipated Hires Over 3	YYYY-MM-DD		(Employees)	Required		- 1111	Present Availability	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)				Over 3			Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years
	2018-07-27	Annually	Annually	Years	Annually	Annually	Years		2018-07-27	Annually	Years		2018	2021					
	#	%	%	#	%	%	#	Ħ	#	%	#	#	#	%	%	#	Ħ	%	9/6
01/02 Managers	84	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	0.0%	0.0%
03 Professionals	130	-100.0%		(0.0%		0	0	1	0.0%	0	4	0	3.8%	3.8%	-4	-4	0.6%	0.6%
04 Semi-Professionals & Tech	80	-100.0%		0	0.0%		0	0	1	0.0%	0	3	0	4.6%	4.6%	-3	-3	1.3%	1.3%
05 Supervisors	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%			0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	23	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#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	4	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%			0.0%		0	0	0	0.0%	0	0	0		0.0%	1 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	2	-100.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	0.0%	0.0%
14 Other Manual Workers	323	0.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	1 0	0	#DIV/0!	#DIV/0!
Total	523	~100,0%	L		0.0%	L	1 0	1 0	2	0.0%	L 0	12		L	4.2%	-12	-12	0.6%	0,6%

- † 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) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

	Working Charysis 7 ~ 2) x 10	17.			
					Table 6: Persons with Disabilities
		P	ersons with Disal	bilities	
	loyment Equity Occupational	Short-ter	m Goals L	ong-term Goals	Comments
Orou	p (EEOG)		%	9/0	
01/02	Managers	0	0.0	0.0	
03	Professionals	4	3.8	4 3.8	
04	Semi-Professionals & Tech	3	4.6	3 4.6	
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	0.0	
14	Other Manual Workers	0	0.0	0.0	
Total		7	0.0	7 0.0	

									Data i	or First/F	revious (Goals							
A	С	D	E	<u>F</u>	G	Н	I	J	K	L	M	i N	0	P	į 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	T +	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
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									Table 7: M				s						
				All En	plovees				FIFSI/	Previous SI	iori-term t	oals		lambare of 1	/isible Minori	itina			
				All fall	•	eptacement of								r Goals	isibie simori	ines			
	Number	Grev	oth (New Posit	tions)		eptacement of Employees)	terminated	Anticipated	Number		eplacement of	Hires		n - To					Projected
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD		l Employees)	Required Over 3	7777	- 17771	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Group (EEOG)	2018-07-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2018-07-27	Annually	Over 3 Years	Years	2018	2021	Atanaonny		Сир	Kepresentation	Years
	#	%	%	#	%	%	Ħ	Ħ	#	%	Ħ	Ħ	#	%	%	#	Ħ	%	%
01 Senior Managers	42	-100.0%		0	0.0%		0	() 3	0.0%	C	1	0	10.1%	10.1%	-1	-1	7.1%	7.1%
02 Middle & Other Managers	42	-100.0%		0	0.0%		0	() 1	0.0%	0	5	0	15.0%	15.0%	-5	-5	2.4%	2.4%
03 Professionals	130	-100.0%		0	0.0%		0		19	0.0%	0	10		22.3%	1	-10	-10	14.6%	14.6%
04 Semi-Professionals & Tech	80	-100.0%		0	0.0%		0		12	0.0%	0	-5	0)	8.4%	5	5	15.0%	15.0%
05 Supervisors 06 Supervisors: Crafts & Trades	0	0.0% 0.0%		"	0.0%		0			0.0%	1 0	1 0			0.0%	0	0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical	23	-100.0%		"	0.0%		0	1	1 0	0.0%	0				11.8%	6	6	#DIV/0: 37.8%	37.8%
08 Skilled Sales & Service	0	0.0%		1 0	0.0%		0	1	1 7	0.0%			1 7		0.0%	0	٥	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0		il n	0.0%	1 6	أ أ	1 7		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	4	-100.0%		0	0.0%		0		0	0.0%	1 0) i	ĺ	17.4%	17.4%		-1	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0		0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0		0	0.0%	0	0			0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	2	-100.0%		0	0.0%		0	() 1	0.0%	0	-1	(24.3%	1	1	50.0%	50.0%
14 Other Manual Workers	0	0,0%		0	0.0%		0	() ()	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
Total	323	-100.0%		0	0.0%		()		45	0.0%	0	5			15.5%	-5	-5	13.8%	13.8%

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

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

[Table 8: Members of Visible Minorities
Part Control of the Control	Men	abers of Visil	ble Minorities	
Employment Equity Occupational Group (EEOG)	Short-ter	m Goals	Long-term Goals	Comments
		%	0/6	
01 Senior Managers	1	10.1	1 10.1	
02 Middle & Other Managers	5	15.0	5 15.0	
03 Professionals	10	22.3	10 22.3	
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	1	17.4	1 17.4	
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	
14 Other Manual Workers	0	0.0	0.0	
Total	17	0.0	17 0.0	

										Data for	Subseque	nt/Curre	nt Goals							
A	B	С	D	E	<u>F</u>	G	Н	<u> </u>	J	K	<u>L</u>	<u>M</u>	l N	0	<u> </u>	Q	R	S	T	<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	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)
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											Table 9:									
										Subsequ	ent/Current	f Short-teri	n Goals							
	-				All En	nployees			ı				1	1		omen		1		
		Number	Gres	wth (New Posi	tions)	Turnover (R)	placement a Employees)	f Terminated		Number	Turnover (R	eplacement of	Hires	ļ	r Goals n - To					
	equity Occupational	YYYY-MM-DD	Actual	Descri	iected	Actual		iected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	f Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG	6)		Actual	1110		Actual	110	Over 3	Years			Over 3	Over 3 Years		1	Availability		Gap	Representation	Years
			Annually	Annually	Over 3 Years	Annually	Annually	Years		-	Annually	Vears	1 5413	0	3					
		#	%	9/6	#	%	9/6	Ħ	H	tt.	%	Ħ	#	#	9/0	%	#	Ħ	%	9/6
01 Senior M	Annagers	0	-100.0%		(0.0%		0	0	(0.0%	. 0	0	(i e	0.0%	0	0	#DIV/0!	#DIV/0!
02 Middle 8	& Other Managers	0	-100.0%		(0.0%		0	0	0	0.0%	. 0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
03 Professio	onals	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Pro	ofessionals & Tech	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervise		0	0.0%		(0.0%		0	0	0	0.0%	. 0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
1 1 "	ors: Crafts & Trades	0	0.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
1 1	trative & Sr Clerical	0	~100.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
	Sales & Service	0	0.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
1	Crafts & Trades	0	0.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
1 1	Personnel	0	~100.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
	liate Sales & Service	0	0.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
1 1	illed Manual	0	0.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
	iles & Service	0	-100.0%			0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
	anual Workers	0	0,0%		(0.0%		0	0	(0.0%	0	0	(1	0.0%	0	0	#DIV/0!	#DIV/0!
Total		0	-100.0%			0.0%		0	0	0	0.0%	0	0	1 (<u> </u>	0.0%		0	#DIV/0!	#DIV/0!

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} ~ 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

					Table 10: Women
Employment Equity Occupational		Women			
Group (EEOG)	Short-term	Goals	Long-term Go	oals %	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 & Trades		0.0		0.0	
07 Administrative & Sr Clerical		0.0		0.0	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		0.0		0.0	
10 Clerical Personnel		0.0		0.0	
11 Intermediate Sales & Service		0.0		0.0	
12 Semi-Skilled Manual		0,0		0.0	
13 Other Sales & Service		0.0		0.0	
14 Other Manual Workers		0.0		0.0	
Total		0.0		0.0	

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	*									Data for	Subseque	nt/Curre	nt Goals							
	В	С	D	E	F	G	H	<u> </u>	L	K	L	<u>M</u>	l N	10	P	Q	R	S	T	u j
Data se	urces:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	ЈхР	Data Entry	From Workforce Analysis	From Workforce Analysis		K ÷ C	(K - M + O) + (C + F)
***************************************	***************************************	Ţ	Ţ	Į.	Ţ	J	J.	Ţ	Ţ	J	Į	Ţ	Ţ	Ţ	Ţ	Į.	Ţ	Ţ	Ţ	Į.
											11: Abor									
					40.5	iplovees				Subsequ	ent/Current	f Short-teri	n Goals			nal Peoples				
					All Ell				1		·		T	1 25	r Goals	nai reopies				
		Number	Gree	vth (New Posit	tions)	Turnover (R)	eplacement o Employees)	f Terminated		Number		eplacement of	Hires		r Goais n - To					
	ment Equity Occupational	YYYY-MM-DD	Actual	Proi	ected	Actual		jected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	f Employees)	Required		- >>>	Present	Present Gap	Projected	Present	Projected Representation in 3
Group	(EEOG)				Over 3			Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years
			Annually	Annually	Venrs	Annually	Annually	Years		-	Annually	Vears		0	3					
		#	%	%	H	9%	%	#	Ħ	Ħ	%	Ħ	H	#	%	%	#	#	%	%
1 E	Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
	Aiddle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
1 1	Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0			0.0%	0	0	#DIV/0!	#DIV/0!
1 1	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0			0.0%	0	0	#DIV/0!	#DIV/0!
	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	1 0		0.0%		0	#DIV/0!	#DIV/0!
1 1	Supervisors: Crafts & Trades	0	0.0%			0.0%		0	0		0.0%	1 0	1 0			0.0%	1	0	#DIV/0!	#DIV/0!
1 1	Administrative & Sr Clerical Skilled Sales & Service	0	~100.0%		l "	0.0%		1 0	0		0.0%					0.0% 0.0%	l t	0	#DIV/0!	#DIV/0! #DIV/0!
1	Skilled Crafts & Trades	0	0.0%			0.0%		1 0	0		0.0%					0.0%		0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
	Clerical Personnel	0	-100.0%			0.0%		1 0	0	1 6	0.0%	0				0.0%		0	#DIV/0:	#DIV/0!
1	ntermediate Sales & Service	0	0.0%		1 0	0.0%		1 "	0		0.0%					0.0%		0	#DIV/0!	#DIV/0!
1	Semi-Skilled Manual	0	0.0%		1 6	0.0%		1 0	1 0		0.0%] "] (0.0%		0	#DIV/0!	#DIV/0!
1 1	Other Sales & Service	0	-100.0%		1 0	0.0%		1 0	1 0	1 6	0.0%]	1 0	1 6		0.0%		0	#D(V/0!	#DIV/0!
	Other Manual Workers	0	0.0%		1 0	0.0%		ľ	0	Č	0.0%] 0	0	1 6		0.0%		ő	#DIV/0!	#DIV/0!
Total		0	-100.0%		0	0.0%		0	0	(0.0%	0	0			0.0%	0	0	#DIV/0!	#DIV/0!

