



s.19(1)

s.24(1)

Labour Program
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization Provencher Roy + Associés Architectes Inc.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number [REDACTED] PG001
Organization's North American Industry Classification System (NAICS) Canada 2012 Code Number. To find your organization's four-digit NAICS code please visit: http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=118464 541610	Total number of employees in Canada (Permanent Full-time and/or Part-time) 225 <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 276, rue Saint-Jacques, bureau 700	City Montreal	Province Quebec	Postal Code H2Y 1N3
Telephone Number 514-844-3938			

EMPLOYMENT EQUITY CONTACT			
Name (print) Karine Perron	Title Director of Human Resources		
Telephone Number 514-844-3938	E-mail Address kperron@provencherroy.ca	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French	

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

SIGNATORY			
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.			
Name (print) Karine Perron	Title Director of Human Resources		
Telephone Number 514-844-3938	E-mail Address [REDACTED]@provencherroy.ca	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French	
Signature [REDACTED]	Date (YYYY-MM-DD) 2018-02-21		

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

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

Default Workforce Analysis System - Detailed Report

Date: 2018-08-15

Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Availability		Difference #	Place of recruitment
			#	%	%	#		
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	-4	
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	-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	-1	
Employment Equity Occupational Group	Montreal	1	0	0.0 %	51.1 %	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

Default Workforce Analysis System - Detailed Report

Date: 2018-08-15

Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Aboriginal		Availability %	Difference #	Place of recruitment	
			Representation #	Representation %				
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

Default Workforce Analysis System - Detailed Report

Date: 2018-08-15

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Differ-ence #	Place of recruitment
			Representation #	Availability %	Availability %	Availability %		
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	-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	-1	Quebec
2282: User Support Agents	Quebec	4	0	0.0 %	18.2 %	1	-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

Default Workforce Analysis System - Detailed Report

Date: 2018-08-15

Persons with disabilities

Employment Equity Occupational Group	Internal location	All employees #	Persons with disabilities				Differ ence #	Place of recruitment
			Representation #	Availability %	Availability %	Availability %		
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

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



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	

Default Workforce Analysis System - Summary Report

Date: 2018-08-15

Employment Equity Occupational Group	Women					
	All employees	Representation		Availability		Difference
		#	#	%	%	
01: Senior Management	2	2	100.0 %	27.4 %	1	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 %	30.8 %	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.

Default Workforce Analysis System - Summary Report

Date: 2018-08-15

Aboriginal

Employment Equity Occupational Group	All employees #	Aboriginal Representation		Aboriginal Availability		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
Total	185	2	1.1 %	0.8 %	1	1

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

Default Workforce Analysis System - Summary Report

Date: 2018-08-15

Members of Visible Minorities

Employment Equity Occupational Group	All employees #	Members of Visible Minorities				Differ ence #
		Representation		Availability		
		#	%	%	#	
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.

Default Workforce Analysis System - Summary Report

Date: 2018-08-15

Persons with disabilities

Employment Equity Occupational Group	All employees #	Persons with disabilities				Differ ence #
		Representation #	Availability		#	
			%	%		
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.



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



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

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Provencher Roy & Associés Architectes Inc.

2018-11-08

Start Date of Flow Data		
YYYY	MM	DD

End Date of Flow Data		
YYYY	MM	DD
-	-	-

Data from Form 4 - Employees Hired			
↓	↓	↓	↓

Data from Form 5 - Employees Promoted			
↓	↓	↓	↓

Data from Form 6 - Employees Terminated			
↓	↓	↓	↓

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

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

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

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

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

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

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Provencher Roy & Associés Architectes Inc.

2018-11-08

Start Date of Flow Data		
YYYY	MM	DD
	0	0

End Date of Flow Data		
YYYY	MM	DD
-	-	-

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples

Table 6: Aboriginal Peoples

Table 10: Aboriginal Peoples

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

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

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

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Provencher Roy & Associés Architectes Inc.

