



Labour Program
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

s.19(1)

s.24(1)

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization Lemay CO Inc.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number [REDACTED]
	Total number of employees in Canada (Permanent Full-time and/or Part-time) 400
Organization's North American Industry Classification System (NAICS) Canada 2012 Code Number. To find your organization's four-digit NAICS code please visit: http://www23.statcan.gc.ca/imdb/p3VD.pl?function=getVD&TVD=118464 541310 (Architect) 541320 (Arc Landscape) 514320 (town planin)	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 3500 rue St-Jacques	City Montréal	Province Québec	Postal Code H4C 1H2
Telephone Number 514 932-5101			

EMPLOYMENT EQUITY CONTACT			
Name (print) Michel Thivierge	Title Vice President Human Ressources		
Telephone Number 514-316-1010 #7632	E-mail Address mthivierge@lemay.com	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French	

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

SIGNATORY			
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.			
Name (print) Patrice Duchatellier-Nadeau	Title Legal Affairs Manager		
Telephone Number 615-787-[REDACTED]	E-mail Address [REDACTED]	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French	
Signature [REDACTED]	Date (YYYY-MM-DD) 2017-07-14		

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

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

Lemay CO inc. (Certificate # 10000346)

Form 1

EMPLOYMENT EQUITY: EMPLOYER IDENTIFICATION, SUMMARY REPORT AND CERTIFICATION

Period covered by this report: 2018-01-01 to 2018-07-27

Geographic regions

(INDICATE THE NUMBER OF EMPLOYEES IN EACH REGION).

	Province				Census Metropolitan Area				
	Permanent full time	Permanent part-time	Temporary	Total number of employees					
Quebec	323	0	0	323	Montreal	292	0	0	292
Total number of employees in Canada				323	Quebec	31	0	0	31
					Total number of employees as of Canada				323

Lemay CO inc. (Certificate # 10000346)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Quebec

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

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

Lemay CO inc. (Certificate # 10000346)

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / Quebec

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

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Administrative and main office staff Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	23	2	21							2		2
	Total	23	2	21							2		2
Clerical staff Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	2												
	1	4	2	2									
	Total	4	2	2									
Other sales and service personnel Upper value: Less than \$5,000 Lower value: Less than \$5,000	4												
	3												
	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

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

Salary Range	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Less than \$15,000	323	171	152				2	1	1	38	19	19
Total number of employees	323	171	152				2	1	1	38	19	19

Workplace Equity Information Management System - Lemay CO inc.
Default Workforce Analysis System - Detailed Report
 Date: 2018-07-27

Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Women Availability		Differ-ence#	Place of recruitment
			#	%	%	#		
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 %	1	0	National
2151: Architects	National	68	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
2282: 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 %	1	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

Workplace Equity Information Management System - Lemay CO inc.
Default Workforce Analysis System - Detailed Report
 Date: 2018-07-27

Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Availability		Difference #	Place of recruitment
			#	%	%	#		
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	-1	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
Total		323	152	47.1 %	39.9 %	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

Workplace Equity Information Management System - Lemay CO inc.
Default Workforce Analysis System - Detailed Report
 Date: 2018-07-27

Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Aboriginal		Availability %	Difference #	Place of recruitment
			Representation #	Representation %			
01: Senior Management	National	42	0	0.0%	2.9%	1	National
02: Middle management and other directors	National	42	0	0.0%	2.2%	1	National
03: Professionals		130	0	0.0%	0.8%	1	
1112: Financial and investment analysts	National	6	0	0.0%	0.9%	0	National
1121: Human Resources Professionals	National	3	0	0.0%	2.7%	0	National
1123: Advertising, marketing and public relations professionals	National	4	0	0.0%	2.1%	0	National
2131 : Civil engineers	National	7	0	0.0%	1.0%	0	National
2151: Architects	National	88	0	0.0%	0.6%	1	National
2152 : Landscape Architects	National	12	0	0.0%	0.0%	0	National
2153: Urban planners and land use planners	National	8	0	0.0%	2.7%	0	National
5125: Translators, Terminologists and Interpreters	National	2	0	0.0%	2.9%	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	Quebec
2251 : Architectural Technologists and Technicians	Quebec	33	0	0.0%	0.6%	0	Quebec
2253 : Drafting Technologists and Technicians	Quebec	1	0	0.0%	1.1%	0	Quebec
2255: Technical Personnel in Geomatics and Meteorology	Quebec	2	0	0.0%	3.6%	0	Quebec
2281 : Computer Network Technicians	Quebec	4	0	0.0%	1.1%	0	Quebec
2282: User Support Agents	Quebec	5	0	0.0%	1.3%	0	Quebec
5223 : Graphic Design Technicians	Quebec	1	0	0.0%	0.4%	0	Quebec
5241 : Graphic designers and illustrators	Quebec	10	0	0.0%	1.2%	0	Quebec
5242 : Interior designers and decorators	Quebec	15	0	0.0%	0.7%	0	Quebec
5243: Theatre Designers, Fashion Designers, Exhibit Designers and Other Art Designers	Quebec	1	0	0.0%	0.5%	0	Quebec
07: Administrative and Senior Clerical Staff		23	0	0.0%	0.7%	0	
Employment Equity Occupational Group	Montreal	22	0	0.0%	0.7%	0	Montreal

Workplace Equity Information Management System - Lemay CO inc.
Default Workforce Analysis System - Detailed Report
 Date: 2018-07-27

Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Aboriginal		Availability %	Differ- ence#	Place of recruitment	
			Representation #	Representation %				
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		323	0	0.0%	1.3%	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

Workplace Equity Information Management System - Lemay CO inc.
Default Workforce Analysis System - Detailed Report
 Date: 2018-07-27

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Differ- ence #	Place of recruitment
			Representation #	Availability %	Representation %	Availability %		
01: Senior Management	National	42	3	7.1 %	10.1 %	4	National	
02: Middle management and other directors	National	42	1	2.4 %	15.0 %	6	National	
03: Professionals		130	19	14.6 %	22.3 %	29		
1112: Financial and investment analysts	National	6	0	0.0 %	35.4 %	2	National	
1121: Human Resources Professionals	National	3	0	0.0 %	14.1 %	0	National	
1123: Advertising, marketing and public relations professionals	National	4	0	0.0 %	16.9 %	1	National	
2131 : Civil engineers	National	7	0	0.0 %	26.0 %	2	National	
2151: Architects	National	88	17	19.3 %	23.6 %	21	National	
2152 : Landscape Architects	National	12	2	16.7 %	13.6 %	2	National	
2153: Urban planners and land use planners	National	8	0	0.0 %	12.8 %	1	National	
5125: Translators, Terminologists and Interpreters	National	2	0	0.0 %	22.2 %	0	National	
04: Semi-professional and technical staff		80	12	15.0 %	8.4 %	7		
2231: Civil Engineering Technologists and Technicians	Quebec	8	1	12.5 %	6.9 %	1	Quebec	
2251 : Architectural Technologists and Technicians	Quebec	33	4	12.1 %	7.3 %	2	Quebec	
2253 : Drafting Technologists and Technicians	Quebec	1	1	100.0 %	7.7 %	0	Quebec	
2255: Technical Personnel in Geomatics and Meteorology	Quebec	2	0	0.0 %	4.5 %	0	Quebec	
2281 : Computer Network Technicians	Quebec	4	2	50.0 %	13.1 %	1	Quebec	
2282: User Support Agents	Quebec	5	1	20.0 %	18.2 %	1	Quebec	
5223 : Graphic Design Technicians	Quebec	1	0	0.0 %	7.3 %	0	Quebec	
5241 : Graphic designers and illustrators	Quebec	10	2	20.0 %	11.2 %	1	Quebec	
5242 : Interior designers and decorators	Quebec	15	1	6.7 %	5.2 %	1	Quebec	
5243: Theatre Designers, Fashion Designers, Exhibit Designers and Other Art Designers	Quebec	1	0	0.0 %	14.9 %	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	