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

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

	WOLKIOICE Analysis) · 2) x 10				
					Table 12: Aboriginal Peoples
Emal	oyment Equity Occupational	Aborigin	al Peoples		
#0000000000000000000000000000000000000		Short-term Goals	Long-ter	m Goals	Comments
CSTOR	p (EEOG)	9/0		%	
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	
Total		0.	0	0.0	

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Data for Subsequent/Current Goals

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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	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C
1	1	1	<u> </u>	<u> </u>	<u> </u>	1	<u> </u>	1	<u> </u>	1	Ţ	Ţ	1	<u> </u>	<u> </u>	1	1	1	<u> </u>
										: Persons									
				All Em					Subsequ	ent/Current	Short-tern	n Goals		n	th Disabilities				
				All Elli	<u> </u>								7.00	r Goals	tu Disabilities				
	Number	Gres	oth (New Posii	tions)	Turnover (Re	placement of Employees)	Terminated		Number		eplacement of	Hires		n - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Pro	ected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	(Employees)	Required		- >>>	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)				Over 3			Over 3	Years			Over 3	Over 3 Years		Ι	Availability	•	Gap	Representation	Years
		Annually	Annually	Years	Annually	Annually	Years		-	Annually	Years		0	3					
	#	%	%	H	9%	%	#	Ħ	#	%	Ħ	#	#	%	%	#	#	%	9/6
01/02 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	0.0%		0	0.0%		0	0	0	0.0%	0	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	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 09 Skilled Crafts & Trades	0	0.0% 0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0% 0.0%	0	0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	, v		0.0%	U .	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	\ \ \ \ \ \	0	0.0%	0	0	0		0.0%	۷ ۵	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		l 0	0	0	0.0%	"	"	"		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		0	0.0%		ő	0	0	0.0%	ő	ő	0		0.0%	0	ő	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		o	0	0	0.0%	o o	o o	0		0.0%	ő	ő	#DIV/0!	#DIV/0!
Total	0	~100,0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!

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

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2 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.

worktorce Analysis) * 2) x 10	ν.											
	Table 14: Persons with Disabilities											
	Persons with	Disabilities										
Employment Equity Occupational	Short-term Goals Long-term Goals		m Goals	Comments								
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									

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Federal Contractors Program Achievement Report	
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									Data for Subsequent/Current Goals											
A B	С	D	E	F	G	H	I	J	K	<u>L</u>	M	N	О	P	Q	<u>R</u>	S	T	L.	
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	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	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>	Į.	Ţ	Ţ	↓	J.	Ų	Į	Į.	Ţ	Ţ	Ţ	Ţ	Ţ	Į.	J	Ţ	↓	Ų .	
	Table 15: Members of Visible Minorities																			
									Subsequ	ent/Current	t Short-tern	n Goals								
		All Employees							Members of Visible Minorities											
	Number	Gres	Growth (New Positions) Turnover (Replacement of Terminate Employees)				f Terminated		Number	Turnover (Replacement of		Hires	3 Year Goals							
Employment Equity Occupationa	YYYY-MM-DD						Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Terminated Employees)		From - To		Present	Present Gap	Projected	Present	Projected Representation in 3		
Group (EEOG)	***************************************	Actual	Projected Actual Projected			Years	***********	(111-414-10)		Over 3	1111	-1111	Availability Present Gap Gap			Representation	Years Years			
	-	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		-	Annually	Over 3 Years	Years	0	3						
	#	%	9/6	#	%	%	#	Ħ	#	%	Ħ	H	#	%	9/6	H	Ħ	%	9/6	
01 Senior Managers	0	-100.0%		(0.0%		0	0	()	0.0%	0	0	0	1	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	#DIV/0!	#DIV/0!	
04 Semi-Professionals & Tech	0	-100.0%		(0.0%		0	0	0	0.0%	0	0	C)	0.0%	0	0	#DIV/0!	#DIV/0!	
05 Supervisors	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	1	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	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	C)	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	0.0%		(0.0%		0	0	0	0.0%	0	0	0	1	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	1	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	1 0	-100.0%		(0.0%		0	0	0	0.0%	0	0	9		0.0%	1 0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	1 0	0,0%			0.0%		0	0	0	0.0%	0	0	0	1	0.0%	1 0	0	#DIV/0!	#DIV/0!	
Total		-100.0%		(0.0%		()	0	()	0.0%	0	0		1	0.0%	0	()	#DIV/0!	#DIV/0!	

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

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

				Table 16: Members of Visible Minorities							
Employment Equity Occupational	Members of Visible Minorities Short-term Goals Long-term Goals			Comments							
Group (EEOG)	9%		%								
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								
Total	0.0		0.0								

Federal Contractors Program Achievement Report Part 4: Results - Women Lemay & Co. 2018-07-27 В C D E F G Н M N 0 Q R T U W A K L S X Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow Part 2: Flow Part 2: Flow E + DDxG $E \circ H$ L + KData sources: Workforce Workforce Workfore E - H Flow Data K x G = 100 L-N Flow Data Q + P x 100 P x F + 100 $Q \circ S$ Flow Data U x F + 100 Î $V \cdot X$ x 100 Data Analysis x.100 Data Analysis Data Analysi 100 x.100 + 100 Analysis Analysis Analysis Analysis Analysis Analysis 1 T 1 T 1 T T 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions **Terminations** Year Occupational Group Women Women Women All Employee All Employee (EEOG) Availability Representation EE Result Actual Expected Difference Actual Expected Difference Expected Difference Cap Actual % 94 95. 2018 42 12 28.6 27.4 104.3 01 Senior Managers 0 0.0 0.0 0.0 0.0 0.0 2018 42 17 40.5 40.5 Middle & Other 99.9 Managers 0 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 2018 130 64 49.2 33.7 44 20 146.1 03 Professionals 0 0.0 0.0 0.0 0.0 0.0 0.0 35 43.8 43.9 35 99.7 Semi-Professionals & 2018 Technicians 0.0 0 0.0 0.0 0.0 0.0 0.0 2018 0.0 0.0 0.0 05 Supervisors 0 0,0 0.0 0,0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 2018 0.0 Trades 0.0 0.0 0.0 0.0 0.0 0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3: $E \pm G x$ $E \pm K x$ Part 3: Part 3: F + I x 100 | Part 3: Goals F = M x 100 Data sources: Data Analysis 100 Goals 100 Goals Goals Analysis Goals **New Entrants** Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Women Women Occupational Group Comments All Employees Percent of Percent of (EEOG) Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % % % % 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 0.0 Middle & Other 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 03 Professionals 3 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 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Supervisors 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 Trades 0.0 0.0 0.0 0.0 0.0

Federal Contractors Program Achievement Report Part 4: Results - Women Lemay & Co. 2018-07-27 В C D E F G Н M O Q R U W K L N S X Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow Part 2: Flow Part 2: Flow E + DDxG $E \circ H$ L + KData sources: Workforce Workforce Workforce E - H Flow Data K x G ÷ 100 L-N Flow Data Q + P x 100 P x F + 100 $Q \circ S$ Flow Data U x F + 100 Î $V \cdot X$ x 100 Data Analysis x.100 Data Analysis Data Analysi 100 x.100 + 100 Analysis Analysis Analysis Analysis Analysis Analysis 1 T 1 1 T T 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions **Terminations** Year Occupational Group Women Women Women All Employee All Employee (EEOG) Availability Representation EE Result Actual Expected Difference Expected Difference Difference Cap Actual Actual Expected 94 9/4 Administrative & 2018 23 21 91. 80.8 113.0 Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & Service 2018 0.0 0.0 Personnel 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 2018 0.0 0.0 0,0 Skilled Crafts & Trades Workers 0 0.0 0.0 0.0 0.0 0.0 0.0 50.0 2018 62.5 80.0 10 Clerical Personnel 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 2018 Service Personnel 0 0,0 0.0 0,0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 2018 0.0 0.0 Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3: $E \pm G x$ $E \pm K x$ Part 3: Part 3: F + I x 100 | Part 3: Goals F = M x 100 Data sources: Data Analysis 100 Goals 100 Goals Goals Analysis **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Women Women Occupational Group Women Comments All Employees Percent of (EEOG) Percent of Actual Goal Goal Met Goal Met Goal Met Goal Met % % % % % % 0.0 0.0 0.0 Administrative & 0.0 0.0 0.0 0.0 Senior Clerical 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & Service 0.0 Personnel 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 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 10 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 & Service Personnel 3 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 Workers 0.0 0.0 0.0 0.0 0.0

