Emploi et Développement social Canada

s.19(1) s.24(1) Labour Program
Federal Contractors Program

PROTECTED WHEN COMPLETED	- B	
OFFICIAL USE ONLY		
Agreement N°:		

Agreement to Implement Employment Equity

✓ New Agreement	(All sections n	nust be complet	ed)		
Revised Agreement					
	090	AUZATION			
Legal Name of Organization	URGA	NIZATION	Parent company	is located outside	: Canada
Provencher Roy + Associés A		,			
				Yes	✓ No
Operating Name (if different from Legal Name	of Organization)		Business Numb	ber	
					PG001
				employees in Can -time and/or Part-t	
Organization's North American Industry Classi		ada 2012 Code			·····
Number. To find your organization's four-digit l http://www23.statcan.gc.ca/imdb/p3VD.pl?Fun			Federally I	Regulated	
541610			✓ Provinciall	y Regulated	
	HEA	D OFFICE	<u> </u>	·····	
Address (building number, street, suite, etc.)	110071	City		Province	Postal Code
276, rue Saint-Jacques, bure	eau 700	Montreal		Quebec	H2Y 1N3
		Telephone Number			
		514-844-3938	3		
	EMPLOYMENT	EQUITY CONT	ACT		
Name (print) Karine Perron		Title Director of	Human Dogo	urane	
Telephone Number	E-mail Address	pirector or			ge of Correspondence
514-844-3938	kperron@provenche	rroy.ca		English	✓ French
	*			L 4	Sound
The above-named organization:	CERT	IFICATION			
*			4	Invento Consid	- AND
having a combined workforce of 100 of the last of	or more permanent tuli-tim	e and/or permanen	t part-time emp	ioyees in Canad	a, AND
 intending to bid on, or being in receip supply arrangement, valued at \$1,000 			contract, standir	ng offer or contra	ct issued under a
hereby certifies its commitment to implem		•	going basis, bey	yond the period of	of the procurement
instrument, in keeping with the Federal C please contact the Labour Program at the				low to implement	t employment equity
·	,				
Important note: If an audit of the Agreem the procurement instrument(s) with the Go			rs misrepresent	tation on the par	t of the organization,
	-				
		NATORY			
NOTE: The signatory must be the Chief contract on behalf of the organization.		uthorized person in	an executive po	osition with legal	authority to sign a
Name (print)		Title			
Karine Perron	I	Director of	Human Reso		
Telephone Number	E-mail Address				age of Correspondence
514-011 0000	in in	erroy.ca		Englis	sh 🔽 French
Signati		Date (YYYY-MM-DI))		
		2018-02-21			
Privacy Notice:					
The information you provide on this form is coll Contractors Program (FCP).	ected under the authority of se	ection 42 of the <i>Empl</i>	oyment Equity Ac	t to determine you	r eligibility for the Federal
Completion of this form is mandatory. Refusal to Bid List, loss of the right to bid on federal go	to provide personal information vernment goods or services of	n will result in the org ontracts of any value	anization's name and may also res	being placed on thull the second the second to the termination of the termination of the second the	ne FCP Limited Eligibility on of the contract.
The information you provide may be used and/disclosures of your personal information will ne				s. However, these	additional uses and/or
	RETURN II	NSTRUCTIONS			
IMPORTANT					
The signed Agreement to Implement ee-eme@hrsdc-rhdcc.gc.ga	nt Employment Equity for	m must be sent to	the Labour P	rogram by e-ma	il at:

Page of

Default Workforce Analysis System - Detailed Report

Date: 2018-08-15

Women

		Women						
Employment Equity Occupational Group	Internal	All employees	Repres	entation	Availa	bility	Differ	Place of recruitment
	location	#	#	%	%	#	ence#	
01: Senior Management	National	2	2	100.0 %	27.4 %	1	1	National
03: Professionals		110	61	55.5 %	32.2 %	35	26	
1121: Human Resources Professionals	National	2	1	50.0 %	71.1 %	1	0	National
2131 : Civil engineers	National	1	0	0.0 %	15.3 %	0	0	National
2151: Architects	National	90	46	51.1 %	28.9 %	26	20	National
2152 : Landscape Architects	National	4	4	100.0 %	39.4 %	2	2	National
2153: Urban planners and land use planners	National	7	4	57.1 %	42.2 %	3	1	National
5121: Authors, writers and editors	National	6	6	100.0 %	54.9 %	3	3	National
04: Semi-professional and technical staff		62	20	32.3 %	38.6 %	24	-	
2251 : Architectural Technologists and Technicians	Quebec	58	20	34.5 %	39.9 %	23	-3	Quebec
2282: User Support Agents	Quebec	4	0	0.0 %	19.6 %	1		Quebec
07: Administrative and Senior Clerical Staff		5	5	100.0 %	80.8 %	4	1	
Employment Equity Occupational Group	Montreal	5	5	100.0 %	80.8 %	4	1	Montreal
10 : Office staff		5	4	80.0 %	62.5 %	3	1	
Employment Equity Occupational Group	Montreal	5	4	80.0 %	62.5 %	3	1	Montreal
13: Other sales and service personnel		1	0	0.0 %	51.1 %	1	•	
Employment Equity Occupational Group	Montreal	1	0	0.0 %	51.1 %	1		Montreal
Total		185	92	49.8 %	36.5 %	68	24	

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

Sources: 2011 National Household Survey and internal employer data

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Default Workforce Analysis System - Detailed Report

Date: 2018-08-15

Aboriginal

		Aboriginal						
Employment Equity Occupational Group	Internal			entation	Availat	oility	Differ	Place of recruitment
	location	#	#	%	%	#	ence#	
01: Senior Management	National	2	0	0.0 %	2.9 %	0	0	National
03: Professionals		110	1	0.9 %	0.8 %	1	0	
1121: Human Resources Professionals	National	2	0	0.0 %	2.7 %	0	0	National
2131 : Civil engineers	National	1	0	0.0 %	1.0 %	0	0	National
2151: Architects	National	90	1	1.1 %	0.6 %	1	0	National
2152 ; Landscape Architects	National	4	0	0.0 %	0.0 %	0	0	National
2153: Urban planners and land use planners	National	7	0	0.0 %	2.7 %	0	0	National
5121: Authors, writers and editors	National	6	0	0.0 %	1.9 %	0	0	National
04: Semi-professional and technical staff		62	1	1.6 %	0.7 %	0	1	
2251 : Architectural Technologists and Technicians	Quebec	58	1	1.7 %	0.6 %	0	1	Quebec
2282: User Support Agents	Quebec	4	0	0.0 %	1.3 %	0	0	Quebec
07: Administrative and Senior Clerical Staff		5	0	0.0 %	0.7 %	0	0	
Employment Equity Occupational Group	Montreal	5	0	0.0 %	0.7 %	0	0	Montreal
10 : Office staff		5	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Montreal	5	0	0.0 %	0.8 %	0	0	Montreal
13: Other sales and service personnel		1	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Montreal	1	0	0.0 %	0.8 %	0	0	Montreal
Total		185	2	1.1 %	0.8 %	1	1	

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

Sources: 2011 National Household Survey and internal employer data

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Default Workforce Analysis System - Detailed Report

Date: 2018-08-15

Members of Visible Minorities

Employment Equity Occupational Group	internal	Members of Visible Minorities RepresentationAvailability Differ					Place of recruitment	
Employment Equity Occupational Group	location	All employees #	#	%	%	#	ence#	r lace of recruitment
01: Senior Management	National	2	0	0.0 %	10.1 %	0	0	National
03: Professionals		110	12	10.9 %	21.7 %	24	-12	
1121: Human Resources Professionals	National	2	1	50.0 %	14.1 %	0	1	National
2131 : Civil engineers	National	1	0	0.0 %	26.0 %	0	0	National
2151: Architects	National	90	10	11.1 %	23.6 %	21	-11	National
2152 ; Landscape Architects	National	4	0	0.0 %	13.6 %	1	-1	National
2153; Urban planners and land use planners	National	7	1	14.3 %	12.8 %	1	0	National
5121: Authors, writers and editors	National	6	0	0.0 %	10.7 %	1	•	National
04: Semi-professional and technical staff		62	3	4.8 %	8.0 %	5	-2	
2251 : Architectural Technologists and Technicians	Quebec	58	3	5.2 %	7.3 %	4	•	Quebec
2282: User Support Agents	Quebec	4	0	0.0 %	18.2 %	1		Quebec
07: Administrative and Senior Clerical Staff		5	1	20.0 %	12.2 %	1	0	
Employment Equity Occupational Group	Montreal	5	1	20.0 %	12.2 %	1	0	Montreal
10 : Office staff		5	1	20.0 %	17.4 %	1	0	
Employment Equity Occupational Group	Montreal	5	1	20.0 %	17.4 %	1	0	Montreal
13: Other sales and service personnel		1	0	0.0 %	24.3 %	0	0	
Employment Equity Occupational Group	Montreal	1	0	0.0 %	24.3 %	0	0	Montreal
Total		185	17	9.2 %	16.6 %	31	-14	