Workplace Equity Information Management System - Lemay CO inc.
Default Workforce Analysis System - Detailed Report
 Date: 2018-07-27

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Difference #	Place of recruitment
			Representation #	Availability %	Representation %	Availability %		
Employment Equity Occupational Group	Quebec	1	0	0.0%	1.5%	0	0	Quebec
10 : Office staff		4	0	0.0%	17.4%	1	1	
Employment Equity Occupational Group	Montreal	4	0	0.0%	17.4%	1	-1	Montreal
13: Other sales and service personnel		2	1	50.0%	24.3%	0	1	
Employment Equity Occupational Group	Montreal	2	1	50.0%	24.3%	0	1	Montreal
Total		323	38	11.8%	15.5%	50	12	

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

Sources: 2011 National Household Survey and internal employer data

Workplace Equity Information Management System - Lemay CO inc.
Default Workforce Analysis System - Detailed Report
 Date: 2018-07-27

Persons with disabilities

Employment Equity Occupational Group	Internal location	All employees #	Persons with disabilities				Differ- ence #	Place of recruitment
			Representation #	Availability %	Representation %	Availability %		
01/02 : Executives	National	84	0	0.0 %	4.3 %	4	National	
03: Professionals	National	130	1	0.8 %	3.8 %	5	National	
04: Semi-professional and technical staff	National	80	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	National	
13: Other sales and service personnel	National	2	0	0.0 %	6.3 %	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

Workplace Equity Information Management System - Lemay CO inc.
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

Workplace Equity Information Management System - Lemay CO inc.
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	CPEME	National
	CPEME	
	CPEME	
	CPEME	

Workplace Equity Information Management System - Lemay CO inc.
Default Workforce Analysis System - Summary Report
 Date: 2018-07-27

Women

Employment Equity Occupational Group	All employees #	Representation		Women Availability		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.

Workplace Equity Information Management System - Lemay CO inc.
Default Workforce Analysis System - Summary Report
 Date: 2018-07-27

Aboriginal

Employment Equity Occupational Group	All employees #	Aboriginal Representation		Aboriginal Availability		Difference #
		#	%	%	#	
01: Senior Management	42	0	0.0 %	2.9 %	1	-1
02: Middle management and other directors	42	0	0.0 %	2.2 %	1	-1
03: Professionals	130	0	0.0 %	0.8 %	1	-1
04: Semi-professional and technical staff	80	0	0.0 %	0.9 %	1	-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	0
Total	323	0	0.0 %	1.3 %	4	-4

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

Workplace Equity Information Management System - Lemay CO inc.
Default Workforce Analysis System - Summary Report
 Date: 2018-07-27

Members of Visible Minorities

Employment Equity Occupational Group	All employees #	Members of Visible Minorities Representation/Availability				Differ ence #
		#	%	%	#	
01: Senior Management	42	3	7.1 %	10.1 %	4	-1
02: Middle management and other directors	42	1	2.4 %	15.0 %	6	-5
03: Professionals	130	19	14.6 %	22.3 %	29	-10
04: Semi-professional and technical staff	80	12	15.0 %	8.4 %	7	5
07: Administrative and Senior Clerical Staff	23	2	8.7 %	11.8 %	3	-1
10 : Office staff	4	0	0.0 %	17.4 %	1	-1
13: Other sales and service personnel	2	1	50.0 %	24.3 %	0	1
Total	323	38	11.8 %	15.5 %	50	-12

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

Workplace Equity Information Management System - Lemay CO inc.
Default Workforce Analysis System - Summary Report
 Date: 2018-07-27

Persons with disabilities

Employment Equity Occupational Group	All employees #	Persons with disabilities				Differ ence #
		Representation #	Availability %	Representation %	Availability %	
01/02 : Executives	84	0	0.0 %	4.3 %	4	-4
03: Professionals	130	1	0.8 %	3.8 %	5	-4
04: Semi-professional and technical staff	80	1	1.3 %	4.6 %	4	-3
07: Administrative and Senior Clerical Staff	23	0	0.0 %	3.4 %	1	-1
10 : Office staff	4	0	0.0 %	7.0 %	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.

Workplace Equity Information Management System - Lemay CO inc.
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

Workplace Equity Information Management System - Lemay CO inc.
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	CPEME	National
	CPEME	
	CPEME	
	CPEME	

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Lemay & Co.

2018-07-27

Start Date of Flow Data		
YYYY	MM	DD
2018	07	27

End Date of Flow Data		
YYYY	MM	DD
-	-	-

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Lemay & Co.

2018-07-27

Start Date of Flow Data		
YYYY	MM	DD
2018	07	27

End Date of Flow Data		
YYYY	MM	DD
-	-	-

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Lemay & Co.

2018-07-27

Start Date of Flow Data		
YYYY	MM	DD
2018	07	27

End Date of Flow Data		
YYYY	MM	DD
-	-	-

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Lemay & Co.

2018-07-27

Start Date of Flow Data		
YYYY	MM	DD
2018	07	27

End Date of Flow Data		
YYYY	MM	DD
-	-	-

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Federal Contractors Program Achievement Report

Part 3: Goals

Lemay & Co.