									Fede	ral Conti	ractors	Prograi	n Achie	vement	Report									
										I	Part 4: 1	Results	- Wome	n										
											Le	may &	Co.											
											2	018-07-	27											
												·	,			g		· [Y			
A B		C I	D	E	F	G	H	<u></u>	J	K	<u>. L</u>	<u> </u>	N	0	P	<u>Q</u>	R	<u>S</u>		Ų		W	X	<u>Y</u>
Data sources:		2000	Part I: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	Е-Н	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L+K x100	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	UxF+100	V-X
200000000000000000000000000000000000000			1	T T	1	1	↓ ·	Ţ	J	J.	1	1	1	Ţ	<u> </u>	i l	٦.	1	Ţ	J	<u> </u>	1	Į.	Į.
				1		rce An										Flow	Data A	nalysis						
Employment Eq Occupational Gr		Year			W	orkforce						Hires				P	romotio				Te	rminati		
(EEOG)	ioup		All Employees	Represen	itation	Wei		Gap	EE Result	All Employees	, Ac	tual	omen Expected	Difference	All Employees	Ac	ual	Vomen Expected	Difference	All Employees	Act		onten Expected	Difference
		¥	*	#	*	%	,	#	%	#	н	%	#	#	- 4	н	%	#	#	,		*44	#	#
Other Sales &	Service	2018	2	1	50.0	51.1	I	0	97.8															
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14 Other Manual	Workers	2018	0	0	0.0	0.0 0.0		0	0.0	6) 0	0.0	n	ſ	(1)	- 0	0.0)	0	0	0.0	Û	l
Total		2018	323	152	47.1	39,9		23				0.0	ŭ.			<u> </u>	0.0	``	1		l i		······································	i i
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
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		#	#	#	%	#	**	%	%	#	%	%	%											
13 Other Sales & Personnel	Service	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
		0	0	0	0.0	0	0,0	0.0		0	0.0	0.0												
14 Other Manual	workers	3	0	0	0.0			0.0	0.0			0,0	0.0											
Total		0	0	0	0.0	0	0.0	0,0	0.0	0	0.0	0.0	0.0											
L		3	0	01	0.0			0.0	0.0		<u> </u>	0.0	0.0											

Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Lemay & Co. 2018-07-27 В C D E F G Н M O Q R T U W A K L N S X Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow Part 2: Flow Part 2: Flow E + DDxG $E \circ H$ L + KData sources: Workforce Workforce Workfore E - H Flow Data K x G ÷ 100 L-N Flow Data Q + P x 100 P x F + 100 $Q \circ S$ Flow Data U x F + 100 Î $V \cdot X$ x 100 Data Analysis x.100 Data Analysis Data Analysi 100 x.100 + 100 Analysis Analysis Analysis Analysis Analysis Analysis 1 T 1 1 1 T T 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Promotions Hires **Terminations** Year Occupational Group Aboriginal Peoples Aboriginal Peoples **Aboriginal Peoples Aboriginal Peoples** All Employee All Employee (EEOG) Availability Representation EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference Cap 9/4 9/4 %, 2018 42 0.0 2.9 0.0 01 Senior Managers 0 0.0 0.0 0.0 0.0 0.0 0.0 2018 42 0.0 2.2 Middle & Other 0.0 Managers 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 2018 130 0.0 0.8 0.0 03 Professionals 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & 2018 0.9 Technicians 0.0 0.0 0 0.0 0.0 0.0 0.0 2018 0.0 0.0 0.0 05 Supervisors 0 0,0 0.0 0,0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 2018 0.0 Trades 0.0 0.0 0.0 0.0 0.0 0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3: $E \pm G x$ $E \pm K x$ Part 3: Part 3: F + I x 100 Part 3: Goals ° + M x 100 Data sources: Data Analysis 100 Goals 100 Goals Goals Analysis **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year **Aboriginal Peoples** Aboriginal Peoples Aboriginal Peoples Occupational Group Comments All Employees Percent of Percent of (EEOG) Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % % % % 0.0 2.9 2.9 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 2.2 0.0 2.9 0.0 Middle & Other 0.0 0.0 Managers 3 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.8 0.0 0.0 0.8 0.0 03 Professionals 3 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.9 0.0 0.9 Semi-Professionals & 0 0.0 0.0 Technicians 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Supervisors 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 Trades 0.0 0.0 0.0 0.0 0.0

Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Lemay & Co. 2018-07-27 В C D E F G Н M O Q R T U W K L N S X Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow Part 2: Flow Part 2: Flow E + DDxG $E \circ H$ L + KData sources: Workforce Workforce Workfore E - H Flow Data K x G ÷ 100 L-N Flow Data Q + P x 100 P x F + 100 $Q \circ S$ Flow Data U x F + 100 Î $V \cdot X$ x 100 Data Analysis x 100 Data Analysis Data Analysi 100 x.100 +100Analysis Analysis Analysis Analysis Analysis Analysis 1 T 1 1 T T 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Promotions Hires **Terminations** Year Occupational Group Aboriginal Peoples Aboriginal Peoples **Aboriginal Peoples Aboriginal Peoples** All Employee All Employee (EEOG) Availability Representation EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference Cap 9/4 9/4 % Administrative & 2018 23 0.0 0.7 0.0 Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & Service 2018 0.0 0.0 Personnel 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 2018 0.0 0.0 0,0 Skilled Crafts & Trades Workers 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 2018 0.8 0.0 10 Clerical Personnel 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 2018 Service Personnel 0 0.0 0.0 0,0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 2018 0.0 0.0 Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3: $E \pm G x$ $E \pm K x$ Part 3: Part 3: F + I x 100 Part 3: Goals ° + M x 100 Data sources: Flow Data Data Analysis 100 Goals 100 Goals Goals Analysis **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year **Aboriginal Peoples** Aboriginal Peoples Aboriginal Peoples Occupational Group Comments All Employees Percent of (EEOG) Percent of Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % % % % 0.0 Administrative & 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & Service 0 0.0 0.0 Personnel 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 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 10 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 & Service Personnel 3 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 Workers 0.0 0.0 0.0 0.0 0.0

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(EEOG)		All Employees	Represer	utation	Availe		Gap	EE Result	All Employee	Ac	tual	Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Act		Expected	Difference
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13 Other Sales & Service Personnel	\$	2	0	0.0	0.8	0	0	0.0															
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14 Other Manual Works	rs 0	Ů	0	0.0	0.0	0	0	0.0	(0	0.0	0	0	0	0	0.0	0	() 0	0	0.0	0	0
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		I0	1 0	0.0	0.0	0	0	0.0	{	0	0.0	L01		10	0	0.0	<u> </u>		21	0	0.0	()	0
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13 Personnel	3	0	0	0,0			0.0	0.0			0.0	0.0											
14 Other Manual Worke	rs 0	0	0	0.0	0	0,0	0.0	0,0	(0,0	0.0	ł											
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(EEOG)		All Employees	Represer	itation		ability	Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	1	tual	Expected	Difference	All Employee	Ac	tual	Expected	Difference
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01& Managers	2018	84	0	0.0	0.0	<u> </u>	0	0.0 0.0	0	0	0.0			1		0.0) (0	0	0.0	n	0
	2018	130	ļ	0.6	3.8		-4	16.2	v	1 0	0.0	7 0		<i>J</i>	1	1 0.1	7 0	'		0	0.0	V	Ü
03 Professionals	0	0	0	0.0	0.0	0	0	0.0	()	0	0.0	0	() (0	0.0	0 0) (0 (0	0.0	()	0
04 Semi-Professionals & Technicians	2018	80		1.3	4.6		-3	27.2 0.0	n										0 (6	
	2018	0	0	0.0	0.0	·	0	0.0	U	0	0.0	,	€)) (0.0)	,	U C	0	0.0	()	U
05 Supervisors	0	0	0	0.0	0.0	£	0	0.0	0	0	0.0) 0	() (0	0.0) () (0 0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0		<u> </u>	0	0.0			0.0) (0.0			0 0	0		0	
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Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Purt 3: Goals	F+1x 100	Part 3; Goals	E÷Kx 100	Part 3; Goals	F ~ M x 100	Section of the sectio										
	I	↓		1		<u> </u>			1	<u> </u>		1											
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01& 02 Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0,0	0.0												
	3 0	0	0	0.0	4	0.0	0.0 3.8	0.0	4	0,0	3,8												
03 Professionals	3	0	0	0.0			0.0	0.0			0.0	0.0											
04 Semi-Professionals & Technicians	3	0	0	0.0	3	0,0	4.6 0.0	0.0	3	0,0	4.6												
	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												
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
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Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities Lemay & Co. 2018-07-27 В C D E F G Н M O Q R T U W A K L N S X Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow Part 2: Flow Part 2: Flow E + DDxG $E \circ H$ L + KData sources: Workforce Workforce Workfore E - H Flow Data K x G ÷ 100 L-N Flow Data Q + P x 100 P x F + 100 $Q \circ S$ Flow Data U x F + 100 Î $V \cdot X$ x 100 Data Analysis x.100 Data Analysis Data Analysi 100 x.100 +100Analysis Analysis Analysis Analysis Analysis Analysis 1 T 1 1 1 T T 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Promotions Hires **Terminations** Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All Employee All Employee (EEOG) Availability Representation EE Result Actual Difference Difference Actual Difference Cap Expected Actual Expected Expected 94 %, 0,0 Administrative & 2018 23 0.0 0.0 0.0 Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & Service 2018 0.0 0.0 Personnel 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 2018 0.0 0.0 0,0 Skilled Crafts & Trades Workers 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 2018 0.0 0.0 10 Clerical Personnel 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 2018 Service Personnel 0 0.0 0.0 0,0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 2018 0.0 0.0 Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 Part 2: Part 2: Flow $E \div D \; x$ Part 3: $E \pm G x$ $E \pm K x$ Part 3: Part 3: F + I x 100 Part 3: Goals ° + M x 100 Data sources: Flow Data Data Analysis 100 Goals 100 Goals Goals Analysis **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 Disabilitie All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Cost Met Goal Met Goal Met Goal Met % % % % % % % Administrative & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & Service 0 0.0 0.0 0.0 0.0 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 Skilled Crafts & 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 10 Clerical Personnel 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 0 0.0 0.0 0.0 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 Semi-Skilled Manual Workers 0.0 0.0 0.0 0.0 0.0