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

Sources: 2011 National Household Survey and internal employer data

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Default Workforce Analysis System - Detailed Report

Date: 2018-08-15

Persons with disabilities

Employment Equity Occupational Group	Internal	All employees	Persons with disabilities bloyees RepresentationAvailability					Place of recruitment
	location	#	#	%	%	#	ence#	
01/02 : Executives	National	2	0	0.0 %	4.3 %	0	0	National
03: Professionals	National	110	1	0.9 %	3.8 %	4	-3	National
04: Semi-professional and technical staff	National	62	4	6.5 %	4.6 %	3	1	National
07: Administrative and Senior Clerical Staff	National	5	0	0.0 %	3.4 %	0	0	National
10 : Office staff	National	5	0	0.0 %	7.0 %	0	0	National
13: Other sales and service personnel	National	1	0	0.0 %	6.3 %	0	0	National
Total		185	5	2.7 %	4.2 %	7	-2	

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

Sources: 2012 Canadian Disability Survey and internal employer data

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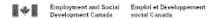
Default Workforce Analysis System - Detailed Report

Date: 2018-08-15

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
03: Professionals	CNP	National
04: Semi-professional and technical staff	CNP	Provincial
07: Administrative and Senior Clerical Staff	EEOG	CMA
10 : Office staff	EEOG	CMA
13: Other sales and service personnel	EEOG	CMA

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Default Workforce Analysis System - Detailed Report

Date: 2018-08-15

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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Default Workforce Analysis System - Summary Report

Date: 2018-08-15

Women

		Women					
Employment Equity Occupational Group	All employees	Repres	sentation	Availa	ibility	Differ	
	#	#	%	%	#	ence _#	
01: Senior Management	2	2	100.0 %	27.4 %	de	1	
03: Professionals	110	61	55.5 %	32.2 %	35	26	
04: Semi-professional and technical staff	62	20	32.3 %	38.6 %	24	-4	
07: Administrative and Senior Clerical Staff	5	5	100.0 %	80.8 %	4	1	
10 : Office staff	5	4	80.0 %	62.5 %	3	1	
13: Other sales and service personnel	1	0	0.0 %	51.1 %	1	•1	
Total	185	92	49.8 %	36.5 %	68	24	

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

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Default Workforce Analysis System - Summary Report

Date: 2018-08-15

Aboriginal

		Aboriginal					
Employment Equity Occupational Group	All employees	Repres	entation	Availat	bility	Differ	
	#	#	%	%	#	ence#	
01: Senior Management	2	0	0.0 %	2.9 %	0	0	
03: Professionals	110	1	0.9 %	0.8 %	1	0	
04: Semi-professional and technical staff	62	1	1.6 %	0.7 %	0	1	
07: Administrative and Senior Clerical Staff	5	0	0.0 %	0.7 %	0	0	
10 : Office staff	5	0	0.0 %	0.8 %	0	0	
13: Other sales and service personnel	1	0	0.0 %	0.8 %	0	0	
Totai	185	2	1.1 %	0.8 %	1	1	

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

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Default Workforce Analysis System - Summary Report

Date: 2018-08-15

Members of Visible Minorities

Employment Equity Occupational Group	All employees	Members of Visible Minorities RepresentationAvailability Diffe					er
	#	#	%	₩	#	ence#	
01: Senior Management	2	0	0.0 %	10.1 %	0	0	
03: Professionals	110	12	10.9 %	21.7 %	24	-12	
04: Semi-professional and technical staff	62	3	4.8 %	8.0 %	5	-2	
07: Administrative and Senior Clerical Staff	5	1	20.0 %	12.2 %	1	0	
10 : Office staff	5	1	20.0 %	17.4 %	1	0	
13: Other sales and service personnel	1	0	0.0 %	24.3 %	0	0	
Total	185	17	9.2 %	16.6 %	31	-14	

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

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Default Workforce Analysis System - Summary Report

Date: 2018-08-15

Persons with disabilities

Employment Equity Occupational Group	All employees	Represe	Persons entationAva %	with disabiliti nilability %	ies #	Differ ence _#	
				······			
01/02 : Executives	2	0	0.0 %	4.3 %	0	0	
03: Professionals	110	1	0.9 %	3.8 %	4	-3	
04: Semi-professional and technical staff	62	4	6.5 %	4.6 %	3	1	
07: Administrative and Senior Clerical Staff	5	0	0.0 %	3.4 %	0	0	
10 : Office staff	5	0	0.0 %	7.0 %	0	0	
13: Other sales and service personnel	1	0	0.0 %	6.3 %	0	0	
Total	185	5	2.7 %	4.2 %	7	-2	

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

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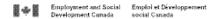
Default Workforce Analysis System - Summary Report

Date: 2018-08-15

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
03: Professionals	CNP	National
04: Semi-professional and technical staff	CNP	Provincial
07: Administrative and Senior Clerical Staff	EEOG	CMA
10 : Office staff	EEOG	CMA
13: Other sales and service personnel	EEOG	CMA

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Default Workforce Analysis System - Summary Report

Date: 2018-08-15

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	СРЕМЕ	National
13: Other sales and service personnel	CPEME	National
	CPEME	
	CPEME	
	CPEME	

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Data from F	irst/Previous Wor	kforce Analysis
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Data from Fi	st/Previous Workf	orce Analysis
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2018	- 11	18

	Analysis	
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Data from Subse	equent/Current Wo	orkforce Analysis

MM

YYYY

Data from Subsequent/Current Workforce

			Гable 1: Women	
		All Employees	evious Workforce A Won	•
Emplo	yment Equity Occupational Group (EEOG)	2p.o, eea	Representation	Availability*
		#	#	%
01	Senior Managers	2	2	27.4
02	Middle & Other Managers	0	0	0.0
03	Professionals	110	61	32.2
04	Semi-Professionals & Technicians	62	20	38.6
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	5	5	80.8
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	5	4	62.5
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	o	0.0
13	Other Sales & Service Personnel	1	0	51.1
14	Other Manual Workers	0	0	0.0
Total		185	92	36.5

	Table 5: Women										
Subsequent/Current Workforce Analysis											
All Employees	Women										
	Representation	Availability*									
#	#	%									
0	0	0.0									
0	0	0.0									
0	0	0.0									
0	o	0.0									
0	o	0.0									
0	0	0.0									
0	o	0.0									
0	0	0.0									
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* Source	e:				
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DD

Data from Firs	t/Previous Wor	kforce Analysis
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Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2018	11	18

	↓ ↓	
Data from	Subsequent/Curre Analysis	ent Workforce

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

		Table 2: Aboriginal Peoples							
		First/Previous Workforce Analysis							
Emal	ormant Faulty Ossunational Crown (FFOC)	All Employees	Aborigina	l Peoples					
Employment Equity Occupational Group (EEOG)			Representation	Availability*					
		#	#	%					
01	Senior Managers	2	0	2.9					
02	Middle & Other Managers	0	0	0.0					
03	Professionals	110	1	0.8					
04	Semi-Professionals & Technicians	62	1	0.7					
05	Supervisors	0	0	0.0					
06	Supervisors: Crafts & Trades	0	0	0.0					
07	Administrative & Senior Clerical Personnel	5	0	0.7					
08	Skilled Sales & Service Personnel	0	0	0.0					
09	Skilled Crafts & Trades Workers	0	0	0.0					
10	Clerical Personnel	5	0	0.8					
11	Intermediate Sales & Service Personnel	0	0	0.0					
12	Semi-Skilled Manual Workers	0	0	0.0					
13	Other Sales & Service Personnel	1	0	0.8					
14	Other Manual Workers	0	0	0.0					
Total		185	2	0.8					

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

*	Soi	irc	e:																
20	11	Na	itio	nal	Н	ous	seh	olo	1 S	ur	ve	У							

* Source:	
0	

Data from Firs	st/Previous Wor	kforce Analysis
Ţ	<u> </u>	1

Data from Fi	rst/Previous Workf	orce Analysis
YYYY	MM	DD
2018	11	18

Data from Su	ibsequent/Curr Analysis	ent Workforce
1	1	1

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

		Table 3: Members of Visible Minorities							
		First/Previous Workforce Analysis							
Emale	rement Fauity Occupational Cross (FFOC)	All Employees	Members of Vis	embers of Visible Minorities					
Embio	yment Equity Occupational Group (EEOG)		Representation	Availability*					
		#	#	%					
01	Senior Managers	2	0	10.1					
02	Middle & Other Managers	0	0	0.0					
03	Professionals	110	12	21.7					
04	Semi-Professionals & Technicians	62	3	8.0					
05	Supervisors	0	0	0.0					
06	Supervisors: Crafts & Trades	0	0	0.0					
07	Administrative & Senior Clerical Personnel	5	1	12.2					
08	Skilled Sales & Service Personnel	0	0	0.0					
09	Skilled Crafts & Trades Workers	0	0	0.0					
10	Clerical Personnel	5	1	17.4					
11	Intermediate Sales & Service Personnel	0	0	0.0					
12	Semi-Skilled Manual Workers	0	0	0.0					
13	Other Sales & Service Personnel	1	0	24.3					
14	Other Manual Workers	0	0	0.0					
Total	•	185	17	16.6					