2018-07-27

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EEOG)		All Employees										Women										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To	From - To					
		2018-07-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-07-27	Annually	Over 3 Years	Annually	Over 3 Years	2018	2021							
		#	%	%	#	%	%	#	#	%	#	#	%	#	%							
01	Senior Managers	42	-100.0%		0	0.0%		0	0	12	0.0%	0	0	0	0	27.4%	0	0	28.6%	28.6%		
02	Middle & Other Managers	42	-100.0%		0	0.0%		0	0	17	0.0%	0	0	0	0	40.5%	0	0	40.5%	40.5%		
03	Professionals	130	-100.0%		0	0.0%		0	0	64	0.0%	0	-20	0	0	33.7%	20	20	49.2%	49.2%		
04	Semi-Professionals & Tech	80	-100.0%		0	0.0%		0	0	35	0.0%	0	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%	0	0	#DIV/0!	#DIV/0!		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	23	-100.0%		0	0.0%		0	0	21	0.0%	0	-2	0	0	80.8%	2	2	91.3%	91.3%		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	4	-100.0%		0	0.0%		0	0	2	0.0%	0	1	0	0	62.5%	-1	-1	50.0%	50.0%		
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	2	-100.0%		0	0.0%		0	0	1	0.0%	0	0	0	0	51.1%	0	0	50.0%	50.0%		
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
Total		323	-100.0%		0	0.0%		0	0	152	0.0%	0	-23	0	0	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.

Table 2: Women

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

Federal Contractors Program Achievement Report

Part 3: Goals

Lemay & Co.

2018-07-27

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						From - To
	2018-07-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-07-27	Annually	Over 3 Years	2018	2021	%	%	%	%	%	%		
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%	
01 Senior Managers	42	-100.0%		0	0.0%		0	0	0	0.0%	0	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%	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	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	23	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.7%	0.7%	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%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	4	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.8%	0.8%	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	2	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.8%	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%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	323	-100.0%		0	0.0%		0	0	0	0.0%	0	4	0	1.3%	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 + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers	1	2.9	1	2.9	
02 Middle & Other Managers	1	2.2	1	2.9	
03 Professionals	1	0.8	1	0.8	
04 Semi-Professionals & Tech	1	0.9	1	0.9	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	4	0.0	4	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Lemay & Co.

2018-07-27

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EOG)	All Employees										Persons with Disabilities									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years						From - To
	2018-07-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-07-27	Annually	Over 3 Years	2018	2021	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years			
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01/02 Managers	84	-100.0%		0	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	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	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	23	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%		
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#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%	0.0%		
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#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%	0.0%		
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
Total	323	-100.0%		0	0.0%		0	0	2	0.0%	0	12	0	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 + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers	0	0.0	0	0.0	
03 Professionals	4	3.8	4	3.8	
04 Semi-Professionals & Tech	3	4.6	3	4.6	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	7	0.0	7	0.0	

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Part 3: Goals

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Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		First/Previous Short-term Goals																				
		All Employees								Members of Visible Minorities												
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	Over 3 Years						From - To	From - To
		2018-07-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2018-07-27	Annually	Over 3 Years	#	2018	2021	%	%	#	#	%	%	
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%			
01	Senior Managers	42	-100.0%		0	0.0%		0	0	0	0	3	0.0%	0	1	0	10.1%	10.1%	-1	-1	7.1%	7.1%
02	Middle & Other Managers	42	-100.0%		0	0.0%		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	0	0	0	19	0.0%	0	10	0	22.3%	22.3%	-10	-10	14.6%	14.6%
04	Semi-Professionals & Tech	80	-100.0%		0	0.0%		0	0	0	0	12	0.0%	0	-5	0	8.4%	8.4%	5	5	15.0%	15.0%
05	Supervisors	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!
06	Supervisors: 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!
07	Administrative & Sr Clerical	23	-100.0%		0	0.0%		0	0	0	0	9	0.0%	0	-6	0	11.8%	11.8%	6	6	37.8%	37.8%
08	Skilled Sales & Service	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!
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!
10	Clerical Personnel	4	-100.0%		0	0.0%		0	0	0	0	0	0.0%	0	1	0	17.4%	17.4%	-1	-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	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	2	-100.0%		0	0.0%		0	0	0	0	1	0.0%	0	-1	0	24.3%	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	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total		323	-100.0%		0	0.0%		0	0	0	0	45	0.0%	0	5	0	15.5%	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 + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
			%		%	
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	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	1	17.4	1	17.4	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		17	0.0	17	0.0	

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Part 3: Goals

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Data for Subsequent/Current Goals

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

Table 9: Women

Subsequent/Current Short-term Goals

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

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

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

Table 10: Women

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

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Data for Subsequent/Current Goals

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

**Table 11: Aboriginal Peoples
Subsequent/Current Short-term Goals**

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

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

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

Table 12: Aboriginal Peoples

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

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Data for Subsequent/Current Goals

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

**Table 13: Persons with Disabilities
Subsequent/Current Short-term Goals**

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

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

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

Table 14: Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 3: Goals

Lemay & Co.

2018-07-27

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Subsequent/Current Short-term Goals

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

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

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

Table 16: Members of Visible Minorities

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

Federal Contractors Program Achievement Report

Part 4: Results - Women

Lemay & Co.

2018-07-27

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							Hires				Promotions				Terminations							
			Women							Women				Women				Women							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
01 Senior Managers	2018	42	12	28.6	27.4	12	0	104.3																	
	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
02 Middle & Other Managers	2018	42	17	40.5	40.5	17	0	99.9																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
03 Professionals	2018	130	64	49.2	33.7	44	20	146.1																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2018	80	35	43.8	43.9	35	0	99.7																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
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	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

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

Federal Contractors Program Achievement Report

Part 4: Results - Women

Lemay & Co.

2018-07-27

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis														
		All Employees	Workforce						Hires			Promotions			Terminations										
			Women						Women			Women			Women										
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#					
07 Administrative & Senior Clerical	2018	23	21	91.3	80.8	19	2	113.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2018	4	2	50.0	62.5	3	-1	80.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	%	#	%	%	%				
07 Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Lemay & Co.

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			EE Result	All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2018	2	1	50.0	51.1	1	0	97.8																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2018	323	152	47.1	39.9	129	23	117.9																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments				
		Flow Data				Short-term Goals				Long-term Goals								
		All Employees	Women			Goal	Women			Goal	Women				Goal	Women		
			Actual	Goal	Percent of Goal Met		Actual	Goal	Percent of Goal Met		Actual	Goal	Percent of Goal Met			Actual	Goal	Percent of Goal Met
#	#	%	%	#	%	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0				0.0	0	0.0	0.0	0.0		
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0				0.0	0	0.0	0.0	0.0		
Total	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0				0.0	0	0.0	0.0	0.0		

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Part 5: Results - Aboriginal Peoples

Lemay & Co.