2018-11-08

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
-	-	-

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 1: Women

Employment Equity Occupational Group (EOG)	All Employees								First/Previous Short-term Goals											Women			
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years				
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		YYYY - YYYY										
	2018-11-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-11-18	Annually	Over 3 Years	2018	2021											
	#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%						
01 Senior Managers	2	-100.0%		0	0.0%		0	0	2	0.0%	0	-1	0		27.4%	1	1	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%	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%		0	0	5	0.0%	0	-1	0		80.8%	1	1	100.0%	100.0%				
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	4	0.0%	0	-1	0		62.5%	1	1	80.0%	80.0%				
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%	7.7%	0	0.0%	7.7%	0	0	0	7.7%	0	1	0	50.0%	51.1%	-1	-1	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	92	0.0%	0	-24	0		36.5%	24	24	49.7%	49.7%				

† 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 + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 2: Women

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	3	38.6	6	38.6	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	50.0	1	50.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

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

Federal Contractors Program Achievement Report

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 3: Aboriginal Peoples
First/Previous Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		YYYY - YYYY						
	2018-11-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-11-18	Annually	Over 3 Years	2018	2021							
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	2	-100.0%		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	-100.0%		0	0.0%		0	1	0.0%	0	0	0	0	0.8%	0	0	0.9%	0.9%	
04 Semi-Professionals & Tech	62	-100.0%		0	0.0%		0	1	0.0%	0	-1	0	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%		0	0.0%		0	2	0.0%	0	-1	0	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 ÷ (Total number of employees from Previous Workforce Analysis ÷ Total number of employees from Current

‡ Workforce Analysis) ÷ 2) x 100.

Table 4: Aboriginal Peoples

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

Federal Contractors Program Achievement Report

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

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

Federal Contractors Program Achievement Report

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EOG)		All Employees																		
		First/Previous Short-term Goals																		
		Growth (New Positions)							Turnover (Replacement of Terminated Employees)			Persons with Disabilities								
		Number	Actual			Projected			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Over 3 Years	Actual	Projected			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years					
2018-11-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-11-18	Annually	Over 3 Years	2018	2021	%	%	%	#	#	%	%		
#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%		
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	0.0%	6.3%	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	5.3%	0.0%	0	0	#DIV/0!	#DIV/0!
Total		185	-100.0%	0.0%	0	0.0%	0.0%	0	0	5	0.0%	0	3	0	4.1%	4.2%	-3	-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 + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		%	%	%	%	
01/02	Managers	0	0.0	0	0.0	
03	Professionals	1	3.8	1	3.8	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

Federal Contractors Program Achievement Report

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	All Employees																		
	First/Previous Short-term Goals																		
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	From - To					
	2018-11-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2018-11-18	Annually	Over 3 Years	#	2018	2021	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%
01 Senior Managers	2	-100.0%		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	0	0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	110	-100.0%		0	0.0%	5.1%	17	17	12	5.1%	2	14	4	21.7%	21.7%	-12	-10	10.9%	12.7%
04 Semi-Professionals & Tech	62	-100.0%		0	0.0%	2.3%	4	4	3	2.3%	0	2	0	8.0%	8.0%	-2	-2	4.8%	4.8%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	5	-100.0%		0	0.0%		0	0	1	0.0%	0	0	0	0	12.2%	0	0	20.0%	20.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	5	-100.0%		0	0.0%		0	0	1	0.0%	0	0	0	0	17.4%	0	0	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	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	1	-100.0%		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	0	#DIV/0!	#DIV/0!
Total	185	-100.0%		0	0.0%		0	0	17	0.0%	0	14	0	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 + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current

Workforce Analysis) ÷ 2) x 100.

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	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	

Federal Contractors Program Achievement Report

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

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

Federal Contractors Program Achievement Report

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

Data for Subsequent/Current Goals

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

Table 9: Women

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

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

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

Workforce Analysis) ÷ 2) x 100.

Table 10: Women

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

Federal Contractors Program Achievement Report

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

Total		0.0		0.0
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Federal Contractors Program Achievement Report

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

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

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

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

‡ Workforce Analysis) ÷ 2) x 100.

Table 12: Aboriginal Peoples

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

Federal Contractors Program Achievement Report

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

Total		0.0		0.0
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Federal Contractors Program Achievement Report

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 13: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Subsequent/Current Short-term Goals																		
		All Employees							Persons with Disabilities											
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	From - To					
		--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	--	Annually	Over 3 Years	#	0	3	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01/02	Managers	0	-50.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03	Professionals	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05	Supervisors	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total		0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

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

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

Table 14: Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

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

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

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

‡ Workforce Analysis) ÷ 2) x 100.

Table 16: Members of Visible Minorities

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

Federal Contractors Program Achievement Report

Part 3: Goals

Provencher Roy & Associés Architectes Inc.

2018-11-08

Total		0.0	0.0
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Federal Contractors Program Achievement Report

Part 4: Results - Women

Provencher Roy & Associés Architectes Inc.