Table 7: Members of Visible Minorities Subsequent/Current Workforce Analysis					
All Employees Members of Visible Minorities					
	Representation	Availability*			
#	#	%			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			

* Source:		
0		

Data from Fi	rst/Previous Wor	kforce Analysis
Ţ	1	1

2018	11	18
YYYY	MM	DD
Data from Fi	rst/Previous Work	orce Analysis

Data from Su	bsequent/Currei Analysis	nt Workforce
1	1	1

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

		Table 4: Persons with Disabilities									
		First/Previous Workforce Analysis									
F1.	amont Faults Occupational Comp (FFOC)	All Employees	Persons with	Disabilities							
Ешрю	yment Equity Occupational Group (EEOG)		Representation	Availability*							
		#	#	%							
01/02	Managers	2	0	4.3							
03	Professionals	110	1	3.8							
04	Semi-Professionals & Technicians	62	4	4.6							
05	Supervisors	0	0	0.0							
06	Supervisors: Crafts & Trades	0	0	0.0							
07	Administrative & Senior Clerical Personnel	5	0	3.4							
08	Skilled Sales & Service Personnel	0	0	0.0							
09	Skilled Crafts & Trades Workers	0	0	0.0							
10	Clerical Personnel	5	0	7.0							
11	Intermediate Sales & Service Personnel	0	0	0.0							
12	Semi-Skilled Manual Workers	0	0	0.0							
13	Other Sales & Service Personnel	1	0	6.3							
14	Other Manual Workers	0	0	0.0							
Total		185	5	4.2							

Table 8:	Persons with Dis	abilities							
Subsequent/Current Workforce Analysis									
All Employees	Persons with Disabilities								
	Representation	Availability*							
#	#	%							
0	0	0.0							
0	0	0.0							
0	0	0.0							
0	0	0.0							
0	0	0.0							
0	0	0.0							
0	0	0.0							
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0	0	0.0							
0	0	0.0							
0	0	0.0							

* Source:			
2012 Can	adian Survey	on Disability	

*	S	0	u	re	e:																			
*****	*****						****		****		****						****		****			*****	*****	88

Part 2: Flow Data Analysis

Provencher Roy & Associés Architectes Inc.

2018-11-08

0

Start	Date of Flow	v Data
YYYY	MM	DD

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

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

		•	¥	w w	•							
			Table 1: Women									
		Full-time	/ National	Part-time / Nationa								
Employment Equity Occupational Group (EEOG)		All Employees Hired	Women Hired	All Employees Hired	Women Hired							
		#	#	#	#							
01	Senior Managers		0	0	0							
02	Middle & Other Managers	0	0	0	0							
03	Professionals	0	0	0	0							
04	Semi-Professionals & Technicians	0	0	0	0							
05	Supervisors	0	0	0	0							
06	Supervisors: Crafts & Trades	0	0	0	0							
07	Administrative & Senior Clerical Personnel	0	0	0	0							
08	Skilled Sales & Service Personnel	0	0	0	0							
09	Skilled Crafts & Trades Workers	0	0	0	0							
10	Clerical Personnel	0	0	0	0							
11	Intermediate Sales & Service Personnel	0	0	0	0							
12	Semi-Skilled Manual Workers	0	0	0	0							
13	Other Sales & Service Personnel	0	0	0	0							
	I and the second		3		E							

14 Other Manual Workers

Full-time /	National	Part-time /	National	
All Employees Promoted	ployees Promoted Employees		Women Promoted	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

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

Part 2: Flow Data Analysis

Provencher Roy & Associés Architectes Inc.

2018-11-08

	0	0
YYYY	MM	DD
Start	Date of Flow	Data

	***	***
End I	Date of Flow MM	Data DD
		•••

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

Data from Form 6 - Employees Terminated

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

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

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

Part 2: Flow Data Analysis

Provencher Roy & Associés Architectes Inc.

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YYYY	MM	DD
Start	Date of Flow	Data

-				
YYY	Υ	MM		DD
	End Da	ite of Fl	ow Dat	a

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

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

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

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

Part 2: Flow Data Analysis

Provencher Roy & Associés Architectes Inc.

2018-11-08

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YYYY	MM	DD
Start	Date of Flow	v Data

-	1	***
VVVV	MM	aa
End l	Date of Flow	Data

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

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

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

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

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

Consissant									Data f	or First/I	Previous C	Goals							
A B	C	D	E	F	G	H	L		K	L	M	N	0	P	<u> </u>	R	S	T.	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	#* ÷ 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
	1		, , , , , , , , , , , , , , , , , , ,	1	<u> </u>	1	Į	<u> </u>	<u>† </u>	ļ	<u> </u>	J	J	<u> </u>		, T	<u> </u>	J	J
Cina		Table 1: Women																	
		First/Previous Short-term Goals All Employees Women																	
		All Employees Women Turnover (Replacement of Terminated 3 Year Goals																	
	Number	Grov	rth (New Posit	ions)		placement (Employees)			Number	Turnover (R	eplacement of	Hires		r Goals n - To					
Employment Equity	VVVV-MM-DD	Actual	Proje	octed	Actual		jected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- 7777	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)		- ictual		Over 3			Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years
	2018-11-18	Annually	Annually	Years	Annually	Annually	Years		2018-11-18	Annually	Years		2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	2	-100,0%		0	0.0%		0	0	2	0.0%	0	~1	0		27.4%	1	I.	100.0%	100.0%
02 Middle & Other Managers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	110	-100.0%		0	0.0%		0	0	61	0.0%	0	-26	0		32.2%	26	26	55.5%	55.5%
04 Semi-Professionals & Tech	62	-100.0%	2.3%	4	0.0%	2.3%	6 4	8	20	2.3%	1	6	3	38.6%	38.6%	-4	-3	32.3%	33.3%
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	5	-100.0%		0	0.0%		1 0	0	,	0.0%	0	*1	0		80.8%		1	100.0%	100.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		1 0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades 10 Clerical Personnel		0.0% -100.0%		0	0.0%		0	0		0.0%	0	0	0		0.0% 62.5%	1 !	,	#DIV/0! 80.0%	#DIV/0! 80.0%
	3			0	0.0%		1 0	0	4	0.0%	0	~1	0				1		
11 Intermediate Sales & Service 12 Semi-Skilled Manual	0	0.0% 0.0%		0	0.0%		0	0	9	0.0%	0	0	n n		0.0% 0.0%		9	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
13 Other Sales & Service	1	-100.0%	7.7%	0	0.0%	7.7%] ,	0	0	7.7%	0	0	0	50.0%	51.1%	1	,	#D1V/0: 0.0%	#DIV/0: 0.0%
14 Other Manual Workers	1	-100.0%	7,170	0	0.0%	1,17	1 0	0	0	0.0%	0	0	0	30.076	0.0%	1 1	-1	#DIV/0!	#DIV/0!

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis) + Previous number of employees from Workforce Analysis) 10.

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

					Table 2: Women
	oloyment Equity	Won	ien		
	upational Group (EEOG)	Short-term Goals	Long-tern	n Goals	Comments
	upational Group (EEGG)	%		%	
01	Senior Managers	0.0	0	0.0	
02	Middle & Other Managers	0.0	0	0.0	
03	Professionals	0.0	0	0.0	
04	Semi-Professionals & Tech	3 38.6	6	38.6	
05	Supervisors	0,0	0	0.0	
06	Supervisors: Crafts & Trades	0.0	0	0.0	
07	Administrative & Sr Clerical	0,0	0	0.0	
08	Skilled Sales & Service	0,0	0	0.0	
09	Skilled Crafts & Trades	0.0	0	0.0	
10	Clerical Personnel	0.0	0	0.0	
11	Intermediate Sales & Service	0.0	0	0,0	
12	Semi-Skilled Manual	0.0	0	0.0	
13	Other Sales & Service	0 50.0	1	50.0	004355

Federal Contractors Program Achievement Report
Part 3: Goals
Provencher Roy & Associés Architectes Inc.
2018-11-08
0 0.0 0 0.0

Federal Contractors Program Achievement Report Part 3: Goals Program Dev & Associác Arabitectos Inc.