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	#	%	#	#	#	#	#	#	#		
01 Senior Managers	2018	42	0	0.0	2.9	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2018	42	0	0.0	2.2	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
03 Professionals	2018	130	0	0.0	0.8	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2018	80	0	0.0	0.9	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	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	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments				
		Flow Data				Short-term Goals				Long-term Goals								
		All Employees	Aboriginal Peoples			Goal	Aboriginal Peoples			Goal	Aboriginal Peoples				Goal	Aboriginal Peoples		
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met					
#	#	#	%	#	%	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	1	0.0	2.9	0.0	1	0.0	2.9	0.0						
	3	0	0	0.0			0.0	0.0			0.0	0.0						
02 Middle & Other Managers	0	0	0	0.0	1	0.0	2.2	0.0	1	0.0	2.9	0.0						
	3	0	0	0.0			0.0	0.0			0.0	0.0						
03 Professionals	0	0	0	0.0	1	0.0	0.8	0.0	1	0.0	0.8	0.0						
	3	0	0	0.0			0.0	0.0			0.0	0.0						
04 Semi-Professionals & Technicians	0	0	0	0.0	1	0.0	0.9	0.0	1	0.0	0.9	0.0						
	3	0	0	0.0			0.0	0.0			0.0	0.0						
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0						
	3	0	0	0.0			0.0	0.0			0.0	0.0						
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0						
	3	0	0	0.0			0.0	0.0			0.0	0.0						

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Lemay & Co.

2018-07-27

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis													
		Workforce								Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2018	23	0	0.0	0.7	0	0	0.0															
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0
08 Skilled 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	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0															
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0
10 Clerical Personnel	2018	4	0	0.0	0.8	0	0	0.0															
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0
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	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0															
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0

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

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Part 5: Results - Aboriginal Peoples

Lemay & Co.

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
13 Other Sales & Service Personnel	2018	2	0	0.0	0.8	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2018	323	0	0.0	1.3	4	-4	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Goal	Aboriginal Peoples			Goal	Aboriginal Peoples			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
Total	0	0	0	0.0	4	0.0	0.0	0.0	4	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Lemay & Co.

2018-07-27

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities				All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
01&02 Managers	2018	84	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
03 Professionals	2018	130	1	0.6	3.8	5	-4	16.2																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
04 Semi-Professionals & Technicians	2018	80	1	1.3	4.6	4	-3	27.2																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
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	0	0	0.0	0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities					
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met
#	#	#	%	#	%	%	#	%	%	#	%	%	
01&02 Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0	
03 Professionals	0	0	0	0.0	4	0.0	3.8	0.0	4	0.0	3.8	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0	
04 Semi-Professionals & Technicians	0	0	0	0.0	3	0.0	4.6	0.0	3	0.0	4.6	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0	
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0	
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Lemay & Co.

2018-07-27

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities				All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2018	23	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2018	4	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
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	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference									
#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	%	#	#	#				
13 Other Sales & Service Personnel	2018	2	0	0.0	0.0	0	0	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
Total	2018	323	2	0.6	4.2	14	-12	13.3																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	#	%	#	%	#	%	#	%	#	%		
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0	0.0			0.0	0.0	
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	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	0.0	7	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Lemay & Co.

2018-07-27

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
01 Senior Managers	2018	42	3	7.1	10.1	4	-1	70.7																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
02 Middle & Other Managers	2018	42	1	2.4	15.0	6	-5	15.9																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
03 Professionals	2018	130	19	14.6	22.3	29	-10	65.5																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
04 Semi-Professionals & Technicians	2018	80	12	15.0	8.4	7	5	178.6																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
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	0	0	0.0	0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	1	0.0	10.1	0.0	1	0.0	10.1	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	5	0.0	15.0	0.0	5	0.0	15.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	10	0.0	22.3	0.0	10	0.0	22.3	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Lemay & Co.

2018-07-27

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires				Promotions				Terminations						
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#			
07 Administrative & Senior Clerical	2018	23	9	37.8	11.8	3	6	320.6																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08 Skilled 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	0	0	0	0	0.0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2018	4	0	0.0	17.4	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
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	0	0	0	0	0.0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	0	0	0	0.0	1	0.0	17.4	0.0	1	0.0	17.4	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Lemay & Co.

2018-07-27

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		All Employees	Workforce							Hires				Promotions				Terminations						
			Visible Minorities							Visible Minorities				Visible Minorities				Visible Minorities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%			
13 Other Sales & Service Personnel	2018	2	1	50.0	24.3	0	1	205.8																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2018	323	45	13.8	15.5	50	-5	89.3																
	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

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		Visible Minorities				Visible Minorities				Visible Minorities					
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					
#	#	%	#	%	#	%	#	%	#	%					
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	3	0	0	0.0			0	0.0			0	0.0		0.0	
14 Other Manual Workers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	3	0	0	0.0			0	0.0			0	0.0		0.0	
Total	0	0	0	0.0	17	0.0	0	0.0	17	0.0	0	0.0	0	0.0	
	3	0	0	0.0			0	0.0			0	0.0		0.0	

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
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.

Required measures:

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

Other measures:

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

- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

Additional Details

Please provide any additional information (optional):

Section C: Aboriginals

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 you a handicapped person?

Yes

No

Section F: Other Data Relative to Adaptation Measures

If you identify yourself as being part of a designated group, please indicate how we can accommodate you to allow you to participate fully in the workplace. We wish to reassure you that these adaptation measures, if adopted, will have no negative impact on your hiring, training, promotion or retention within our organization.

Section G: Voluntary Employee Participation

- I. Please indicate below if you accept that the information submitted be used for employment equity-related issues.

Yes

No

- II. As part of our ongoing work in employment equity, we ask from time to time that members of designated groups participate in various activities (i.e. committees, focus groups, surveys on new programs). If you accept that the person responsible for equity employment, or the local human resources manager, communicates directly with you for this purpose, please tick the "Yes" box below.

Yes

No

Section 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
- Québec – 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

Received: 2018-07-31

Workforce Analysis: 2018-07-27

COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of employees the questionnaire was sent to:	323	100
Number of questionnaires returned:	278	86
Number of completed questionnaires returned:	274	85

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

Observations:

WORKFORCE ANALYSIS & GOAL SETTING

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

Observations:

SUMMARY OF GOALS

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	%	%	%
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			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 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			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	# or %	# or %	%	%
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			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	# or %	# or %	%	%
1/2	Senior Managers	-4	4.3	4.3	0.0	4.3
03	Professionals	-4	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:

in compliance 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' <ltlemay@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 Federal Contractors Program (FCP) under the Employment Equity Act.

The purpose of this initial assessment was to verify that your organization has taken steps to achieve employment equity by surveying its workforce, conducting a workforce analysis and setting hiring and promotion goals where gaps in the representation of the designated groups were identified.

Based on a review of the information submitted by your organization, you will find recommendations below for your consideration to ensure the ongoing success of 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 (Form 1 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 under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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



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

01/06/2018

Lemay & Co.