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(EEO			All Employees	Represent		Avails		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Acti		Expected	Difference	All Employees	Aci		Expected	Difference
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	Other Sales & Service Personnel	2018	2	0	0.0	0.0	0	0	0.0					0	ļ .			Α				0.0		
		0 2018	0	0	0.0	0.0	0	0	0.0	U	0	0.0	0	U	0	0	0.0	U	U	U	0	0.0	U	U
14 C	Other Manual Workers	0	0	0	0.0	0.0	0	0	0.0	Û	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total		2018	323	2	0.6	4.2	14	-12								3000000								
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		Ħ	#	#	%	ø	%	%	%	#	%	%	%											
1 13 1	Other Sales & Service	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0		0.0											
P	'ersonnel	3	0	0	0.0	n	0.0	0.0	£		0.0	0.0	0.0											
14 C	Other Manual Workers	3	0	0	0.0	V	0.0	0.0	0.0		0.0	0.0	0.0											
Total		0	0	0	0.0	7	0.0	0.0	0.0	7	0.0	<u></u>	0.0											
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04	Semi-Professionals & Technicians	2018 0	80 0		8.4	7 0	5 178.6 0 0.0	0	0		0	() () 0	0.0	0	((0	0.0	0	(
05	Supervisors	2018 0	0	0,0 0,0 0,0	0.0	0	0.0	0) 0	0.0	0	(0	0.0	0	(0 0	0.0	0	(
06	Supervisors: Crafts & Trades	2018 0	0	0.0 01 0.0		0	0.0 0.0	0	0	0.0	0	(0	0.0	0	E) (0	0.0	0	(
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11	Intermediate Sales & Service Personnel	2018 0	0	0 0.0	-	0	0.0	0	0	0.0	0	(0	0.0	0	0) (0	0,0	0	C
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Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Lemay & Co.
2018-07-27

Efforts

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

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.
1	Communicated the goals to relevant managers as well as monitored and recorded the results.
	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
	Consulted employee/union representatives on communication and implementation of employment equity.
	Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.

	Put in place a strategy to ensure a barrier-free workplace.
	Undertook initiatives to increase representation where gaps in representation were found.
	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Ope	rational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your
assess	zation's activities during the period between the first/previous and subsequent/current compliance ment.
	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	tional Details
Please p	provide any additional information (optional):



Self-identification Questionnaire

Lemay wants to ensure that all employees are treated fairly. We believe in the principle of workplace employment equity whereby Aboriginal peoples, persons with disabilities and visible minorities are fairly represented at all levels of the organization. We also believe that the implementation of an employee equity program will promote hiring and promotion practices based on qualifications and skills.

One component of the employee equity program is to collect information on our employees. If you identify yourself as a member of a designated group (woman, Aboriginal, handicapped, visible minority) in Sections B to E, this will help us to establish an accurate picture of our workforce. Be assured that you may identify yourself as belonging to a designated group at your workplace without fear. You may also request accommodations to assist you in performing your duties to the best of your potential.

For Sections C to G, please answer with a "Yes" or "No" after reading the descriptions. You may identify yourself as belonging to more than one group.

Please note that it is not mandatory to fill out the entire questionnaire, but you are required to complete Section A and return it to Human Resources, even if you decide to add nothing more.

The responses you provide in this questionnaire will be kept for statistical purposes and will remain confidential. We encourage you to review, update and correct your information, should it change.

This questionnaire may be made available in other formats (paper, large characters, in Braille, audio) upon request.

Section A:	Personal	Inforn	nation		
Name (in capital	letters)			 	
Signature Job Title					
Date				 	
Location	Montreal		Quebec City	Calgary	
Section B:	Sex				
Are you a won	nan or a ma	an?		Female	Male 🗌

An Aboriginal is an Amerindian from North America, a Métis or an Inuit. Also included are Native Americans covered by a treaty, Status Indians and Native Americans who are members of a band or First Nations.

Are you an Aboriginal?

Yes

No 🗌

Section D: Visible Minorities

Members of visible minorities in Canada are persons (other than Aboriginal peoples, defined above) who are not white or white in colour, irrespective of their place of birth or citizenship.

Examples of visible minorities include, but are not limited to:

- · Black people
- People of Latin American origin who do not have white skin (including Indigenous people of Central and South America)
- People of East Asia (i.e. Chinese, Japanese, Korean)
- People of South Asia or East Asia (ex. Indian, Pakistani, Bangladeshi, East Indian from Guyana, Trinidad, East Africa)
- People from Southeast Asia (i.e. Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese)
- People from West Asia and North Africans who do not have white skin, or Arabs (i.e. Iranian, Lebanese, Egyptian, Libyan)
- People of mixed origin (i.e. one parent from one of the minority groups listed)

Are you a member of a visible minority?

Yes

No 🗌

Section E: Persons with Disabilities

This category is for persons who have a sustained or recurring impairment of their physical, mental, sensory, psychiatric or learning ability, and who consider that they have reduced skills to do their job or who think that they risk being classified in this group by their employer or future employers due to such an impairment. Also included in this group are those for whom adaptation measures have been taken as part of their current job, or in their current work environment, to reflect functional limitations resulting from their disability (i.e. the use of technical aids, changes to equipment or other work arrangements).

The examples of impairments include, but are not limited to:

- Coordination or dexterity: difficulty using hands or arms, such as grasping objects or using a keyboard
- Mobility: difficulty moving from one room to another, walking long distances or going up or down stairs
- Blind or visual impairment: inability to see, or difficulty seeing, glaucoma (do not include yourself if your vision is corrected by wearing glasses or contact lenses)
- Speech: inability to speak or difficulty speaking and being understood
- Deaf or hard of hearing: inability to hear or difficulty hearing
- Other impairments: learning, development or other.

Are y	you a handicapped person?	Yes	No 🗌
f you o allo f ad	etion F: Other Data Relative to Adaptation Measures identify yourself as being part of a designated group, please indictory you to participate fully in the workplace. We wish to reassure yopted, will have no negative impact on your hiring, training, nization.	ou that these ada	otation measures,

Sec	ction G: Voluntary Employee Participation		
1.	Please indicate below if you accept that the information submitted related issues.	ed be used for en	nployment equity-
		Yes	No 🗌
11.	As part of our ongoing work in employment equity, we ask f designated groups participate in various activities (i.e. committ programs). If you accept that the person responsible for equit resources manager, communicates directly with you for this purpose.	ees, focus groups y employment, or	, surveys on new the local human
		Yes	No 🗌
Sec	ction H: Comments		

If you have any comments you would like to share about the employment equity program, we would like to receive them. Rest assured that your comments will remain confidential.

For more information, please communicate with Sicotte, Jo-Anna, who is responsible for employment equity, by email at jasicotte@lemay.com

Thank you for your participation!

Federal Contractors Program Report of the First Compliance Assessment

Employer Name: Lemay CO Inc.

Primary Location: Montréal (Québec)

Number of Employees: 323

Montréal – 292

Ouébec – 31

Organization Overview:

NAICS 5413 – Architectural, Engineering and Related Services

Lemay CO Inc. is a Montréal-based firm that provides architectural, interior design, sustainable design, asset maintenance plans, and branding services.

Key Dates – First Year Assessment

Initiated: 2018-08-09 2018-07-31 Received: Workforce Analysis: 2018-07-27

COLLECTION OF WORKFORCE INFORMATION

Number of employees the questionnaire was sent to:

Number of questionnaires returned:

Number of completed questionnaires returned:

%
100
86
85

- 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.
- ☐ The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.
- The questionnaire indicates that employees can update or change information about themselves at any time

Observations:

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:

SUMMARY OF GOALS

Women

	Workforce Analysis Results	Go	als			
			Short-	Long-	Representation	LMA
Emn	Journant Equity Occupational Group (EEOC)	C	term	term	Representation	
Emp	loyment Equity Occupational Group (EEOG)	Gap	(1 to 3	(+3		
			years)	years)		
#	Description	#	%	%	%	%
10	Clerical Personnel	-1	-	***	50	62.5

Observations:

No goal is required for EEOG 10 given that the current representation of women is 50%.