2018-11-08

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	%	#	#	%	#	#		
01 Senior Managers	2018	2	2	100.0	27.4	1	1	365.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	110	61	55.5	32.2	35	26	172.2																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	62	20	32.3	38.6	24	-4	83.6																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			All Employees	Women			All Employees	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	#	%	%	#	%	%		
01 Senior Managers	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	
	3	0	0	0.0			0.0	0.0					0.0	
02 Middle & Other Managers	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	
	3	0	0	0.0			0.0	0.0					0.0	
03 Professionals	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	
	3	0	0	0.0			0.0	0.0					0.0	
04 Semi-Professionals & Technicians	0	0	0	0.0	3	0	38.6	0	6	0.0	38.6	0	0.0	
	3	0	0	0.0			0.0	0.0					0.0	
05 Supervisors	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	
	3	0	0	0.0			0.0	0.0					0.0	
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	
	3	0	0	0.0			0.0	0.0					0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Provencher Roy & Associés Architectes Inc.

2018-11-08

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#			
07	Administrative & Senior Clerical	2018	5	5	100.0	80.8	4	1	123.8	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	5	4	80.0	62.5	3	1	128.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0

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

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

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2018	1	0	0.0	51.1	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2018	185	92	49.7	36.5	68	24	136.2																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	Women			All Employees	Women				All Employees	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal	Percent of Goal Met		Goal	Percent of Goal Met		
#	#	%	%	#	%	%	%	#	%	%	%				
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	50.0	0.0	1	0.0	50.0	0.0			
	3	0	0	0.0			0.0	0.0			0.0	0.0			
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	3	0	0	0.0			0.0	0.0			0.0	0.0			
Total	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	3	0	0	0.0			0.0	0.0			0.0	0.0			

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Provencher Roy & Associés Architectes Inc.

2018-11-08

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2018	2	0	0.0	2.9	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	110	1	0.9	0.8	1	0	113.6																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	62	1	1.6	0.7	0	1	230.4																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

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

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Provencher Roy & Associés Architectes Inc.

2018-11-08

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference					
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
07	Administrative & Senior Clerical	2018	5	0	0.0	0.7	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	5	0	0.0	0.8	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

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

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Provencher Roy & Associés Architectes Inc.

2018-11-08

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires					Promotions					Terminations				
		All Employees	Aboriginal Peoples									All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples			
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected		Difference	Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%			
13 Other Sales & Service Personnel	2018	1	0	0.0	0.8	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	0	0	0.0		
	0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	0	0	0.0		
14 Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	0	0	0.0		
	0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	0	0	0.0		
Total	2018	185	2	1.1	0.8	1	1	135.1																		
	0	0	0	0.0	0.0	0	0	0.0																		

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

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

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Provencher Roy & Associés Architectes Inc.

2018-11-08

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference			
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
01&02 Managers	2018	2	0	0.0	4.3	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	110	1	0.9	3.8	4	-3	23.9																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	62	4	6.5	4.6	3	1	140.3																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities										
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%			
01&02 Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0				0.0		
03 Professionals	0	0	0	0.0	1	0.0	3.8	0.0	1	0.0	3.8	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Provencher Roy & Associés Architectes Inc.

2018-11-08

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2018	0	5	0	0.0	3.4	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	2018	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
10	Clerical Personnel	2018	0	5	0	0.0	7.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
11	Intermediate Sales & Service Personnel	2018	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0

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

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

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Provencher Roy & Associés Architectes Inc.

2018-11-08

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees		Persons with Disabilities								All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities			
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
13	Other Sales & Service Personnel	2018	1	0.0	6.3	0	0	0.0																	
		0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14	Other Manual Workers	2018	0	0.0	0.0	0	0	0.0																	
		0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total		2018	185	5	2.7	4.2	8	-3	64.4																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
13	Other Sales & Service Personnel	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
		3	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		
		3	0	0.0										
Total		0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
		3	0	0.0										

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Provencher Roy & Associés Architectes Inc.

2018-11-08

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Visible Minorities								All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference			
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
01 Senior Managers	2018	2	0	0.0	10.1	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	110	12	10.9	21.7	24	-12	50.3																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	62	3	4.8	8.0	5	-2	60.5																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	#	%	#	%	#	%	#	%			
01 Senior Managers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	3	0	0	0.0			0.0	0.0			0	0.0	0.0	0.0	
02 Middle & Other Managers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	3	0	0	0.0			0.0	0.0			0	0.0	0.0	0.0	
03 Professionals	0	0	0	0.0	4	0.0	21.7	0.0	14	0.0	21.7	0.0			
	3	0	0	0.0			0.0	0.0			0.0	0.0			
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	8.0	0.0	2	0.0	8.0	0.0			
	3	0	0	0.0			0.0	0.0			0.0	0.0			
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	3	0	0	0.0			0.0	0.0			0.0	0.0			
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	3	0	0	0.0			0.0	0.0			0.0	0.0			

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Provencher Roy & Associés Architectes Inc.