Provencher Roy & Associés Architectes Inc.

2018-11-08

									Data I	or First/I	revious (Goals							
A	C	D	E	F	G	H	L		K	L	M	N	O	P	Q	R	S	T.	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	#* ÷ 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C
	<u>, </u>	ļ	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			1	J.	<u> </u>	1	.i	Ţ	J		<u> </u>	<u> </u>	<u> </u>	<u> </u>	J	······································
		Table 3: Aboriginal Peoples																	
		First/Previous Short-term Goals All Employees Aboriginal Peoples																	
				All En	ployees			,							nal Peoples				
	Number	Gres	wth (New Posit	tions)	Turnover (Re	placement (Employees)			Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity					ļ.,,			Anticipated Hires Over 3			Employees)	Required		n - To	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	7777-MM-00	Actual	Prej	ected	Actual	Pre	ijected	Years	YYYY-MM-DD		T	Over 3	1111	- 1111	Availability	rresem Gap	Gap	Representation	Years
	2018-11-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-11-18	Annually	Over 3 Years	Years	2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	Ħ	Ħ	%	%	#	#	%	%
01 Senior Managers	2	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		2.9%	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	#DIV/0!	#DIV/0!
03 Professionals	110			0	0.0%		0	0	1	0.0%	0	0	0		0.8%	0	0	0.9%	0.9%
04 Semi-Professionals & Tech	62	-100.0%		0	0.0%		0	0	1	0.0%	0	-1	0		0.7%	1	1	1.6%	1.6%
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	5	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		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	#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	5	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		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	#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	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.8%	0	0	0.0%	0.0%
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	185	+100.0%	1	0	0.0%		1 0	0	2	0.0%	0	+1	0		0.8%	1	1	1.1%	1.1%

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

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + 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.

Workdotee Analysis) · 2) X 10				Table 4: Aboriginal Peoples
	Aboriginal	l Peoples		-
Employment Equity Occupational Group (EEOG)	Short-term Goals	Long-term	Goals	Comments
	%		%	
01 Senior Managers	0,0	0	0.0	
02 Middle & Other Managers	0,0	0	0.0	
03 Professionals	0,0	0	0.0	
04 Semi-Professionals & Tech	0.0	0	0.0	
05 Supervisors	0,0	0	0.0	
06 Supervisors: Crafts & Trades	0,0	0	0.0	
07 Administrative & Sr Clerical	0,0	0	0.0	
08 Skilled Sales & Service	0,0	0	0.0	
09 Skilled Crafts & Trades	0,0	0	0.0	
10 Clerical Personnel	0.0	0	0.0	
11 Intermediate Sales & Service	0,0	0	0,0	
12 Semi-Skilled Manual	0.0	0	0.0	
13 Other Sales & Service	0.0	0	0.0	004357

	Federal Contractors Program Achievement Report
	Part 3: Goals
	Provencher Roy & Associés Architectes Inc.
	2018-11-08
14 Other Manual Workers Total	0 0.0 0 0.0

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

									Data f	or First/P	revious C	Goals								
**************************************		MATERIAL PALIFACTURE	·		Y		yaran angan angan			çanan ayan anan	,					Ç	ymrancontoneoneron	AND THE PARTY OF T		
A	C	<u> </u>	E	F	G	Н	<u>.</u>	J	K	LL	M	N	<u> </u>	P	<u>Q</u>	<u>R</u>	<u> </u>	T	U	
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	
	Ţ	Į.	Ţ	Ţ	Ţ	Ţ	Ţ	J	Ţ	J	Ţ	1	Ţ	Į.	J	Ţ	J	Ţ	J	
										Persons										
									First/Previous Short-term Goals											
				All En	iployees									Persons wi	th Disabilitie	•				
	Number	Terminated		Number Turnover (Replacement of Himself 1997)																
Employment Equity						Employees)		Anticipated		Terminated Employees)		Hires Required	Fron		Present		Projected	Present	Projected	
Occupational Group (EEOG)	VVVV-MM-00	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD		ı	Over 3	1111	- ۲۲۲۲	Availability	Present Gap	Gap	Representation	Representation in 3 Years	
	2018-11-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	1 Cars	2018-11-18	Annually	Over 3 Years	Years	2018	2021					11.11	
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01/02 Managers	2	-50.0%	0.0%	0	0.0%	3.0%	0	0	0	3.0%	0	0	0	4.3%	4.3%	0	0	0.0%	0.0%	
03 Professionals	110	-100.0%	0.0%	0	0.0%	1.0%	3	3	1	1.0%	0	3	0	3.8%	3.8%	-3	-3	0.9%	0.9%	
04 Semi-Professionals & Tech	62	-100.0%	0.0%	0	0.0%	2.0%	4	4	4	2.0%	0	-1	0	4.6%	4.6%	1	1	6.5%	6.5%	
05 Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#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%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	5	+100.0%	0.0%	0	0.0%	3.0%	0	0	0	3.0%	0	0	0	3.4%	3.4%	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%	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	3.8%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	5	-100.0%	0.0%	0	0.0%	3.0%	0	0	0	3.0%	0	0	0	7.0%	7.0%	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	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	4.8%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	1	-100.0%	0.0%	0	0.0%	0.0%	"	0	0	0.0%	0	0	0	0.0%	6.3%	0	0	0.0%	0.0%	
14 Other Manual Workers	105	0.0%	0.0%	0	0.0%	0.0%	0	0	- 0	0.0%	0	0	0	5.3%	0.0%	1 0	0	#DIV/0! 2.7%	#DIV/0!	
Total	185	-100.0%	0.0%	1 0	0.0%	0.0%	L 0	0	5	0.0%	()	3	0	4.1%	4.2%	-5	-3	2.7%	2.7%	

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

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

workforce Analysis) = 2) x 10	·V.		T. 1. 6. D	
			Table 6: Persons with Disabilities	
Employment Equity	Persons with	Disabilities		
Occupational Group (EEOG)	Short-term Goals	Long-term Goals	Comments	
Occupational Group (EEOG)	%	%		
01/02 Managers	0.0	0.0		
03 Professionals	1 3.8	1 3.8		
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		004359

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									Data f	or First/P	revious (Goals							
$ \begin{bmatrix} A & B \\ B \end{bmatrix} $	C	D	E	F	G	H	II	J	K	L	M	N	0	P	Q	R	S	T	L. L.
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	<u> </u>	1	1	1	1	ψ	1	1	1	<u> </u>	J	J	<u> </u>	<u> </u>	1	1	<u> </u>	1	
									Table 7: M				5						
		First/Previous Short-term Goals All Employees Members of Visible Minorities																	
				Auta	•		er							r Goals	isinic viiini	lucs			
	Number	Grov	vth (New Posit	New Positions) Turnover (Replacement of Termin Employees)				Anticipated	Number	Turnover (Replacement of		Hires		From - To					
Employment Equity	YYYY-MM-DD	Actual Projected			Actual Projected			Hires Over 3 VVVV-MM-DD	Terminated Employees)		Required		- ٧٧٧٧	Present Ga		Projected	Present	Projected Representation in 3	
Occupational Group (EEOG)	2010 11 10			Over 3			Over 3	Years	2018-11-18	Annually	Over 3	Over 3 Years	2018	2021	Avanaonny		Сар	Representation	Years
	2018-11-18	Annually	Annually	Years	Annually	Annually	Years		2018-11-18	Annuary	Years		2016						
	#	%	0/6	#	%	%	#	#	Ħ	%	#	#	#	%	%	#	Ħ	%	%
01 Senior Managers	2	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		10.1%	0	0	0.0%	0.0%
02 Middle & Other Managers	0	0.0%		0	0.0%	* ***	0	0	0	0.0%	0	0	0	21.50	0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	110 62			0	0.0%	5.1%	17	1/	12	5.1%	2	14	4	21.7%	21.7%	-12	-10	10.9%	12.7% 4.8%
04 Semi-Professionals & Tech 05 Supervisors	02	-100.0% 0.0%		0	0.0%	2.3%	1 4	*	3	2.3% 0.0%	0	2	0	8.0%	8.0% 0.0%	-2	-2	4.8% #DIV/0!	#DIV/0!
05 Supervisors 06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		1 0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	5	-100.0%			0.0%		1 0	0	,	0.0%	0	0	0		12.2%	0	0	20.0%	20.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		1 0	Ö	,	0.0%	ň	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		1 0	ő	0	0.0%	0	0	0		0.0%	0	ő	#DIV/0!	#DIV/0!
10 Clerical Personnel	5	-100.0%			0.0%		1 0	0	Ĩ	0.0%	0	0	0		17.4%	0	o o	20.0%	20.0%
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	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		24.3%	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	185	+100.0%		0	0.0%		0	0	17	0.0%	0	14	0		16.6%	-14	-14	9.2%	9.2%