Aboriginal Peoples

	Workforce Analysis Results	Go	als			
	Laurant Farity Committee (FFOC)	6	Short- term	Long- term	Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	(1 to 3	(+3		
			years)	years)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-1	2.9	2.9	0.0	2.9
02	Middle & Other Managers	-1	2.2	2.2	0.0	2.2
03	Professionals	-1	0.8	0.8	0.0	0.8
04	Semi-Professionals & Technicians	-1	0.9	0.9	0.0	0.9

Observations:

Members of Visible Minorities

	Workforce Analysis Results	Go	als			
Employment Equity Occupational Group (FEOG)			Short- term	Long- term	Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	(1 to 3	(+3		
#	Description	#	years) # or %	years) # or %	%	%
++	Description	++	# 01 76	# 01 70	70	70
01	Senior Managers	-1	10.1	10.1	7.1	10.1
02	Middle & Other Managers	-5	15.0	15.0	2.4	15.0
03	Professionals	-10	22.3	22.3	14.6	22.3
07	Administrative & Senior Clerical Personnel	-1	11.8	11.8	8.7	11.8
10	Clerical Personnel	-1	17.4	17.4	0.0	17.4

Observations:

Persons with Disabilities

	Workforce Analysis Results		Go	als			
	language Facility Commentional Comment (FFCC)	6	Short- term	Long- term	Representation	LMA	
Employment Equity Occupational Group (EEOG)		Gap	(1 to 3	(+3			
			years)	years)			
#	Description	#	# or %	# or %	%	%	
1/2	Senior Managers	-4	4.3	4.3	0.0	4.3	
03	03 Professionals		3.8	3.8	0.8	3.8	
04 Semi-Professionals & Technicians		-3	4.6	4.6	1.3	4.6	
07	Administrative & Senior Clerical Personnel	-1	3.4	3.4	0.0	3.4	

Observations:

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 considered its unique circumstances; I recommend that the closing letter include the following:

We encourage you to implement special measures to ensure that your goals are met and increase representation of designated group members in your organization. For example, if you have not already done so, you could think about contacting organizations that work in access to employment for designated group members in your area to identify qualified candidates that could be considered the next time you start a hiring process. It could also be beneficial for your organization to build on relationships with universities to identify qualified students who are part of the designated groups as potential employees.

Name of Analyst: Maurice N. Yakibonge

Date: 2018-09-18



From: Yakibonge, Maurice [NC] On Behalf Of EE-EME

Sent: October 3, 2018 8:19 AM

To: 'Lemay, Louis T' < Itlemay@lemay.com>

Cc: 'Thivierge, Michel' <mthivierge@lemay.com>; 'Sicotte, Jo-Anna' <jasicotte@lemay.com>

Subject: Government of Canada Agreement Number 10000346 - Notification of Compliance with the

Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Louis T. Lemay:

I am writing to inform you that the compliance assessment initiated on August 19, 2018 has been completed. As a result of the assessment, Lemay CO 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 Lemay CO Inc.'s employment equity program.

• We encourage you to put in place special measures to ensure the achievement of your objectives and to increase the representation of designated group members within your organization. For example, if you have not already done so, you may want to consider contacting organizations that work to promote access to employment for designated group members in your region to identify qualified candidates who could be considered the next time you begin a hiring process. It may also be beneficial for your organization to leverage its relationships with universities to identify qualified students from the designated groups as potential employees.

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 Lemay CO 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, Lemay CO 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 by email at ee-eme@hrsdc-rhdcc.gc.ca.

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

Workplace Equity Team

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



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

Lemay & Co.

Employment Equity Program

Gap analysis report on designated group representation





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OVERVIEW

LEMAY

Mandate

To become the Canadian leader and a world reference in the integrated design of sustainable living environments through a distinctive approach. We promise to create tangible and measurable value for our clients, users and communities.

Mission

To create better living environments for communities and future generations.

History

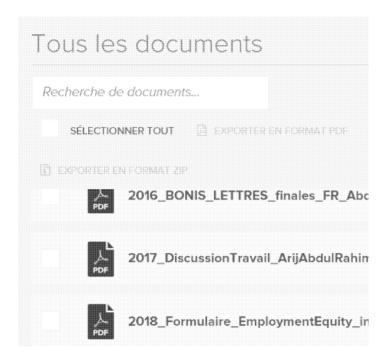
This year, Lemay is celebrating 60 years of high-profile projects built on client, partner and employee collaboration.

Place of business

- Leader in environmentally friendly design in Quebec
- Third largest firm in Canada
- 74th in the world according to World Architecture 2017
- A team of nearly 400 professionals
- Established across Canada and active in several countries

DESCRIPTION OF THE METHODOLOGY USED FOR THE WORKFORCE ANALYSIS

When each new employee is hired, the self-identification questionnaire is systematically submitted for completion, regardless of the employee's temporary or permanent status. Therefore, if the employee is required to change from temporary to permanent status, we have the form on file to ensure the integrity of the data received in terms of employment equity. We store each form in the employee file on our HR ADP Work Force Now platform in a designated sub-section so that we can report on the number of forms received.



In addition, we have created a custom field on our platform listing information on the four employment equity groups related to the employee's previously completed questionnaire.



We keep the results of our recent survey up-to-date by providing the self-identification questionnaire to new employees, to those who wish to modify information already provided and to any employee who requests it, as indicated on the form.

In order to prepare the Employee.txt. file containing our workforce data, we were able to report only on employees eligible for the Employment Equity Program. The criteria included the following:

- Be a provincially regulated company
- Have a combined workforce in Canada of at least 100 permanent full-time or part-time employees

 Have been awarded an initial goods or service contract, a standing offer, or a supply arrangement with the Government of Canada valued at \$1 million or more

In our report, we have pre-selected permanent full-time and part-time employees based in Montreal and Quebec City, thereby excluding our employees based in Calgary (a subsidiary with less than 100 employees) and all our temporary employees.

Since the information is recorded in our HR system and we ensure data integrity through careful ongoing maintenance, we are confident that the workforce analysis will continue to be updated to reflect staff movements (such as new hires, promotions and terminations), as well as changes made by employees to their self-identification questionnaires.

EMPLOYMENT EQUITY AT LEMAY

Lemay is committed to providing its employees with an open, fair and respectful workplace. We strive to create an exceptional work environment that fosters diversity and offers opportunities based on skills and merit.

As required by the Federal Contractors Program for Employment Equity, this is our first Employment Equity Report.

The report provides information on the overall representation of employees who are members of each of the designated groups as of August 9, 2018.

The results of the first survey:

Number of employees surveyed	351
Number of eligible employees (permanent,	344
part-time and full-time)	
Total number of self-identification	278
questionnaires returned, fully, partially and	
not at all completed	
The number of self-identification	274
questionnaires that were returned completed	

EMPLOYMENT STATISTICS AND GAP ANALYSIS BY DESIGNATED GROUPS AT LEMAY

The following table represents the distribution of designated groups to date as well as labour market representation based on the data in the summary report.

Overall representation (%) of designated group members

Designated group	At Lemay in	2018	Available on the market
Women	/omen 152		39.90%
Member of visible minorities	38	11.8%	15.50%
Aboriginal peoples	0	0%	1.30%
Persons with disabilities	2	0.60%	4.20%

Sources: https://www.canada.ca/en/employment-social-development/services/labour-standards/reports/employment-equity-2017.html.

WOMEN

Based on the result of 47.1%, it is clear that women are well represented at Lemay. The representation rate is higher than the external market availability of 39.9%.

In addition, we have hired more than 126 employees, 77 of whom are women since January 1, 2017, which corresponds to a ratio of 61.11%. We will remain on the lookout to ensure that Lemay is sufficiently representative of women.

MEMBER OF VISIBLE MINORITIES

Members of visible minorities are unfortunately under-represented. In fact, the proportion is 11.80% compared to 15.50% on the external market.

The measures taken by Lemay in the short- and medium-term to address this gap based on workforce availability will be to hire a senior manager, five middle managers, ten professionals, and one clerical staff member.

ABORIGNIAL PEOPLES

This category is under-represented, since no employees have self-identified as Aboriginal peoples. We will therefore take measures in the short- and medium-term in order to achieve 1.3% representativeness compared to the market. We will try to hire a senior manager, a middle manager, a professional, and a semi-professional and technical staff member.

PERSONS WITH DISABILITIES

The proportion of persons with disabilities at Lemay is also lower compared to the market; two of the respondents (0.60%) categorized themselves as persons with disabilities. We will also put measures in place to compensate in order to reach 4.20% representativeness by hiring four professionals and three semi-professional and technical staff members.

MEASURES

The measures implemented are segmented between short-term objectives (one to three years) and long-term objectives (three or more years) that will make it possible to close the representation gaps.

The necessary measures that have been put in place from the outset are as follows:

- Provide new employees with the opportunity to self-identify
- Provide a self-identification questionnaire to employees who wish to change previously submitted information and to those who have requested it
- Adjust survey results to reflect hires, promotions and layoffs, as well as changes made by employees to their self-identification questionnaires
- Offer flexible working arrangements
- Ensure the possibility of unpaid leave or sabbaticals
- Ensure the existence of an Employee Assistance Program

The necessary measures that will be put in place in the short term are as follows:

- Keep all employees informed of the employment equity objective and the measures taken to implement it by putting in place an employment equity and accommodation policy (we already have an anti-harassment policy in place)
- Indicate in job postings that we promote diversity in employment and accommodation for people with disabilities
- Have coaching meetings with hiring managers to learn about their apprehensions concerning hiring in the targeted groups

CONSTRAINTS

We have some concerns about the availability of qualified individuals to fill the types of positions needed to meet employment equity objectives. It is therefore important to underline the reality of the activity in the built environment sector which is currently experiencing a shortage of labour. Another apprehension would be the budgetary constraints that could prevent the opening of a type of position related to Lemay's operational needs.