Employment Equity Program

Gap analysis report on designated
group representation

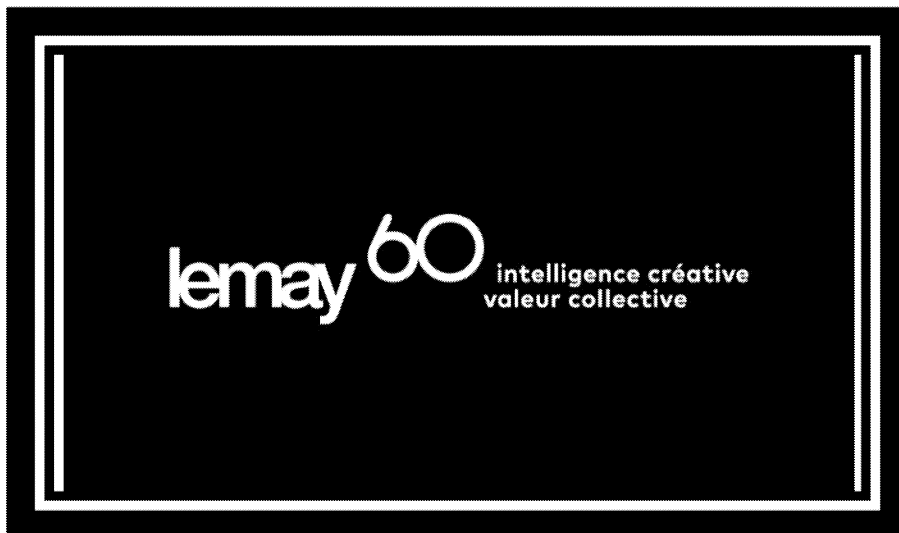




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OVERVIEW

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, part-time and full-time)	344
Total number of self-identification questionnaires returned, fully, partially and not at all completed	278
The number of self-identification questionnaires that were returned completed	274

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	152	47.1%	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;
 - o the combined number of self-identification questionnaires that were returned blank, partially and fully completed; and
 - o 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 marchés 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 (yyyy-mm-dd): 2017-07-27 Date No. 2 (yyyy-mm-dd): 2018-07-27

Women

Employment Equity Occupational Group	Internal location	All employees			Representation									Availability			Difference			Place of recruitment
		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	41	42	1	12	12	0	29.3 %	28.6 %	-0.7 %	27.4 %	27.4 %	0.0 %	11	12	1	1	0	-1	National
02: Middle management and other directors	National	33	42	9	13	17	4	39.4 %	40.5 %	1.1 %	38.9 %	38.9 %	0.0 %	13	16	3	0	1	1	National
03: Professionals		111	130	19	51	64	13	45.9 %	49.2 %	3.3 %	33.5 %	33.7 %	0.2 %	37	44	7	14	20	6	
1112: Financial and investment analysts	National	6	6	0	3	3	0	50.0 %	50.0 %	0.0 %	50.1 %	50.1 %	0.0 %	3	3	0	0	0	0	National
1121: Human Resources Professionals	National	3	3	0	3	3	0	100.0 %	100.0 %	0.0 %	71.1 %	71.1 %	0.0 %	2	2	0	1	1	0	National
1123: Advertising, marketing and public relations professionals	National	3	4	1	2	3	1	66.7 %	75.0 %	8.3 %	66.4 %	66.4 %	0.0 %	2	3	1	0	0	0	National
2131 : Civil engineers	National	6	7	1	1	1	0	16.7 %	14.3 %	-2.4 %	15.3 %	15.3 %	0.0 %	1	1	0	0	0	0	National
2151: Architects	National	76	86	12	31	40	9	48.8 %	45.5 %	4.7 %	28.9 %	28.9 %	0.0 %	22	25	3	9	15	6	National
2152 : Landscape Architects	National	10	12	2	7	8	1	70.0 %	66.7 %	-3.3 %	39.4 %	39.4 %	0.0 %	4	5	1	3	3	0	National
2153: Urban planners and land use planners	National	6	8	2	3	4	1	50.0 %	50.0 %	0.0 %	42.2 %	42.2 %	0.0 %	3	3	0	0	1	1	National
5125: Translators, Terminologists and Interpreters	National	1	2	1	1	2	1	100.0 %	100.0 %	0.0 %	69.9 %	69.9 %	0.0 %	1	1	0	0	1	1	National
04: Semi-professional and technical staff		63	80	17	23	35	12	36.5 %	43.8 %	7.3 %	43.9 %	43.9 %	0.0 %	28	35	7	-5	0	5	
2231: Civil Engineering Technologists and Technicians	Quebec	8	8	0	3	3	0	37.5 %	37.5 %	0.0 %	16.3 %	16.3 %	0.0 %	1	1	0	2	2	0	Quebec
2251 : Architectural Technologists and Technicians	Quebec	25	33	8	6	14	8	24.0 %	42.4 %	18.4 %	39.9 %	39.9 %	0.0 %	10	13	3	-4	1	5	Quebec
2253 : Drafting Technologists and Technicians	Quebec	0	1	1	0	0	0	0.0 %	0.0 %	0.0 %	30.9 %	30.9 %	0.0 %	0	0	0	0	0	0	Quebec
2255: Technical Personnel in Geomatics and Meteorology	Quebec	2	2	0	0	0	0	0.0 %	0.0 %	0.0 %	31.5 %	31.5 %	0.0 %	1	1	0	-1	-1	0	Quebec
2281 : Computer Network Technicians	Quebec	4	4	0	0	0	0	0.0 %	0.0 %	0.0 %	18.5 %	18.5 %	0.0 %	1	1	0	-1	-1	0	Quebec
2282: User Support Agents	Quebec	1	5	4	0	0	0	0.0 %	0.0 %	0.0 %	19.6 %	19.6 %	0.0 %	0	1	1	0	-1	-1	Quebec
5223 : Graphic Design Technicians	Quebec	1	1	0	1	1	0	100.0 %	100.0 %	0.0 %	43.5 %	43.5 %	0.0 %	0	0	0	1	1	0	Quebec
5241 : Graphic designers and illustrators	Quebec	10	10	0	4	4	0	40.0 %	40.0 %	0.0 %	47.2 %	47.2 %	0.0 %	5	5	0	-1	-1	0	Quebec
5242 : Interior designers and decorators	Quebec	12	15	3	9	12	3	75.0 %	80.0 %	5.0 %	80.3 %	80.3 %	0.0 %	10	12	2	-1	0	1	Quebec

Workplace Equity Information Management System - Lemay CO inc.
Default Workforce Analysis System - Detailed Comparison Report
 Date No. 1 (yyyy-mm-dd): 2017-07-27 Date No. 2 (yyyy-mm-dd): 2018-07-27