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

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

	• / /					Table 8: Members of Visible Minorities
F2	Lancacian Consider	Members of	f Visib	de Minoritie	s	
	loyment Equity pational Group (EEOG)	Short-term Goa	ls	Long-term	Goals	Comments
		%			%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.0	0	0,0	
03	Professionals	4	21.7	14	21.7	
04	Semi-Professionals & Tech	0	8.0	2	8.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0,0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0,0	
10	Clerical Personnel	0	0.0	0	0,0	
11	Intermediate Sales & Service	0	0,0	0	0,0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	004361

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

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

									Data for	Subseque	ut/Currei	nt Goals							
formania mérica a manana m		ļ		hammer were	·		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		formania and an analysis		yaran mananan manan	ţ	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	.,	Paramananan	y		· · · · · · · · · · · · · · · · · · ·	
A B	<u>C</u>	<u> </u>	E	F	<u> </u>	H	I	J	<u>K</u>	LL	M	N	0	<u>.</u> P	Q	R	<u>S</u>	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	СхНхЗ	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)
	Ţ	<u> </u>	Ļ	1	<u> </u>	Ψ.	1	Į.	1	Ţ	Ţ	Ţ	<u> </u>	<u> </u>	Ţ	Ţ	J	J	J
										Table 9:									
		Subsequent/Current Short-term Goals All Employees Women																	
				All En	ployees										omen				
	Number	Grow	oth (New Posi	tions)	Turnover (Re		Terminated		Number	Turnover (Re	orlanament of		3 Year Goals						
Employment Equity						Employees)		Anticipated		Terminated		Hires Required		m - To	Present		Projected	Present	Projected
Occupational Group (EEOG)	AAAA-WW-DD	Actual	Proj	ected	Actual	Projected		Hires Over 3 Years	YYYY-MM-DD			Over 3	1111	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	***	Annually	Annually	Over 3	Annually	Annually	Over 3	rears		Annually	Over 3	Years	0	3					icars
				Years			Years				Years		· ·						
	#	%	%	#	%	%	#	#	#	9/6	#	#	#	%a	%	#	#	%	%
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	0.0%		()	0.0%		0	0	0	0.0%	0	()	()	0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	0.0%		0	0.0%		0	0	U	0.0%	0	0	(}	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	,		0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	,		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	U	0.0%	0	0			0.0% 0.0%	0	0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
11 Intermediate Sales & Service 12 Semi-Skilled Manual	9	0.0%		0	0.0%		0	0	0	0.0%	0	0	,		0.0%	0	0	#DIV/0!	#DIV/0: #DIV/0!
12 Semi-Skilled Manual 13 Other Sales & Service	0	0.0% -100.0%		0	0.0%		0	0	0	0.0%	0	0			0.0%	0	9	#DIV/0!	#DIV/0! #DIV/0!
13 Other Sales & Service 14 Other Manual Workers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0			0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	+100,0%		- U	0.0%		0	0	0	0.0%	0	0		1	0.0%	0	0	#DIV/0!	#DIV/0:

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

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

Workforce Analysis) ÷ 2) x 100.

	• • • • • • • • • • • • • • • • • • • •			Table 10: Women
F	Fis.	Women		
	syment Equity actional Group (EEOG)	Short-term Goals Lo	ong-term Goals	Comments
		9/6	%	
01	Senior Managers	0.0	0.0	
02	Middle & Other Managers	0.0	0.0	
03	Professionals	0.0	0.0	
04	Semi-Professionals & Tech	0,0	0.0	
05	Supervisors	0.0	0.0	
06	Supervisors: Crafts & Trades	0.0	0.0	
07 .	Administrative & Sr Clerical	0.0	0.0	
08	Skilled Sales & Service	0.0	0.0	
09	Skilled Crafts & Trades	0.0	0.0	
10	Clerical Personnel	0.0	0.0	
11	Intermediate Sales & Service	0.0	0.0	
12	Semi-Skilled Manual	0.0	0.0	
13	Other Sales & Service	0.0	0.0	004363
14	Other Manual Workers	0.0	0.0	

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Total	0.0

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2018-11-08

									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	E	F	G	H	L	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	#* ÷ 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) → (C + F)
\$	J	ļ	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	·		1	J.	<u> </u>	1	.	Ţ	J	1	<u> </u>	<u> </u>	J	<u> </u>	J	······································
											iginal Pe								
									Subsequ	ent/Curren	t Short-teri	n Goals							
				All En	ployees										nal Peoples				
	Number	Grav	wth (New Posit	tions)	Turnover (Replacement of Terminated Employees)				Number	Turnover (Replacement of		Hires	3 Year Goals From - To						
Employment Equity	YYYY-MM-DD			ected			ijected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	l Employees)	Required		n - 10 - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	1 1 1 1 - 11 11 - 1/1/	Actual	1100	1	Actual	110	1	Years	***************************************			Over 3 Years			Availability	, research	Gap	Representation	Years
	-	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	1 cars	0	3					
	#	%	%	#	%	%	#	#	#	%	#	#	#	9/6	%	#	#	9/0	%
01 Senior Managers	0	-100,0%		0	0.0%		0	0	0	0.0%	0	0	0)	0.0%	0	0	#DIV/0!	#D1V/0!
02 Middle & Other Managers	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	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0)	0.0%	. 0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	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	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	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	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		1 0	0	0	0.0%	0	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!

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

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

			Table 12: Aboriginal Peoples
Employment Equity	Aboriginal Peoples		
Occupational Group (EEOG)	 	erm Goals	Comments
	%a	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0,0	
06 Supervisors: Crafts & 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	004365
14 Other Manual Workers	0.0	1 0.0 €	004303

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Total	0.0

																			-	
									Data for	Subseque	nt/Curre	nt Goals								
A B	C	<u> </u>	E	F	G	H			K	L	M	N	0	P	Q	R	S	T	L. U.	
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	ĴхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	
2	1	1	1	Ţ	↓	1	1	1	1	Į.	↓	1	1	Į.	1	1	1	Ţ	J.,	
											with Dis									
									Subsequ	ent/Curren	t Short-terr	n Goals								
				All En	iployees									Persons wi	with Disabilities					
	Number	Gras	wth (New Posi)	inns)	Turnover (Re		f Terminated		Number	T	eplacement of	3 Year Goals								
Employment Equity		9,,,,	***	,		Employees)		Anticipated			epiacement or l Employees)	Hires Required	Fro	m - To	Present		Projected	Present	Projected	
Employment Equity Occupational Group (EEOG)	VVVV-MM-DD	Actual	Prej	Projected Actual Projected			Hires Over 3	YYYY-MM-DB		, ,	Over 3	1777	-YYYY	Availability	Present Gap	Gap	Representation	Representation in 3		
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	1800	Annually	Annually	Over 3	Annually	Annually	Over 3	Years		Annually	Over 3	Years	0	3			·	·	Years	
				Years			Years	#			Years									
01/02 Managers	# (1	% -50.0%	%	#	0.0%	%	# 0	#	# 0	0.0%	# 0	#	Ħ	9/6	0.0%	# 0	# 0	% #DIV/0!	% #DIV/0!	
01/02 Managers 03 Professionals	0	-50.0%		0	0.0%		1 0	0	U A	0.0%	0	0			0.0%		0	#DIV/0!	#DIV/0:	
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		1 0	0	a	0.0%	0	0		1	0.0%	1 0	0	#DIV/0!	#DIV/0!	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	n	0	(0.0%	1 0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		1 0	0	0	0.0%	0	0			0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	. 0	0	€)	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	€)	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	€)	0.0%	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	. 0	0	€)	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	. 0	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	()	0.0%	0	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	€)	0.0%	0	0	#DIV/0!	#DIV/0!	