From: Sicotte, Jo-Anna <jasicotte@lemay.com>

Sent: July 31, 2018 10:35 AM

To: EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>

Cc: Thivierge, Michel <mthivierge@lemay.com>; Bolduc, Marie-Pierre <mpbolduc@lemay.com> Subject: First Compliance Assessment under the Federal Contractors Program – Agreement Number

EF944-100000346

Good morning,

Please find attached the information for our employment equity first compliance assessment.

- 1. The self-identification questionnaire used to conduct your workforce survey.
- 2. The results of your workforce survey including:
 - o the number of employees that were surveyed;
 - the combined number of self-identification questionnaires that were returned blank, partially and fully completed; and
 - the number of fully completed and returned self-identification questionnaires.
- 3. The workforce analysis results (Summary Report and Detailed Report).
- 4. A completed Achievement Report file in Excel format that includes the numerical short-term and long-term goals where under-representation exists.

Should you have questions, do not hesitate to contact be.

Jo-Anna Sicotte

Human Resources Coordinator



3500, rue Saint-Jacques, Montréal (QC) Canada H4C 1H2 t 514 932-5101 7770

lemay.com



Catégorie Or

Lemay est inscrite au registre des contrats publics de l'Autorité des marchès financiers (AMF) confirmant l'intégrité de notre firme.

Ce message est confidentiel et ne s'adresse qu'à son destinataire.

S'il vous a été transmis par mégarde, veuillez le détruire et nous en aviser aussitôt.

From: Duchatellier Nadeau Patrice <pnadeau@lemay.com>

Sent: July 14, 2017 1:51 PM

To: EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>

Subject: Lemay CO inc. (Formely Services Intégrés Lemay et Associés Inc.) - Revised Agreement

Dear,

We are sending you a revised Agreement to implement employment equity. The agreement revises the one that was sent to you on August 12, 2015. Please note that Services intégrés Lemay et associés Inc. has changed its corporate name to Lemay CO inc. We are including a copy of the Articles of Amendment for your reference.

Best regards.

patrice duchatellier-nadeau, LL.B., LL.M.

manager legal affairs direct line: 514 787-3336 mobile: 514-887-5029

lemay

3500, rue saint-jacques, montréal (qc) canada h4c 1h2

CANADA · CHINE · CARAÏBES · ALGÉRIE

Lemay is registered in the register of public contracts of the Autorité des marchés financiers (AMF) confirming the integrity of our firm.



Confidentiality: This message is confidential and is intended only for its recipient. If it has been sent to you by mistake, please destroy it and notify us immediately. Do you really need to print this email? Think about the environment

Workplace Equity Information Management System - Lemay CO inc.

Default Workforce Analysis System - Detailed Comparison Report

Date No. 1 (yyyyy-mm-dd): 2017-07-27Date No. 2 (yyyy-mm-dd): 2018-07-27

Women

Place of recruitme
-1 National
1 Mesticanal
1 PROMORON
6
0 National
0 National
0 National
0 National
6 National
0 National
1 National
1 National
5
0 Quebec
5 Quebec
0 Quebec
0 Quebec
0 Quebec
1 Quebec
0 Quebec
0 Quebec
1 Quebec

2018-07-27 Page 1 of 9 Canada

003219

Workplace Equity Information Management System - Lemay CO inc.

Default Workforce Analysis System - Detailed Comparison Report

Date No. 1 (yyyyy-mm-dd): 2017-07-27Date No. 2 (yyyy-mm-dd): 2018-07-27

Women

												Women									
Employment Equity Occupational Group	Internal All employees			Representation							Availability					Difference			Place of recruitment		
	location	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change		
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#		
5243: Theatre Designers, Fashion Designers, Exhibit Designers and Other Art Designers	Quebec	Quebec	1	0		1 0		1	0.0%	100.0 %	100.0 %	75.1 %	75.1 %	0.0 %	() 1	ı	1 (0		0 Quebec
07: Administrative and Senior Clerical Staff		2	1 2	•	2 19	5		90.5 %	91.3 %	0.8 %	80.8%	80.8 %	0.0 %	15	7 19)	2 :	2		0	
Employment Equity Occupational Group	Montreal	20	0 2		2 18	20	3	90.0 %	90.9 %	0.9 %	80.8 %	80.8 %	0.0 %	16	3 18	3	2 ;	, 2		0 Montreal	
Employment Equity Occupational Group	Quebec		1		3 1			100.0 %	100.0 %	0.0 %	80.9 %	80.9 %	0.0 %		1	1	0 (0	j	0 Quebec	
10 : Office staff			4 4		2		2	50.0 %	50.0 %	0.0 %	62.5 %	62.5 %	0.0 %		3 3	3	0 -	-1		0	
Employment Equity Occupational Group	Montreal	4	4 .		2		2	50.0 %	50.0 %	0.0 %	62.5 %	62.5 %	0.0 %		3 3	3	0 -	.1		0 Montreal	
13: Other sales and service personnel			1 .		1 ε			0.0 %	50.0 %	50.0 %	51.1%	51.1 %	0.0 %	,	1	1	0 -	0	E .	1	
Employment Equity Occupational Group	Montreal		1 :		1 6			0.0 %	50.0 %	50.0 %	51.1%	51.1%	0.0 %		1	l .	0 -	0	<u> </u>	1 Montreal	
Total		27-	4 32	4	9 120	150	2 3	43.8 %	47.1 %	3.3 %	39.7 %	39.9 %	0.2 %	110) 130	2	20 10	22	1	2	

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

Sources: 2011 National Household Survey and internal employer data

2018-07-27



Default Workforce Analysis System - Detailed Comparison Report

Date No. 1 (yyyyy-mm-dd): 2017-07-27Date No. 2 (yyyy-mm-dd): 2018-07-27

Aboriginal

												Aboriginal								
Employment Equity Occupational Group	internal	A	Il employees				Repre	sentation					Availa	bility				Difference		Place of recruitmen
	location	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	
01: Senior Management	National	4	1 42	2	1 0	()	0.0%	0.0 %	0.0 %	2.9 %	2.9 %	0.0 %	1	1		0 -1	-1	(National
02: Middle management and other directors	National	3	3 4.	2	9 0	()	0.0%	0.0 %	0.0 %	2.2 %	2.2%	0.0 %	1	1		0 -1	-1) National
03: Professionals		11	1 130	0 19	9 0	(3	0.0 %	0.0 %	0.0 %	0.8%	0.8 %	0.0 %	1	1		0 -1	.1	()
1112: Financial and investment analysts	National		5 6	3 (3 0	(0.0%	0.0%	0.0 %	0.9 %	0.9 %	0.0 %	0	0)	0 0	ō	() National
1121; Human Resources Professionals	National		3	3 0	0	()	0.0%	0.0 %	0.0 %	2.7 %	2.7 %	0.0 %	0	e e		0 0	0	(2 National
1123: Advertising, marketing and public relations professionals	National		,	•	1 0	(9	0.0%	0.0 %	0.0 %	2.1 %	2.1 %	0.0 %	0		j	0 0	0	() National
2131 : Civil engineers	National			,	1 0	C)	0.0%	0.0 %	0.0 %	1.0%	1.0 %	0.0 %	0	C		0 0	0	() National
2151; Architects	National	7	81	8 12	2 0	(0.0%	0.0 %	0.0 %	0.6%	0.6 %	0.0 %	0	1		1 G	-1		I National
2152 : Landscape Architects	National	11	3 1;	2 :	2 0	()	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0	C)	0 0	0	() National
2153: Urban planners and land use planners	National		3 .	8	2 0	()	0.0%	0.0 %	0.0 %	2.7 %	2.7 %	0.0 %	0	0		0 0	0	(3 National
5125: Translators, Terminologists and Interpreters	National		1 .	2	1 0	Č	3	0.0%	0.0 %	0.0 %	2.9%	2.9%	0.0 %	0	e e		0 0	0	() National
04: Semi-professional and technical staff		6	3 80	0 1	7 0	C)	0.0 %	0.0 %	0.0 %	1.0 %	0.9 %	-0.1 %	1	1		0 -1	-1	()
2231; Civil Engineering Technologists and Technicians	Quebec		3 - 1	3 (0	C)	0.0 %	0.0 %	0.0 %	1.3 %	1.3 %	0.0 %	0	0)	0 0	0	(Quebec
2251 : Architectural Technologists and Technicians	Quebec	2	3	3 8	8 0	()	0.0%	0.0 %	0.0 %	0.6%	0.6 %	6.0 %	0	0)	0 0	Q	() Quebec
2253 : Drafting Technologists and Technicians	Quebec	1	3	1	1 0	()	0.0%	0.0 %	0.0 %	1.1%	1.1 %	0.0 %	0	C)	0 0	0	(Quebec
2255: Technical Personnel in Geomatics and Meteorology	Quebec		2	2 (0	()	0.0 %	0.0 %	0.0 %	3.6 %	3.6 %	0.0 %	0	0		0 0	0	(Quebec
2281 : Computer Network Technicians	Quebec			€ (3 0	C		0.0%	0.0 %	0.0 %	1.1%	1.1 %	6.0 %	0	C		0 0	0	(Quebec
2282: User Support Agents	Quebec		1 !	5 4	4 0	(0	0.0%	0.0 %	0.0 %	1.3 %	1.3 %	6.0 %	0	C	i	0 0	0	(Quebec
5223 : Graphic Design Technicians	Quebec		1	* (0	(3	0.0%	0.0 %	0.0 %	0.4 %	0.4 %	0.0 %	0	0)	0 0	0	(Quebec
5241 : Graphic designers and illustrators	Quebec	1	3 10	0	0	C)	0.0%	0.0 %	0.0 %	1.2 %	1.2 %	0.0 %	0	C		0 0	0	(Quebec
5242 : Interior designers and decorators	Quebec	1	2 18	5	3 0	e		0.0%	0.0 %	0.0 %	0.7 %	0.7 %	0.0 %	0	C)	0 0	0	() Quebec