Women

Employment Equity Occupational Group	Internal location	All employees			Representation									Availability			Difference			Place of recruitment	
		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	0	1	1	0	1	1	0.0 %	100.0 %	100.0 %	75.1 %	75.1 %	0.0 %	0	1	1	0	0	0	0	Quebec
07: 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	2	0	
Employment Equity Occupational Group	Montreal	20	22	2	18	20	2	90.0 %	90.9 %	0.9 %	80.8 %	80.8 %	0.0 %	16	18	2	2	2	2	0	Montreal
Employment Equity Occupational Group	Quebec	1	1	0	1	1	0	100.0 %	100.0 %	0.0 %	80.9 %	80.9 %	0.0 %	1	1	0	0	0	0	0	Quebec
10 : Office staff		4	4	0	2	2	0	50.0 %	50.0 %	0.0 %	62.5 %	62.5 %	0.0 %	3	3	0	-1	-1	-1	0	
Employment Equity Occupational Group	Montreal	4	4	0	2	2	0	50.0 %	50.0 %	0.0 %	62.5 %	62.5 %	0.0 %	3	3	0	-1	-1	-1	0	Montreal
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	0	1	
Employment Equity Occupational Group	Montreal	1	2	1	0	1	1	0.0 %	50.0 %	50.0 %	51.1 %	51.1 %	0.0 %	1	1	0	-1	0	0	1	Montreal
Total		274	323	49	120	152	32	43.8 %	47.1 %	3.3 %	39.7 %	39.9 %	0.2 %	110	130	20	10	22	12		

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

Sources: 2011 National Household Survey and internal employer data

Workplace Equity Information Management System - Lemay CO inc.
Default Workforce Analysis System - Detailed Comparison Report
 Date No. 1 (yyyy-mm-dd): 2017-07-27 Date No. 2 (yyyy-mm-dd): 2018-07-27

Aboriginal

Employment Equity Occupational Group	Internal location	Aboriginal																		Place of recruitment	
		All employees			Representation						Availability			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	National	41	42	1	0	0	0	0.0%	0.0%	0.0%	2.9%	2.9%	0.0%	1	1	0	-1	-1	0	National	
02: Middle management and other directors	National	33	42	9	0	0	0	0.0%	0.0%	0.0%	2.2%	2.2%	0.0%	1	1	0	-1	-1	0	National	
03: Professionals		111	130	19	0	0	0	0.0%	0.0%	0.0%	0.8%	0.8%	0.0%	1	1	0	-1	-1	0		
1112: Financial and investment analysts	National	6	6	0	0	0	0	0.0%	0.0%	0.0%	0.9%	0.9%	0.0%	0	0	0	0	0	0	0	National
1121: Human Resources Professionals	National	3	3	0	0	0	0	0.0%	0.0%	0.0%	2.7%	2.7%	0.0%	0	0	0	0	0	0	0	National
1123: Advertising, marketing and public relations professionals	National	3	4	1	0	0	0	0.0%	0.0%	0.0%	2.1%	2.1%	0.0%	0	0	0	0	0	0	0	National
2131 : Civil engineers	National	6	7	1	0	0	0	0.0%	0.0%	0.0%	1.0%	1.0%	0.0%	0	0	0	0	0	0	0	National
2151: Architects	National	76	88	12	0	0	0	0.0%	0.0%	0.0%	0.6%	0.6%	0.0%	0	1	1	0	-1	-1	National	
2152 : Landscape Architects	National	10	12	2	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0	0	0	0	0	National
2153: Urban planners and land use planners	National	6	8	2	0	0	0	0.0%	0.0%	0.0%	2.7%	2.7%	0.0%	0	0	0	0	0	0	0	National
5125: Translators, Terminologists and Interpreters	National	1	2	1	0	0	0	0.0%	0.0%	0.0%	2.9%	2.9%	0.0%	0	0	0	0	0	0	0	National
04: Semi-professional and technical staff		63	80	17	0	0	0	0.0%	0.0%	0.0%	1.0%	0.9%	-0.1%	1	1	0	-1	-1	0		
2231: Civil Engineering Technologists and Technicians	Quebec	8	8	0	0	0	0	0.0%	0.0%	0.0%	1.3%	1.3%	0.0%	0	0	0	0	0	0	0	Quebec
2251 : Architectural Technologists and Technicians	Quebec	25	33	8	0	0	0	0.0%	0.0%	0.0%	0.6%	0.6%	0.0%	0	0	0	0	0	0	0	Quebec
2253 : Drafting Technologists and Technicians	Quebec	0	1	1	0	0	0	0.0%	0.0%	0.0%	1.1%	1.1%	0.0%	0	0	0	0	0	0	0	Quebec
2255: Technical Personnel in Geomatics and Meteorology	Quebec	2	2	0	0	0	0	0.0%	0.0%	0.0%	3.6%	3.6%	0.0%	0	0	0	0	0	0	0	Quebec
2281 : Computer Network Technicians	Quebec	4	4	0	0	0	0	0.0%	0.0%	0.0%	1.1%	1.1%	0.0%	0	0	0	0	0	0	0	Quebec
2282: User Support Agents	Quebec	1	5	4	0	0	0	0.0%	0.0%	0.0%	1.3%	1.3%	0.0%	0	0	0	0	0	0	0	Quebec
5223 : Graphic Design Technicians	Quebec	1	1	0	0	0	0	0.0%	0.0%	0.0%	0.4%	0.4%	0.0%	0	0	0	0	0	0	0	Quebec
5241 : Graphic designers and illustrators	Quebec	10	10	0	0	0	0	0.0%	0.0%	0.0%	1.2%	1.2%	0.0%	0	0	0	0	0	0	0	Quebec
5242 : Interior designers and decorators	Quebec	12	15	3	0	0	0	0.0%	0.0%	0.0%	0.7%	0.7%	0.0%	0	0	0	0	0	0	0	Quebec

Workplace Equity Information Management System - Lemay CO inc.
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 Date No. 1 (yyyy-mm-dd): 2017-07-27 Date No. 2 (yyyy-mm-dd): 2018-07-27

Aboriginal

Employment Equity Occupational Group	Internal location	Aboriginal																		Place of recruitment	
		All employees			Representation						Availability						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		
5243: Theatre Designers, Fashion Designers, Exhibit Designers and Other Art Designers	Quebec	0	1	1	0	0	0	0.0%	0.0%	0.0%	0.5%	0.5%	0.0%	0	0	0	0	0	0	0	Quebec
07: Administrative and Senior Clerical Staff		21	23	2	0	0	0	0.0%	0.0%	0.0%	0.7%	0.7%	0.0%	0	0	0	0	0	0	0	
Employment Equity Occupational Group	Montreal	20	22	2	0	0	0	0.0%	0.0%	0.0%	0.7%	0.7%	0.0%	0	0	0	0	0	0	0	Montreal
Employment Equity Occupational Group	Quebec	1	1	0	0	0	0	0.0%	0.0%	0.0%	0.7%	0.7%	0.0%	0	0	0	0	0	0	0	Quebec
10 : 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	0	0	
Employment Equity Occupational Group	Montreal	4	4	0	0	0	0	0.0%	0.0%	0.0%	0.8%	0.8%	0.0%	0	0	0	0	0	0	0	Montreal
13: Other sales and service personnel		1	2	1	0	0	0	0.0%	0.0%	0.0%	0.8%	0.8%	0.0%	0	0	0	0	0	0	0	
Employment Equity Occupational Group	Montreal	1	2	1	0	0	0	0.0%	0.0%	0.0%	0.8%	0.8%	0.0%	0	0	0	0	0	0	0	Montreal
Total		274	323	49	0	0	0	0.0%	0.0%	0.0%	1.3%	1.3%	-0.0%	4	4	0	-4	-4	0		