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

Workdorce Adialysis) · 2) X 10					Table 14: Persons with Disabilities
Employment Equity		rsons with I			
Occupational Group (EEOG)	Short-ter	m Goals	Long-ter	m Goals	Comments
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	004367

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

									Data for	Subseque	nt/Curre	nt Goals							
алынгладалын алын алын алын алын алын алын алын	C	р	Т. Е	F	G	н	i I	J J	K	L	м	N	0	P	0	R	S	T	U
2	4		*	61100000000000000000000000000000000000	*·····································	b	··georemen		.doseccosconiconicosconicosco	· <u></u>	4	·	602260+++++++12402402+ 	·	***************************************	· ************************************	40011011101110000000000111111111111111		######################################
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
3-440-01-01-01-00-01-01-01-01-01-01-01-01-01	1		<u> </u>	1	<u>, , , , , , , , , , , , , , , , , , , </u>	1	Ţ	1	*************************************	1	Ţ	1	1	ţ	Ţ	1	J	Ţ	<u> </u>
								٦	Table 15: N				:S						
									Subsequ	ent/Current	Short-teri	n Goals							
	All Employees								Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated				Number	Turnover (Replacement of				3 Year Goals					
Employment Equity			, , , , , , , , , , , , , , , , , , ,		Employees)		Anticipated		Terminated Employees)			From - To			Projected	Present	Projected		
Occupational Group (EEOG)	7777-MM-00	Actual Projected		Actual Projected			Hires Over 3 Years	AAAA-MM-DB			Over 3	1111-1111		Present Availability	Present Gap	Gap	Representation	Representation in 3 Years	
		Annually	Annually	Over 3	Annually	Annually	Over 3			Annually	Over 3	Years	0	3					1
	Ħ	%	9/6	Years #	%	%	Years	#		9/6	Years	- 4		9/4	%			9/0	%
01 Senior Managers	# O	-100.0%	/0	# 0	0.0%	70	# 0	1 1	* 0	0.0%		# n	#	/e	0.0%		# n	#DIV/0!	
02 Middle & Other Managers	0	0.0%) o	0.0%		1 0	o o	0	0.0%	ő	0	ì		0.0%	1 0	ő	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	o o	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	1
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	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	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!

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

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + 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	Members of Visible Minor Short-term Goals Long-te	rities erm Goals	Comments				
Occupational Group (EEOG)	%	%					
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	004368				
14 Other Manual Workers	0.0	0.0	304300				

	Federal Contractors Program Achievement Report
	Part 3: Goals
	Provencher Roy & Associés Architectes Inc.
	2018-11-08
Total	0.0

Federal Contractors Program Achievement Report Part 4: Results - Women Provencher Roy & Associés Architectes Inc. 2018-11-08 P T В \mathbf{C} D E F \mathbf{G} H M 0 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 P x F ÷ 100 0 - S U x F ÷ 100 V - X Data sources Workforce Workforce Workforce Flow Data L-N Flow Data Flow Data $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ Ţ 1 Ţ Ţ Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Women Women All All All All (EEOG) Employees Employees Availability Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # % % # % % % % 2018 100.0 27.4 365.0 2 01 Senior Managers 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2018 0 0.0 0.0 0 0 0.0 02 Managers 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 55.5 32.2 35 26 172.2 2018 110 61 03 Professionals 0 0.0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2018 62 20 32.3 38.6 24 -4 83.6 Semi-Professionals & Technicians 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 2018 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 Supervisors: Crafts & 2018 0 0.0 0.0 0 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 E ∞ D x Part 2: Flow E = G xF + Lx 100 Part 3: Goals Flow Data + M x 100 Data sources Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % % % 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 Middle & Other 0 0.0 0.0 Managers 3 0.0 0.0 0.0 0.0 0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 03 Professionals 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 38.6 0.0 38.6 0.0 Semi-Professionals & 0 0.0 0.0 Technicians 3 0 0.0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 3 0.0 0.0 0.0 0.0 0.0 0

Federal Contractors Program Achievement Report Part 4: Results - Women Provencher Roy & Associés Architectes Inc. 2018-11-08 В \mathbf{C} D E F \mathbf{G} H M 0 P 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 P x F ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data O - S Flow Data V-X $\times 100$ + 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ Ţ 1 Ţ Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Women Women All All All All (EEOG) Employees Employees Availability Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # % % # % % % % 2018 100.0 80.8 123.8 Administrative & 5 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 0 0.0 0.0 0 0.0 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 0.0 0.0 0 0.0 Trades Workers 0 0 0.0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2018 4 80.0 62.5 128.0 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 0 0.0 0.0 0 0.0 0 0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0 0.0 Workers 0.0 0.0 0.0 0.0 0.0 0.0 E ∞ D x Part 2: Flow E = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % % % Administrative & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 3 0.0 0.0 0 0.0 0.0 0.0 Skilled Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 Clerical Personnel 3 0.0 0.0 0.0 0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 0.0 Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual Workers 3 0.0 0.0 0.0 0.0 0.0 0

	Federal Contractors Program Achievement Report																							
										P	'art 4: I	Results	- Wome	'n										
									Pı	ovenche	r Roy &	& Assoc	iés Arcl	nitectes l	Inc.									
											2	018-11-	-08											
A B		C	D	E	F	G	Н	<u>I</u>	J	K	L	M	N	0	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 x100	Part 2; Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V÷Ux 100	U x F ÷ 100	V-X
			1	Ų.	Ţ	1	Ţ	\	Ţ	1	Ţ	Ţ	<u> </u>	1	1	Ţ	Ţ	1	1	1	Ţ	V	Ţ	
				V		orce An	•											nalysis						
Employment Ec Occupational G		Year			W	orkforce						Hires				I	'romotio				Tei	rminatio		
(EEOG)			All Employees	Represent	tation	Wor Avails		Gap	EE Result	All Employees	Ac	tual	emen Expected	Difference	All Employees	Ac	tual	Expected	Difference	All Employees	Acti		omen Expected	Difference
	ŀ	#	#	#	%	***	#	#	%	#	#	- %	#	#	it	4	%	#	#	#	#	%	#	
Other Sales &	& Service	2018	1	0	0.0	51.1	I	-1	0.0															
Personnel		0	0	0	0.0	0.0	<u></u>	0	0,0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14 Other Manual Workers	ıl .	2018	0	0	0.0	0.0		0		0	0	0.0		^	Λ.	0	0.0				0	0,0		
		2018	185	92 i	49.7	36.5		ļ	ļ	U		0.0		· · · · · · · · · · · · · · · · · · ·	<u>v</u>	<u> </u>	0.0	U	U	U	V:	0.0	0	U
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
	********************		Part 2: Flow	Part 2:	E÷Dx	Part 3:	E÷Gx	Part 3:			E÷Kx	Part 3:	I											
Data sources:			Data Analysis	Flow Data Analysis	100	Goals	100	Goals	F = 1 x 100	Part 3: Goals	100	Goals	F ÷ M x 100											
-	** ** ** ** ** *** *** *** ***				Ţ		J	i				ļ	,											
			New	Entran	ts				G	oals														
Employment Ec	quity		Fl	low Data			Short-te	rm Goal	S		Long-ter	m Goals												
Occupational G	Froup	Year	All	Wome	en			men	1		Won	nea						C	Commen	ts				
(EEOG)			Employees	Actus	ul	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	6/8	#	9/6	%	9/6	#	%	%	%											
13 Other Sales & Personnel	& Service	0 3	0	0	0.0	L	0.0	50.0 0.0	k	1	0.0	50.0 0.0	0.0											***************************************
Other Manual	ıl	0	0	0	0.0		0.0	0.0	ļ	0	0.0	0.0	0.0											
14 Workers		3	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											
		.5	0	0	0.0			0.0	0.0			0.0	0.0											

Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Provencher Roy & Associés Architectes Inc. 2018-11-08 P T В \mathbf{C} D E F \mathbf{G} H M 0 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 0 - S U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group **Aboriginal Peoples Aboriginal Peoples** Aboriginal Peoples Aboriginal Peoples All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # % # % % ۰. % 2018 0.0 2.9 0 0.0 01 Senior Managers 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2018 0 0.0 0.0 0 0 0.0 02 Managers 0 0 0.0 0.0 -0 0.0 0 0.0 0 0.0 0 0.0 113.6 2018 110 13 0.9 0.8 03 Professionals 0 0 0.0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2018 62 1 1.6 0.7 0 230.4 Semi-Professionals & Technicians 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 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 Supervisors: Crafts & 2018 0 0.0 0.0 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 E ∞ D x Part 2: Flow E = G xF ± Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Aboriginal Peoples **Aboriginal Peoples** Aboriginal Peoples Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % ٠,, % ٠, % % 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 3 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 Middle & Other 0 0.0 0.0 Managers 3 0.0 0.0 0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 03 Professionals 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & 0 0.0 0.0 Technicians 3 0.0 0.0 0.0 0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 3 0.0 0.0 0.0 0.0 0.0 0

Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Provencher Roy & Associés Architectes Inc. 2018-11-08 В \mathbf{C} D E F \mathbf{G} H M 0 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \mathbf{x}$ $E \not = D$ DxG E + HPart 2; Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group **Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples Aboriginal Peoples** All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference ٠.. # % % ۰. % 2018 Administrative & 0 0.0 0.7 0.0 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 0 0.0 0.0 0 0 0.0 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 0.0 0.0 0 0.0 Trades Workers 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2018 0 0.0 0.8 0 0 0.0 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Flow E = D xE = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year **Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples** Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % ٠, % % Administrative & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 3 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 3 0.0 0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 3 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 Clerical Personnel 3 0.0 0.0 0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 0.0 0.0 Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 3 0.0 0.0 0.0 0.0 0.0 0