2018-11-08

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2018	5	1	20.0	12.2	1	0	163.9	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	5	1	20.0	17.4	1	0	114.9	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0

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

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

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Provencher Roy & Associés Architectes Inc.

2018-11-08

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Visible Minorities								All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference			
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
13 Other Sales & Service Personnel	2018	1	0	0.0	24.3	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	2018	185	17	9.2	16.6	31	-14	55.4																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

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

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
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.

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

Additional Details

Please provide any additional information (optional):

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 you belong to?

Architecture

Interior design

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
-

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?

- Yes
- No

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?

- Yes
- No

9. If you have any other comments about the employment equity program, you can mention them 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

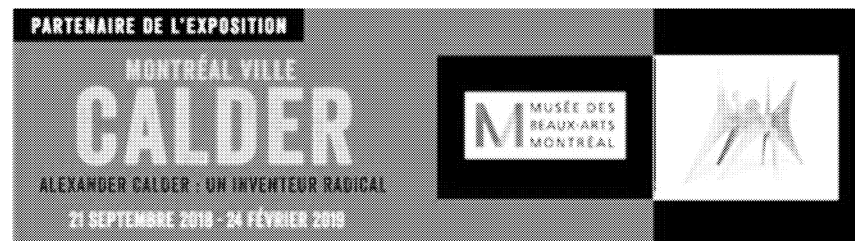
Please do not hesitate to contact me for any questions and I would like to thank you once again for your great help in this matter.

Have a nice day,

NATHALIE PELLETIER
HUMAN RESOURCES ADVISOR, CRHA
514 844.3938 / 2287

PROVENCHER ROY

276, RUE SAINT-JACQUES, SUITE 700
MONTRÉAL, QUÉBEC, CANADA H2Y 1N3



Alexander Calder (1899-1976), *Petit éléphant équilibré*, 1964, Musée de l'Art Moderne - Calder Foundation, New York, Mary Calder Howes Calder, 1971. Photo courtesy Calder Foundation, New York. Art Resource, New York. © 1978 Calder Foundation, New York / Artists Rights Society (ARS), New York / DDBB, Montreal.

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
 - o 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,

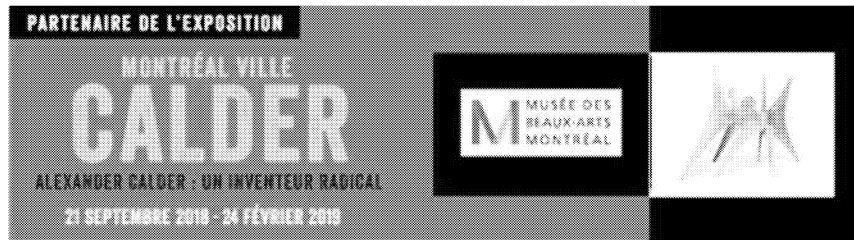
Attached are the new detailed and summary
reports.

Thank
you,

NATHALIE PELLETIER
HUMAN RESOURCES ADVISOR, CRHA
514 844.3938 / 2287

PROVENCHER_ROY

276, RUE SAINT-JACQUES, SUITE 700
MONTRÉAL, QUÉBEC, CANADA H2Y 1N3



Alexander Calder (1899-1978), *Pois d'anguille (seaquill)*, 1944, sculpture en métal et fil de fer. Calder Foundation, New York. Mary Calder Stone Request, 2011. Photo courtesy Calder Foundation, New York. Art Resources, New York. © 2010 Calder Foundation, New York / Artists Rights Society (ARS), New York. FUSEAIRE, Montréal

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

Received: 2018-11-09

Workforce Analysis: 2018-08-15

COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of employees the questionnaire was sent to:	185	100
Number of questionnaires returned:	182	98
Number of completed questionnaires returned:	178	96

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

Observations:

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

Observations:

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

Observations: None

RECOMMENDATION

I recommend that the employer be found:

 in compliance in non-compliance

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

- 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' <mpoitras@provencherroy.ca>
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 [Workplace Equity Information Management System \(WEIMS\)](#). 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 ee-eme@hrsdcc-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

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



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