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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Members of Visible Minorities

Employment Equity Occupational Group	Internal location	Members of Visible Minorities																		Place of recruitment
		All employees			Representation						Availability						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	National	41	42	1	3	3	0	7.3 %	7.1 %	-0.2 %	10.1 %	10.1 %	0.0 %	4	4	0	-1	-1	0	National
02: Middle management and other directors	National	33	42	9	1	1	0	3.0 %	2.4 %	-0.6 %	15.0 %	15.0 %	0.0 %	5	6	1	-4	-5	-1	National
03: Professionals		111	130	19	15	19	4	13.5 %	14.6 %	1.1 %	22.4 %	22.3 %	-0.1 %	25	29	4	-10	-10	0	
1112: Financial and investment analysts	National	6	6	0	0	0	0	0.0 %	0.0 %	0.0 %	35.4 %	35.4 %	0.0 %	2	2	0	-2	-2	0	National
1121: Human Resources Professionals	National	3	3	0	0	0	0	0.0 %	0.0 %	0.0 %	14.1 %	14.1 %	0.0 %	0	0	0	0	0	0	National
1123: Advertising, marketing and public relations professionals	National	3	4	1	0	0	0	0.0 %	0.0 %	0.0 %	16.9 %	16.9 %	0.0 %	1	1	0	-1	-1	0	National
2131 : Civil engineers	National	6	7	1	0	0	0	0.0 %	0.0 %	0.0 %	26.0 %	26.0 %	0.0 %	2	2	0	-2	-2	0	National
2151: Architects	National	76	88	12	13	17	4	17.1 %	19.3 %	2.2 %	23.6 %	23.6 %	0.0 %	18	21	3	-5	-4	1	National
2152 : Landscape Architects	National	10	12	2	2	2	0	20.0 %	16.7 %	-3.3 %	13.6 %	13.6 %	0.0 %	1	2	1	1	0	-1	National
2153: Urban planners and land use planners	National	6	8	2	0	0	0	0.0 %	0.0 %	0.0 %	12.8 %	12.8 %	0.0 %	1	1	0	-1	-1	0	National
5125: Translators, Terminologists and Interpreters	National	1	2	1	0	0	0	0.0 %	0.0 %	0.0 %	22.2 %	22.2 %	0.0 %	0	0	0	0	0	0	National
04: Semi-professional and technical staff		63	80	17	9	12	3	14.3 %	15.0 %	0.7 %	7.9 %	8.4 %	0.5 %	5	7	2	4	5	1	
2231: Civil Engineering Technologists and Technicians	Quebec	8	8	0	1	1	0	12.5 %	12.5 %	0.0 %	6.9 %	6.9 %	0.0 %	1	1	0	0	0	0	Quebec
2251 : Architectural Technologists and Technicians	Quebec	25	33	8	3	4	1	12.0 %	12.1 %	0.1 %	7.3 %	7.3 %	0.0 %	2	2	0	1	2	1	Quebec
2253 : Drafting Technologists and Technicians	Quebec	0	1	1	0	1	1	0.0 %	100.0 %	100.0 %	7.7 %	7.7 %	0.0 %	0	0	0	0	1	1	Quebec
2255: Technical Personnel in Geomatics and Meteorology	Quebec	2	2	0	0	0	0	0.0 %	0.0 %	0.0 %	4.5 %	4.5 %	0.0 %	0	0	0	0	0	0	Quebec
2281 : Computer Network Technicians	Quebec	4	4	0	2	2	0	50.0 %	50.0 %	0.0 %	13.1 %	13.1 %	0.0 %	1	1	0	1	1	0	Quebec
2282: User Support Agents	Quebec	1	5	4	0	1	1	0.0 %	20.0 %	20.0 %	18.2 %	18.2 %	0.0 %	0	1	1	0	0	0	Quebec
5223 : Graphic Design Technicians	Quebec	1	1	0	0	0	0	0.0 %	0.0 %	0.0 %	7.3 %	7.3 %	0.0 %	0	0	0	0	0	0	Quebec
5241 : Graphic designers and illustrators	Quebec	10	10	0	2	2	0	20.0 %	20.0 %	0.0 %	11.2 %	11.2 %	0.0 %	1	1	0	1	1	0	Quebec
5242 : Interior designers and decorators	Quebec	12	15	3	1	1	0	8.3 %	6.7 %	-1.6 %	5.2 %	5.2 %	0.0 %	1	1	0	0	0	0	Quebec

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Members of Visible Minorities

Employment Equity Occupational Group	Internal location	Members of Visible Minorities																		Place of recruitment	
		All employees			Representation						Availability						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		
5243: Theatre Designers, Fashion Designers, Exhibit Designers and Other Art Designers	Quebec	0	1	1	0	0	0	0.0 %	0.0 %	0.0 %	14.9 %	14.9 %	0.0 %	0	0	0	0	0	0	0	Quebec
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	-1	0	
Employment Equity Occupational Group	Montreal	20	22	2	1	2	1	5.0 %	9.1 %	4.1 %	12.2 %	12.2 %	0.0 %	2	3	1	-1	-1	-1	0	Montreal
Employment Equity Occupational Group	Quebec	1	1	0	0	0	0	0.0 %	0.0 %	0.0 %	1.5 %	1.5 %	0.0 %	0	0	0	0	0	0	0	Quebec
10 : Office staff		4	4	0	0	0	0	0.0 %	0.0 %	0.0 %	17.4 %	17.4 %	0.0 %	1	1	0	-1	-1	-1	0	
Employment Equity Occupational Group	Montreal	4	4	0	0	0	0	0.0 %	0.0 %	0.0 %	17.4 %	17.4 %	0.0 %	1	1	0	-1	-1	-1	0	Montreal
13: Other sales and service personnel		1	2	1	1	1	0	100.0 %	50.0 %	-50.0 %	24.3 %	24.3 %	0.0 %	0	0	0	1	1	1	0	
Employment Equity Occupational Group	Montreal	1	2	1	1	1	0	100.0 %	50.0 %	-50.0 %	24.3 %	24.3 %	0.0 %	0	0	0	1	1	1	0	Montreal
Total		274	323	49	30	38	8	10.9 %	11.8 %	0.8 %	15.4 %	15.5 %	0.1 %	42	50	8	-12	-12	-12	0	

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Sources: 2011 National Household Survey and internal employer data