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Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities Provencher Roy & Associés Architectes Inc. 2018-11-08 В \mathbf{C} D E F \mathbf{G} H M 0 P 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All All All All (EEOG) Employees Employees Employees Employees Representation Availability Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference ٠.. # % % % % 2018 3.4 Administrative & 0 0.0 0.0 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 0 0.0 0.0 0 0 0.0 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 0.0 0.0 0 0 0.0 Trades Workers 0 0.0 0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2018 0 0.0 7.0 0 0 0.0 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 0.0 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Part 2: Flow E = D xE = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Persons with Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities All (EEOG) Employees Percent of Percent o Percent o Percent o Goal Goal Goat Goal Actual Goal Met Goal Met Goal Met Goal Met % 9. % % % % 0 0 0.0 0.0 0.0 0.0 0.0 0.6 Administrative & 0.0 Senior Clerical 3 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 3 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0 10 Clerical Personnel 3 0 0.0 0.00.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 0.0 0.0 Workers 03 0.0 0.0 0.0 0.0 0.0

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Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities Provencher Roy & Associés Architectes Inc. 2018-11-08 P T В \mathbf{C} D E F \mathbf{G} H M N 0 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 P x F ÷ 100 0 - S U x F ÷ 100 V - X Data sources Workforce Workforce Workforce Flow Data L-N Flow Data Flow Data $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ Ţ 1 1 Ţ Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # % # % % % % 2018 0.0 10.1 0.0 0 01 Senior Managers 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2018 0 0.0 0.0 0 0 0.0 02 Managers 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 24 12 -12 50.3 2018 110 10.9 21.7 03 Professionals 0 0 0.0 0.0 0.0 0 0 0 0.0 0 0.0 ΩĖ 0.0 2018 62 3 4.8 8.0 -2 60.5 Semi-Professionals & Technicians 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 2018 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 Supervisors: Crafts & 2018 0 0.0 0.0 0 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 E ∞ D x Part 2: Flow E = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Long-term Goals Flow Data **Short-term Goals Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % ٠, % % 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 Middle & Other 0 0.0 0.0 Managers 3 0.0 0.0 0 0.0 0.0 0.0 0 0 0.0 0.0 21.7 0.0 0.0 21.7 0.0 03 Professionals 3 0.0 0.0 0.0 0.0 0 0.0 0 0.0 8.0 0.0 8.0 0.0 Semi-Professionals & 0 0.0 0.0 Technicians 3 0.0 0.0 0.0 0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 3 0.0 0.0 0.0 0.0 0.0 0

Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities Provencher Roy & Associés Architectes Inc. 2018-11-08 В \mathbf{C} D E F \mathbf{G} H M 0 P 0 T U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $E \not = D$ DxG $\mathbf{E} + \mathbf{H}$ Part 2; Flow Part 2: Flow $O \oplus P \times$ $V \oplus U \mathbf{x}$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # % # % % % % 2018 20.0 12.2 163.9 Administrative & 1 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 0 0.0 0.0 0 0 0.0 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 0.0 0.0 0 0 0.0 Trades Workers 0 0 0.0 0.0 0.0 -0 0 0.0 0 0.0 ΩĖ 0.0 2018 1 20.0 17.4 114.9 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 0 0.0 0.0 0 0.0 0 0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Flow E = D xE = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % ٠, % % Administrative & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 3 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 3 0.0 0.0 0 0.0 0.0 0.0 Skilled Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 Clerical Personnel 3 0.0 0.0 0.0 0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 0.0 Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual Workers 3 0.0 0.0 0.0 0.0 0.0 0

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Federal Contractors Program Achievement Report Part 8: Reasonable Efforts Provencher Roy & Associés Architectes Inc. 2018-11-08

Efforts

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

Requi	red measures:
	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
	Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
	Adjusted survey results to reflect hires, promotions and terminations.
	Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
	Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
	Ensured that any new gaps identified are addressed accordingly.
	Maintained appropriate records in all required areas.
Other	measures:
	Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
	Ensured ongoing senior-level support for employment equity and its implementation.
	Established accountability mechanisms to ensure that the short-term goals would be met.
	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):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance nent.
	Impact of economic and industrial conditions on the organization.
	Any reorganization or other corporate structural changes.
	Acquisitions, mergers or transfers of employees.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	Other.
Addit	tional Details
Please	provide any additional information (optional):

Privacy Notice

The information you provide is collected under the authority of sections 18 and 42 of the Employment Equity Act for the purpose of enabling our organization to collect workforce data, comply with employment equity legislation and implement employment equity in the workplace.

Participation in the self-identification survey is voluntary. Any refusal to provide personal information will result in incomplete or inaccurate capture of our membership data. You may change the information you provide at any time.

The information you provide will be aggregated with data from other employees and will be shared with the Labour Program of Employment and Social Development Canada (EDSC) for the purpose of our organization's compliance with employment equity legislation in the

The information you provide may be used or disclosed by EDSC for policy analysis, research or evaluation purposes. However, these additional uses or disclosures of your personal information will never be used to make an administrative decision about you.

Your personal information is administered by EDSC in accordance with the Privacy Act and other applicable laws. You have the right to protection of and access to your personal information. Your personal information is stored in EDSC Personal Information Bank PPU 729. The procedures for obtaining this information are described in the government publication Info Source, which is available on the following website: http://www.infosource.gc.ca. You can also access Info Source online at a Service Canada Centre.

This questionnaire is available in paper form on request.

*	* 1. Your Name	
	Name	
*	* 2. Which division do yo	u belong to?
	Architecture	
	Interior design	
	0	



Personal Information You are not required to answer the following questions. However, any refusal to provide information will result in an incomplete and inaccurate picture of the company's workforce. 3. What is your gender? Female Male Other Read the definitions in each of the following sections and answer "yes" if they apply to you. You may identify yourself as a member of more than one group. According to the Employment Equity Act, an Aboriginal person is an Indian, Métis or Inuit. 4. Are you an Aboriginal person? Yes No. According to the Employment Equity Act, visible minorities in Canada are persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour, regardless of citizenship or place of birth. The following is a non-exhaustive list of examples of visible minorities · The Blacks · Non-white skinned Latin Americans (including indigenous peoples of Central and South America) · East Asians (e.g., Chinese, Japanese, or Koreans) ·South Asians or East Indians (e.g., Indians, Pakistanis, Bangladeshis, or East Indians from Guyana, Trinidad, or East Africa) · Southeast Asians (e.g., Burmese, Cambodian, Filipino, Laotian, Thai, or Vietnamese) ·West Asians, North Africans, or Arabs with non-white skin (e.g. Iranians, Lebanese, Egyptians, or Libyans) · Persons of mixed origin (e.g., one parent is a member of a visible minority group) 5. Are you a member of a visible minority? Yes No No

According to the Act, persons with disabilities are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who consider themselves to have an impairment in their ability to perform a job or who believe that they are likely to be classified as having an impairment by their employer or by prospective employers because of such an impairment. This group also includes people whose functional limitations related to their disability are being accommodated in their job or workplace (e.g., through technical aids, equipment modifications or other work arrangements). The following is a non-exhaustive list of examples of disabilities: Coordination or dexterity (e.g., Difficulty using hands or arms, such as grasping objects or using a keyboard) Mobility (e.g., difficulty moving from one office to another, walking long distances or using stairs) Blindness or visual impairment (e.g., inability or difficulty to see, glaucoma, excluding people who can see well with glasses or contact lenses) Parole (e.g., inability or difficulty speaking and being understood) Deafness or hearing loss (e.g., inability or difficulty hearing) Other deficiencies (e.g., learning, developmental or other disability). 6. Are you a person with a disability? 7.Please indicate how we could accommodate you to enable your full participation in your workplace. Please note that these accommodations, if implemented, will not negatively impact your hiring, training, promotion opportunities and retention within our organization. 8. Would you like your employment equity self-identification information to be used in relation to employment equity measures?



here.			

From: Nathalie Pelletier < npelletier@provencherroy.ca>

Sent: November 9, 2018 10:55 AM

To: Yakibonge, Mauritius [NC] < maurice.yakibonge@labour-travail.gc.ca>

Subject: Provencher Roy: Employment Equity Documents: Government of Canada Agreement Number

10000255

Hello Mr. Yakibonge,

Please find enclosed the following 4 documents:

- Achievement report of Provencher Roy Associates Architects Inc.
- Detailed report
- Summary Report
- Employment Equity

Survey

Information on the survey results is also provided below:

- 1. The results of the workforce survey, including:
 - The number of employees surveyed: 206 employees surveyed (194 employees permanent and 12 temporary employees)
 - The total number of self-identification questionnaires that were returned (completed fully and partially and not filled out): 182
 - Response rate: 88.3%.
 - The number of self-assessment questionnaires that were returned in a timely marcompleted:

178

Please do not hesitate to contact me for any questions and I would like to thank you once again for your great help in this matter.