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Canada

Default Workforce Analysis System - Detailed Comparison Report

Date No. 1 (yyyyy-mm-dd): 2017-07-27Date No. 2 (yyyy-mm-dd): 2018-07-27

Aboriginal

												Aboriginal								
Employment Equity Occupational Group	internal	Al	l employees				Repres	entation					Avail	ability				Difference		Place of recruitment
	location	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	•••
5243: Theatre Designers, Fashion Designers, Exhibit Designers and Other Art Designers	Quebec	(1		1 0	() (% O,O	6 0.0 %	0.0 %	0.5 %	0.5 %	0.0 %	O) 0		0 0	0		0 Quebec
07: Administrative and Senior Clerical Staff		21	23		2 6	() (0.0%	0.0 %	0.0 %	0.7%	0.7 %	0.0 %	C) 6		0 0	0		0
Employment Equity Occupational Group	Montreal	20	22		5 6	() (0.0 %	6 0.0 %	0.0 %	0.7%	0.7 %	0.0 %	0	0		0 0	0		0 Montreal
Employment Equity Occupational Group	Quebec	1	1		3 6	()	0.0 %	0.0%	0.0 %	0.7%	0.7 %	0.0 %	0	0		o c	0		0 Quebec
10 : Office staff			4		0 0	(0.0%	0.0 %	0.0 %	0.8%	0.8%	0.0 %	C	0		0 с	0		0
Employment Equity Occupational Group	Montreal	4	4		3 6	(5	0.0%	5 0.0 %	0.0 %	0.8%	0.8%	0.0 %	C	0 0		0 0	0		0 Montreal
13: Other sales and service personnel		1	2		1 6	(3	0.0%	6 0.0 %	0.0 %	0.8%	0.8 %	0.0 %	0	0 0		0 6	0		O
Employment Equity Occupational Group	Montreal	1	2		1 6) (0.0 %	6 0.0 %	0.0 %	0.8 %	0.8 %	0.0 %	0	0		0 0	0		0 Montreal
Total		274	323	4	9 0			0.0 %	6 0.0 %	0.0 %	1.3 %	1.3 %	-0.0 %	4	1 4		0 -4	-4		g

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

Sources: 2011 National Household Survey and internal employer data



2018-07-27

Workplace Equity Information Management System - Lemay CO inc.

Default Workforce Analysis System - Detailed Comparison Report

Date No. 1 (yyyyy-mm-dd): 2017-07-27Date No. 2 (yyyy-mm-dd): 2018-07-27

Members of Visible Minorities

							***************************************	•••••			Member:	s of Visible M	inorities		•••••	***************************************		***************************************		
Employment Equity Occupational Group	Internal	A	il employees				Repres	sentation					Avail	ability				Difference		Place of recruitme
	location	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	
01: Senior Management	National	4	1 42	1	3		1	7.3 %	7.1 %	-0.2 %	10.1 %	10.1 %	0.0 %	4	4		-1	-1	(0 National
92: Middle management and other directors	National	3	3 42	,	1		1	3.0 %	2.4 %	-0.6 %	15.0 %	15.0 %	0.0 %		, 6		1 4	-5	•	1 National
93: Professionals		11	1 130) 19	15	15	1	13.5 %	14.6 %	1.1 %	22.4 %	22.3 %	-0.1 %	2!	5 29		4 .10	-10	(3
1112: Financial and investment analysts	National		6 €	i c	Ø	() :	0.0%	0.0 %	0.0 %	35.4 %	35.4 %	0.0 %	,	2) -2	-2	(0 National
1121: Human Resources Professionals	National		3 3		0	(0.0 %	0.0 %	0.0 %	14.1 %	14.1 %	0.0 %	(0		0 0	0	(0 National
1123: Advertising, marketing and public relations professionals	National		3 4		9	(1	0.0%	0.0 %	0.0 %	16.9%	16.9 %	0.0 %		1		o √1	.1	(0 National
2131 : Civil engineers	National		6 7		0	() (0.0%	0.0 %	0.0 %	26.0 %	26.0 %	0.0 %	,	2 2		2 -2	-2	(0 National
2151: Architects	National	7	6 88	12	13	15		17.1%	19.3 %	2.2 %	23.6 %	23.6 %	0.0 %	18	3 21		3 -5	-4		1 National
2152 : Landscape Anchitects	National	1	0 12		2			20.0 %	16.7 %	-3.3 %	13.6 %	13.6 %	0.0 %		2		1 1	0		National National
2153: Urban planners and land use planners	National		6 6		0	(1	0.0%	0.0 %	% 0.0	12.8 %	12.8 %	0.0 %		1		71	~ 5	(0 National
5125: Translators, Terminologists and Interpreters	National		1 2		0	(1	0.0%	0.0 %	0.0 %	22.2%	22.2 %	0.0 %	(0		0	0	(0 National
04: Semi-professional and technical staff		6	3 80	17	9	12	:	3 14.3 %	15.0 %	0.7 %	7.9 %	8.4 %	0.5 %	(7		2 4	5		1
2231; Civil Engineering Technologists and Technicians	Quebec		8 8		1			12.5 %	12.5 %	0.0 %	6.9 %	6.9 %	0.0 %	1	1		0	0	(6 Quebec
2251 : Architectural Technologists and Technicians	Quebec	2	5 33		3	4		12.0 %	12.1 %	0.1 %	7.3 %	7.3 %	0.0 %	3	2 2		1	2		1 Quebec
2253 : Drafting Technologists and Technicians	Quebec		0 1	1	0			0.0%	100.0 %	100.0 %	7.7 %	7.7 %	6.0 %	(0		0			1 Quebec
2255: Technical Personnel in Geomatics and Meteorology	Quebec		2 2		0	() (0.0 %	0.0 %	0.0 %	4.5 %	4.5 %	0.0 %	(0		0	0	(0 Quebec
2281 : Computer Network Technicians	Quebec		4 4	(2	-	2	50.0 %	50.0 %	0.0 %	13.1 %	13.1 %	0.0 %		1		1	1	(0 Quebec
2282: User Support Agents	Quebec		1 5		0			0.0 %	20.0 %	20.0 %	18.2 %	18.2 %	0.0 %	() 1		1 0	0	(0 Quebec
5223 : Graphic Design Technicians	Quebec		1 1	(0	() (0.0%	0.0 %	0.0 %	7.3 %	7.3 %	0.0 %	(0 0		0 0	0	(0 Quebec
3241 : Graphic designers and illustrators	Quebec	1	0 10	(2		? .	20.0 %	20.0 %	0.0 %	11.2 %	11.2 %	0.0 %		1		1	1	(0 Quebec
242 : Interior designers and decorators	Quebec	1	2 15		1		1	8.3 %	6.7 %	-1.6 %	5.2 %	5.2 %	0.0 %		1) G	ď	(0 Quebec

Default Workforce Analysis System - Detailed Comparison Report

Date No. 1 (yyyyy-mm-dd): 2017-07-27Date No. 2 (yyyy-mm-dd): 2018-07-27

Members of Visible Minorities

											Member	s of Visible M	linorities							
Employment Equity Occupational Group	internal	Al	l employees				Repres	entation			1		Avail	ability				Difference		Place of recruitment
	location	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	
5243: Theatre Designers, Fashion Designers, Exhibit Designers and Other Art Designers	Quebec	(1		1 €	(, (0.0 %	0.0 %	0.0 %	14.9%	14.9 %	0.0 %	O	0		0 0	0		0 Quebec
97: Administrative and Senior Clerical Staff		21	23		. 1			4.8 %	8.7 %	3.9 %	11.7%	11.8 %	6.1 %	2	3		1 -1	***		0
Employment Equity Occupational Group	Montreal	20	22	:	2 1	:		5.0 %	9.1 %	4.1 %	12.2 %	12.2 %	0.0 %	2	2 3		1 -1	.1		0 Montreal
Employment Equity Occupational Group	Quebec	1	1		5	(1	0.0 %	0.0 %	0.0 %	1.5 %	1.5 %	0.0 %	0	0		o c	0		0 Quebec
10 : Office staff			4		0		1	0.0 %	0.0 %	0.0 %	17,4 %	17.4 %	0.0 %	1	1		0 -1	-1		0
Employment Equity Occupational Group	Montreal	4	4		9 6	(0.0%	0.0 %	0.0 %	17.4 %	17.4 %	0.0 %	1	1		0 -1	.1		0 Montreal
13: Other sales and service personnel		1	1 2		1 1	,	(100.0 %	50.0 %	~50.0 %	24.3 %	24.3 %	0.0 %	0	0		0 1	1		О
Employment Equity Occupational Group	Montreal	1	2		1 1		1	100.0 %	50.0 %	-50.0 %	24.3 %	24.3 %	0.0 %	0	0		0 1	1		0 Montreal
Total		274	323	4!	30	38	1	10.9 %	11.8 %	0.8 %	15.4 %	15.5 %	0.1 %	42	9 50		8 -12	-12		o o