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Persons with disabilities

Employment Equity Occupational Group	Internal location	Persons with disabilities																		Place of recruitment			
		All employees			Representation									Availability							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	National	74	84	10	0	0	0	0.0 %	0.0 %	0.0 %	4.3 %	4.3 %	0.0 %	3	4	1	-3	-4	-1	National			
03: Professionals	National	111	130	19	1	1	0	0.9 %	0.8 %	-0.1 %	3.8 %	3.8 %	0.0 %	4	5	1	-3	-4	-1	National			
04: Semi-professional and technical staff	National	63	80	17	1	1	0	1.6 %	1.3 %	-0.3 %	4.6 %	4.6 %	0.0 %	3	4	1	-2	-3	-1	National			
07: Administrative and Senior Clerical Staff	National	21	23	2	0	0	0	0.0 %	0.0 %	0.0 %	3.4 %	3.4 %	0.0 %	1	1	0	-1	-1	0	National			
10 : Office staff	National	4	4	0	0	0	0	0.0 %	0.0 %	0.0 %	7.0 %	7.0 %	0.0 %	0	0	0	0	0	0	National			
13: Other sales and service personnel	National	1	2	1	0	0	0	0.0 %	0.0 %	0.0 %	6.3 %	6.3 %	0.0 %	0	0	0	0	0	0	National			
Total		274	323	49	2	2	0	0.7 %	0.6 %	-0.1 %	4.1 %	4.2 %	0.0 %	11	14	3	-9	-12	-3				

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Sources: 2012 Canadian Disability Survey and internal employer data

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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	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	CPEME	National
	CPEME	
	CPEME	
	CPEME	

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Women

Employment Equity Occupational Group	All employees			Representation									Women			Availability			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	12	12	0	29.3 %	28.6 %	-0.7 %	27.4 %	27.4 %	0.0 %	11	12	1	1	1	0			
02: Middle management and other directors	33	42	9	13	17	4	39.4 %	40.5 %	1.1 %	38.9 %	38.9 %	0.0 %	13	16	3	0	1	1			
03: Professionals	111	130	19	51	64	13	45.9 %	49.2 %	3.3 %	33.5 %	33.7 %	0.2 %	37	44	7	14	20	6			
04: Semi-professional and technical staff	63	80	17	23	35	12	35.5 %	43.8 %	7.3 %	43.9 %	43.9 %	0.0 %	28	35	7	-5	0	5			
07: 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	0			
10 : Office staff	4	4	0	2	2	0	50.0 %	50.0 %	0.0 %	62.5 %	62.5 %	0.0 %	3	3	0	-1	-1	0			
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	1			
Total	274	323	49	120	152	32	43.8 %	47.1 %	3.3 %	39.7 %	39.6 %	0.2 %	110	130	20	10	22	12			

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Sources: 2011 National Household Survey and internal employer data

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Aboriginal

Employment Equity Occupational Group	All employees			Representation									Aboriginal			Availability			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	0	0	0	0.0%	0.0%	0.0%	2.9%	2.9%	0.0%	1	1	0	-1	-1	0			
02: Middle management and other directors	33	42	9	0	0	0	0.0%	0.0%	0.0%	2.2%	2.2%	0.0%	1	1	0	-1	-1	0			
03: Professionals	111	130	19	0	0	0	0.0%	0.0%	0.0%	0.8%	0.8%	0.0%	1	1	0	-1	-1	0			
04: Semi-professional and technical staff	63	80	17	0	0	0	0.0%	0.0%	0.0%	1.0%	0.9%	-0.1%	1	1	0	-1	-1	0			
07: Administrative and Senior Clerical Staff	21	23	2	0	0	0	0.0%	0.0%	0.0%	0.7%	0.7%	0.0%	0	0	0	0	0	0			
10 : 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	0			
13: Other sales and service personnel	1	2	1	0	0	0	0.0%	0.0%	0.0%	0.8%	0.8%	0.0%	0	0	0	0	0	0			
Total	274	323	49	0	0	0	0.0%	0.0%	0.0%	1.3%	1.3%	-0.0%	4	4	0	-4	-4	0			

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Sources: 2011 National Household Survey and internal employer data

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Members of Visible Minorities

Employment Equity Occupational Group	All employees			Representation									Members of Visible Minorities Availability						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	0	7.3 %	7.1 %	-0.2 %	10.1 %	10.1 %	0.0 %	4	4	0	-1	-1	0			
02: Middle management and other directors	33	42	9	1	1	0	3.0 %	2.4 %	-0.6 %	15.0 %	15.0 %	0.0 %	5	6	1	-4	-5	1			
03: Professionals	111	130	19	15	19	4	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	17	9	12	3	14.3 %	15.0 %	0.7 %	7.9 %	8.4 %	0.5 %	5	7	2	4	5	1			
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	0			
10 : Office staff	4	4	0	0	0	0	0.0 %	0.0 %	0.0 %	17.4 %	17.4 %	0.0 %	1	1	0	-1	-1	0			
13: Other sales and service personnel	1	2	1	1	1	0	100.0 %	50.0 %	-50.0 %	24.3 %	24.3 %	0.0 %	0	0	0	1	1	0			
Total	274	323	49	30	38	8	10.9 %	11.6 %	0.8 %	15.4 %	15.5 %	0.1 %	42	50	8	-12	-12	0			

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Sources: 2011 National Household Survey and internal employer data

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Persons with disabilities

Employment Equity Occupational Group	All employees			Representation									Persons with disabilities			Availability			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	74	84	10	0	0	0	0.0 %	0.0 %	0.0 %	4.3 %	4.3 %	0.0 %	3	4	1	-3	-4	-1			
03: Professionals	111	130	19	1	1	0	0.9 %	0.8 %	-0.1 %	3.8 %	3.8 %	0.0 %	4	5	1	-3	-4	-1			
04: Semi-professional and technical staff	63	80	17	1	1	0	1.6 %	1.3 %	-0.3 %	4.6 %	4.6 %	0.0 %	3	4	1	-2	-3	-1			
07: Administrative and Senior Clerical Staff	21	23	2	0	0	0	0.0 %	0.0 %	0.0 %	3.4 %	3.4 %	0.0 %	1	1	0	-1	-1	0			
10 : Office staff	4	4	0	0	0	0	0.0 %	0.0 %	0.0 %	7.0 %	7.0 %	0.0 %	0	0	0	0	0	0			
13: Other sales and service personnel	1	2	1	0	0	0	0.0 %	0.0 %	0.0 %	6.3 %	6.3 %	0.0 %	0	0	0	0	0	0			
Total	274	323	49	2	2	0	0.7 %	0.6 %	-0.1 %	4.1 %	4.2 %	0.0 %	11	14	3	-9	-12	-3			

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Sources: 2012 Canadian Disability Survey and internal employer data

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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	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	CPEME	National
	CPEME	
	CPEME	
	CPEME	