Have a nice

day,

NATHALIE PELLETIER HUMAN RESOURCES ADVISOR, CRHA 514 844.3938 / 2287

PROVENCHER ROY

ZZO, NUC SAINTKIALLARES, SUITE ZUU BEOBEDÉRE ZEIÉBEN ZABBANA BOVIER



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From: maurice.yakibonge@labour-travail.gc.ca < maurice.yakibonge@labour-

travail.gc.ca>

Sent: November 8, 2018 3:03 PM

To: Nathalie Pelletier < npelletier@provencherroy.ca>

Subject: BR: Detailed and Summary Report

Ms. Pelletier,

Please review the Achievement Report and provide the following information in an email:

- 1. The self-identification questionnaire used to conduct the workforce survey.
 - 2. The results of the workforce survey, including:
 - o the number of employees who were
 - the total number of self-identification questionnaires that were returned (completed fully and partially and not filled out);
 - o the number of self-assessment questionnaires that were returned completed
 - 3. The results of the workforce analysis (summary report and detailed report).
 - 4. A completed Achievement Report in an Excel format file that includes the short- and long-term numerical targets based on identified gaps in representation in the workforce analysis.

Thank you,

Maurice Yakibonge

Workplace Equity Directorate, Labour Program Employment and Social Development Canada / Government of Canada Maurice. Yakibonge@labour-travail.gc.ca / Tel: 819-654-6099

Workplace Equity Division, Labour Program Employment and Social Development Canada / Government of Canada Maurice. Yakibonge@labour-travail.gc.ca / Tel.: 819-654-6099



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

From: Nathalie Pelletier [mailto:npelletier@provencherroy.ca]

Sent: November-08-18 2:41 PM **To:** Yakibonge, Mauritius [NC]

Subject: Detailed and Summary Report

Hello Mr. Yakibonge,

Attached are the new detailed and summary

reports. Thank you,

NATHALIE PELLETIER HUMAN RESOURCES ADVISOR, CRHA 514 844.3938 / 2287

PROVENCHER_ROY

276, RUE SAINT-JACQUES, SUITE 700 MONTRÉAL QUÉBEC CANADA HZY 1NO



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Federal Contractors Program Report of the First Compliance Assessment

Employer Name: Provencher Roy & Associés Architectes Inc.

Primary Location: Montréal (Québec)

Number of Employees: 185

Organization Overview:

NAICS 5413 – Architectural, Engineering and Related Services

Provencher Roy & Associés Architectes Inc. offers since 1983 services in architecture, urban design, urban planning and landscape, interior design, industrial design, sustainability and graphic design.

Key Dates – First Year Assessment

Initiated: 2018-10-03 2018-11-09 Received: Workforce Analysis: 2018-08-15

COLLECTION OF WORKFORCE INFORMATION

Number of employees the questionnaire was sent to:

Number of questionnaires returned:

Number of completed questionnaires returned:

#	%
185	100
182	98
178	96

- 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:

 The organization surveyed all the employees including permanent and temporary employees. There were 194 permanent employees at the moment of the survey. This number has dropped to 185 employees.

WORKFORCE ANALYSIS & GOAL SETTING

- □ The organization selected the occupational defaults for establishing external availability estimates or provided reasonable justifications.
- □ The organization selected the geographic defaults for establishing external availability estimates or provided reasonable justifications.
- The organization appears to have properly coded its positions using the 2011 National Occupational Classification (NOC).
- where a gap was identified.
- \times 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:

 All goals have been set in percentage format as recommended by the Labour Program. A short-term and long-term goal was established for every area of under-representation uncovered and all goals are at least equal to the respective labour market availability.

SUMMARY OF GOALS

Women

	Workforce Analysis Results		Go	als		
Er	mployment Equity Occupational Group		Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3 years)	(+3 more)		
#	Description	#	%	%	%	%
04	Semi-Professionals & Technicians	-4	38.6	38.6	32.3	38.6
13	Other Sales & Service Personnel	-1	50	50	0.0	51.1

Observations: None

Aboriginal Peoples

Observations:

The workforce analysis did not reveal any gap for Aboriginal Peoples.

Members of Visible Minorities

Workforce Analysis Results			Goals			
Employment Equity Occupational Group (EEOG)		Gap	Short- term	Long- term	Representation	LMA
			(1 to 3	(+3		
			years)	more)		
#	Description	#	%	%	%	%
03	Professionals	-12	21.7	21.7	10.9	21.7
04	Semi-Professionals & Technicians	-2	8.0	8.0	4.8	8.0

Observations: None

Persons with Disabilities

Workforce Analysis Results			Goals			
Employment Equity Occupational Group (EEOG)		Gap	Short- term	Long- term	Representation	LMA
			(1 to 3	(+3		
			years)	more)		
#	Description	#	%	%	%	%
03	Professionals	-3	3.8	3.8	0.9	3.8

Observations: None

RECOMMENDATION

I recommend that the employer be found:

 \boxtimes in compliance \square in non-compliance

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

The workforce analysis revealed gaps in the representation of designated group members at the professional and semi-professional levels. We recommend that Provencher Roy & Associates Architects Inc. focus on the early stages of the hiring and recruitment process to ensure that there are no barriers to recruiting designated group members.

• It may be helpful to develop relationships with colleges, universities or other professional associations working in your field to identify and hire qualified students or professionals who belong to the designated groups. This could help the organization meet its hiring goals by offering internships that could lead to permanent employment when a vacancy arises.

Name of Analyst: Maurice Yakibonge

Date: 2018-11-09

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

Sent: December 4, 2018 8:47 AM

To: 'mpoitras@provencherroy.ca' < <u>mpoitras@provencherroy.ca></u> **Cc:** 'npelletier@provencherroy.ca' <npelletier@provencherroy.ca>

Subject: Government of Canada Agreement Number 10000255 - Notice of Compliance with

the Federal Contractors Program

This information is also available in English upon request.

Mrs. Poitras.

Please be advised that the conformity assessment undertaken on October 3, 2018 is now complete. The evaluation concluded that Provencher Roy & Associés Architectes Inc. Federal Contractors Program (FCP) requirements under the Fairness Act. employment matters.

The purpose of this initial compliance assessment was to verify whether your organization has taken steps to meet its employment equity goals by conducting a workforce survey, conducting a workforce analysis, and setting hiring and promotion goals where gaps in designated group representation have been identified.

After reviewing the information presented by Provencher Roy & Associates Architects Inc. we have made recommendations that will ensure the success of their employment equity program:

- The workforce analysis revealed gaps in the representation of designated group members at the
 professional and semi-professional levels. It is recommended that Provencher Roy & Associates
 Architects Inc. focus on the early stages of the hiring and recruitment process to ensure that there
 are no barriers to recruiting designated group members.
- It may be advantageous to develop relationships with colleges, universities or other professional
 associations working in your field to identify and hire qualified students or professionals from the
 designated groups. This may enable the organization to meet its hiring goals by providing
 internships that may lead to permanent employment when a vacancy arises.

Next Steps

Under the FCP, your company will be subject to subsequent conformity assessments. For example, an assessment will be conducted four years after you are initially awarded the goods or services contract, and then every three years thereafter. Subsequent compliance assessments will focus on making reasonable progress towards achieving the goals set out in your first Employment Equity Report or Update Reports.

When Provencher Roy & Associés Architectes Inc. receives a notice regarding a subsequent evaluation, you must provide the following information:

- Forms 1 to 6 labour force data at the national level;
- · an updated workforce analysis;
- A completed Achievement Report that includes your revised short- and long-term numerical goals based on identified gaps in representation;

These documents will allow the Labour Program to assess whether your company has made reasonable progress since the previous assessment. If this is not the case, Provencher Roy & Associés Architectes Inc. will have to demonstrate that it has made reasonable efforts to achieve its objectives. We invite your firm to develop an action plan that will help it achieve its objectives.

The FCP does not set out the measures to be adopted. Each federal contractor is encouraged to adopt employment equity measures which are useful and relevant to their business. The following are examples of evidence that a contractor has made reasonable efforts:

- Implementation of initiatives that promote a diverse and inclusive workplace;
- · taking steps to remove barriers to employment;
- Developing tailored programs to attract and retain designated group members in areas where they are under-represented;
- Establishment of accountability mechanisms approved by senior management to ensure objectives are met.

You can visit our website to access different tools. We invite you, more in particular, to continue to use the <u>Workplace Equity Information Management System</u> (WEIMS). This system will assist you in producing your workforce analysis, as well as other data analysis tools such as the Achievement Report and a series of training modules.

For more information about your obligations under the FCP, please contact us at $\underline{\text{ee-eme@hrsdc-}}$ rhdcc.gc.ca.

We are grateful for your cooperation in conformity assessment and wish you continued success in creating a diverse and inclusive workplace.

Employment Equity Team

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