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 Comparison Report

Date No. 1 (yyyyy-mm-dd): 2017-07-27Date No. 2 (yyyy-mm-dd): 2018-07-27

Persons with disabilities

											Perso	ons with disat	oilities							
Employment Equity Occupational Group	internal	Al	l employees				Repres	entation			1		Avail	ability				Difference		Place of recruitment
	location	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	
01/02 : Executives	National	74	84	11	0	0	(0.0%	0.0 %	0.0 %	4.3 %	4.3 %	0.0 %	\$	3 4		-3	-4		National
03: Professionals	National	111	130	1	, ,	1	(0.9%	0.8 %	-0.1 %	3.8%	3.8 %	0.0 %	4	5)	-3	-4	.1	National
04: Semi-professional and technical staff	National	63	80	1	1	1	(1.6 %	1.3 %	-0.3 %	4.6 %	4.6 %	0.0 %	3	3 4		-2	-3		National
07: Administrative and Senior Clerical Staff	National	21	23		2 0	0	{	0.0%	0.0 %	0.0 %	3.4 %	3.4 %	0.0 %	1	1	1	-1	-1		National
18 : Office staff	National	4	4		0	0	(0.0%	0.0 %	0.0 %	7.6 %	7.0 %	6.0 %	(0)	0	0	c	National
13: Other sales and service personnel	National	1	2		1 0	0	(0.0%	0.0 %	0.0 %	6.3%	6.3 %	0.0 %	Î	0	j	0 0	0	Ċ	National
Total		274	323	41	3 2	2	(0.7 %	0.6 %	-0.1 %	4.1 %	4.2 %	0.0 %	11	14		-9	-12		

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 Comparison Report

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

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

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Default Workforce Analysis System - Detailed Comparison Report

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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	СРЕМЕ	National
4.1: Semi-Professional and Technical Staff 07:	CPEME	National
Administrative and Senior Clerical Staff 10:	CPEME	National
Clerical Staff	СРЕМЕ	National
13: Other sales and service personnel	СРЕМЕ	National
	СРЕМЕ	
	CPEME	
	СРЕМЕ	

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Default Workforce Analysis System - Summary Comparison Report

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Women

											Women							
Employment Equity Occupational Group	All	l employees				Repres	entation					Avail	ability				Difference	
	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change
	#	#	#	#	#	Ħ	%	%	%	%	%	%	#	#	#	#	tt	#
01: Senior Management	41	42		1 12	12	(29.3 %	28.6 %	-0.7 %	27.4 %	27.4 %	0.0 %	11	12		1 1	0	
92; Middle management and other directors	33	42		9 13	17	2	39.4 %	40.5 %	1,1 %	38.9 %	38.9 %	0.0 %	13	16		з с	1	
03: Professionals	111	130	1!	51	64	12	45.9 %	49.2 %	3.3 %	33.5 %	33.7 %	0.2 %	37	44		7 14	20	
94: Semi-professional and technical staff	63	80	1	7 23	35	12	35.5 %	43.8 %	7.3 %	43.9 %	43.9 %	0.0 %	28	35		7 -5	0	<u> </u>
97: Administrative and Senior Clerical Staff	21	23		2 19	21	2	90.5 %	91.3 %	0.8 %	80.8 %	80.8%	0.0 %	17	19		2 2	2	
18 : Office staff	4	4	,	2	2		50.0 %	50.0 %	0.0 %	62.5 %	62.5 %	0.0 %	3	3		0 -1	-1	
13: Other sales and service personnel	1	2		1 0	1	1	0.0 %	50.0 %	50.0 %	51.1%	51.1 %	0.0 %	1	1	(0 -1	0	4
Total	274	323	4!	120	152	32	43.8 %	47.1 %	3.3 %	39.7 %	39.9 %	0.2 %	110	130	20	0 10	22	. 1

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 - Summary Comparison Report

Date No. 1 (yyyyy-mm-dd): 2017-07-27Date No. 2 (yyyy-mm-dd): 2018-07-27

Aboriginal

											Aboriginal							
Employment Equity Occupational Group	All	employees				Repres	sentation					Availa	sbility				Difference	
	2017-07-27	2018-07-27	Change															
	#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#
01: Senior Management	41	42		1 0	0	1	0.0%	0.0 %	0.0 %	2.9 %	2.9 %	0.0 %	1	1		0 -1	-1	
02: Middle management and other directors	333	42		9 0	0		0.0%	0.0 %	0.0 %	2.2 %	2.2 %	0.0 %	1	1		0 -1	-1	
33: Professionals	111	130	1	9 0	0		0.0%	0.0 %	0.0 %	0.8 %	0.8 %	0.0 %	1	1		0 -1	-1	
94; Semi-professional and technical staff	63	80	1	7 6	0		0.0%	0.0 %	0.0 %	1.0 %	0.9 %	-0.1 %	1	1		-1	-1	
97: Administrative and Senior Clerical Staff	21	23		2 0	0		0.0%	0.0 %	0.0 %	0.7 %	0.7%	0.0 %	0	0		0 0	0	
16 : Office staff	4	4		0 0	0		0 0.0%	0.0 %	0.0 %	0.8%	0.8%	0.0 %	0	0		0 0	0	
13: Other sales and service personnel	1	2		1 6	0		0 0.0%	0.0 %	0.0 %	0.8%	0.8%	0.0 %	0	9		0 0	0	
Total	274	323	4	9 6	0		0.0 %	0.0 %	0.0 %	1.3 %	1.3 %	-0.0 %	4	4		0 -4	-4	

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 - Summary Comparison Report

Date No. 1 (yyyyy-mm-dd): 2017-07-27Date No. 2 (yyyy-mm-dd): 2018-07-27

Members of Visible Minorities

										Member	s of Visible Mi	inorities						
Employment Equity Occupational Group	All	employees				Repres	entation					Avail	ability				Difference	
	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change
	#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#
01: Senior Management	41	42		1 3	3	(7.3%	7.1 %	-0.2 %	10.1 %	10.1 %	0.0 %	4	4		0 -1	-1	1
02: Middle management and other directors	33	42	(1	1	(3.0 %	2.4 %	-0.6 %	15.0 %	15.0 %	0.0 %	5	6		1 4	-5	
03: Professionals	111	130	19	9 15	19	2	13.5 %	14.6 %	1.1 %	22.4 %	22.3 %	-0.1 %	25	29		4 .10	-10	0 (
04: Semi-professional and technical staff	63	80	13	9	12	3	3 14.3 %	15.0 %	0.7 %	7.9 %	8.4 %	0.5 %	5	7		2 4	9	J
07: Administrative and Senior Clerical Staff	21	23		2 1	2	1	4.8 %	8.7 %	3.9 %	11.7 %	11.8 %	0.1 %	2	3		1 -1	-1	ı
10 : Office staff	4	4	() 0	0		0.0%	0.0 %	0.0 %	17.4 %	17.4 %	0.0 %	1	1		0 -1	.1	I
13: Other sales and service personnel	1	2	1	1 1	1	(100.0 %	50.0 %	-50.0 %	24.3 %	24.3 %	0.0 %	0	0		0 1	,	,
Total	274	323	49	30	38		3 10.9 %	11.8 %	0.8 %	15.4 %	15.5 %	0.1 %	42	50		8 -12	-12	2

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 - Summary Comparison Report

Date No. 1 (yyyyy-mm-dd): 2017-07-27Date No. 2 (yyyy-mm-dd): 2018-07-27

Persons with disabilities

										Perso	ns with disat	oilities						
Employment Equity Occupational Group	A	Il employees				Repres	sentation					Availa	ability				Difference	
	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change	2017-07-27	2018-07-27	Change
	#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#
01/02 : Executives	7.	\$ 84	10	0	0	1	0.0 %	0.0 %	0.0 %	4.3 %	4.3 %	0.0 %	3	4		1 -3	-4	1 -1
03: Professionals	11	1 130	19	1	1		0.9%	0.8 %	-0.1 %	3.8%	3.8 %	6.0 %	4	5		1 3	-4	
04: Semi-professional and technical staff	6:	3 80	13	, ,	1		0 1.6 %	1.3 %	-0.3 %	4.6 %	4.6 %	0.0 %	3	4		1 -2	-2	3 .1
07: Administrative and Senior Clerical Staff	2	1 23		ž e	0	{	0.0 %	0.0 %	0.0 %	3.4 %	3.4 %	0.0 %	1	1		0 -1		(
10 : Office staff		\$ 4		0	0	1	0.0 %	0.0 %	0.0 %	7.0 %	7.0 %	0.0 %	0	0		0 0	•) (
13: Other sales and service personnel		1 2		0	0		0.0%	0.0 %	0.0 %	6.3%	6.3 %	0.0 %	0	9		0 0	(, (
Total	274	323	49	2	2		0.7 %	0.6 %	-0.1 %	4.1 %	4.2 %	0.0 %	13	14		3 -6	-12	į.

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 - Summary Comparison Report

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

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

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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	СРЕМЕ	National
4.1: Semi-Professional and Technical Staff 07:	СРЕМЕ	National
Administrative and Senior Clerical Staff 10:	СРЕМЕ	National
Clerical Staff	СРЕМЕ	National
13: Other sales and service personnel	СРЕМЕ	National
	CPEME	
	CPEME	
	CPEME	

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