

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 Laval University	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]
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 611310	Total number of employees in Canada (Permanent Full-time and/or Part-time) 5800 <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) Pavillon Jean-Charles Bonenfant 2345, allées des Bibliothèques, local 5439	City Québec	Province Québec	Postal Code G1V 0A
Telephone Number 418-656-2131			

EMPLOYMENT EQUITY CONTACT			
Name (print) Marie-Pierre Beaumont	Title Director, Nego.Cond. Work and Equity		
Telephone Number 418-656-2131x 405905	E-mail Address marie-pierre.beaumont@vrrh.ulaval.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) Guy Allard	Title Deputy Vice-President of Human Resources		
Telephone Number 418-656-2131	E-mail Address guy.allard@vrrh.ulaval.ca	Preferred Language of Correspondence <input type="checkbox"/> English <input type="checkbox"/> French	
[REDACTED]		Date (YYYY-MM-DD) 2019-05-02	

The information you provide on this form is collected under the authority of section 42 of the *Employment Equity Act* to determine your eligibility for the Federal Contractors Program (FCP).

Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.

The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.

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

Workplace Equity Information Management System - Université Laval
 Default Workforce Analysis System - Detailed Report
 Date: 2019-11-06

s.19(1)

Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Availability		Difference #	Place of recruitment
			#	%	%	#		
01: Senior Management		16	5	31.3 %	25.1 %	4	1	
	Employment Equity Occupational Category Québec	16	5	31.3 %	25.1 %	4	1	Quebec
02: Middle management and other directors		217	87	40.1 %	39.4 %	85	2	
	Employment Equity Occupational Category Québec	217	87	40.1 %	39.4 %	85	2	Quebec
03: Professionals		1998	868	43.4 %	46.0 %	919	-51	
1111: Auditors and Accountants Québec		4			58.1 %	2		Quebec
1112 : Financial and investment analysts Québec		15	13	86.7 %	46.1 %	7	6	Quebec
1121: Human Resources Professionals Québec		10	9	90.0 %	70.4 %	7	2	Quebec
1122 : Professionals in management consulting services to businesses Québec		100	62	62.0 %	42.9 %	43	19	Quebec
1123 : Professionals in advertising, marketing and public relations Québec		51	37	72.5 %	68.7 %	35	2	Quebec
2115 : Other professionals in physical sciences Québec		9			19.6 %	2		Quebec
2131: Civil Engineers Québec		15			19.7 %	3		Quebec
2147 : Computer Engineers (except Software Engineers and Designers) Québec City		16			10.4 %	2		Quebec
2161: Mathematicians, statisticians and actuaries Québec		7	6	85.7 %	40.1 %	3	3	Quebec
2171 : Computer analysts and consultants Québec		82	12	14.6 %	25.9 %	21	-9	Quebec
2172 : Database Analysts and Data Administrators Québec		31	16	51.6 %	29.5 %	9	7	Quebec
3114 : Vétérinaires Québec		3			66.5 %	2		Quebec
4011 : Professors and lecturers at the university level Québec		1359	499	36.7 %	42.7 %	580	-81	Quebec
4012: Post-secondary teaching and research assistants Québec		37	13	35.1 %	53.3 %	20	-7	Quebec
4033: School Information Counsellors Québec		83	65	78.3 %	80.7 %	67	-2	Quebec
4112: Lawyers (across Canada) and notaries (in Quebec) Quebec City		5			52.5 %	3		Quebec
4153 : Marital therapists, family therapists and other related counsellors Québec		1			81.7 %	1		Quebec
4156 : Employment Counsellors Quebec		14	11	78.6 %	78.1 %	11	0	Quebec
4161: Researchers, consultants and program officers in natural and applied sciences and engineering		30	19	63.3 %	47.4 %	14	5	Quebec

Workplace Equity Information Management System - Université Laval
 Default Workforce Analysis System - Detailed Report

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Date: 2019-11-06

Women

Employment Equity Occupational Group	Location	All employees #	Women				Differenc e #	Place of recruitment
			Representation		Availability			
			#	%	%	#		
4164: Social Policy Researchers, Consultants and Program Officers	Quebec	40	25	62.5 %	63.0 %	25	0	Quebec
4166: Educational Policy Researchers, Consultants and Program Officers	Quebec	35	27	77.1 %	72.2 %	25	2	Quebec
5111: Librarians	Quebec	44	29	65.9 %	72.8 %	32	-3	Quebec
5112: Restorers and conservators	Quebec	2			67.2 %	1		Quebec
5113: Archivists	Quebec	5			69.6 %	3		Quebec
04: Semi-professional and technical staff		419	136	32.5 %	37.5 %	157	-21	
2221 : Biological technologists and technicians	Quebec	119	44	37.0 %	51.2 %	61	-17	Quebec
2223: Forest science technologists and technicians	Quebec	1			19.8 %	0		Quebec
2231: Civil Engineering Technologists and Technicians	Quebec	12	0	0.0 %	16.9 %	2	-2	Quebec
2232 : Mechanical Engineering Technologists and Technicians	Quebec	15	0	0.0 %	8.6 %	1	-1	Quebec
2233: Industrial and Manufacturing Engineering Technologists and Technicians	Quebec	5	0	0.0 %	24.6 %	1	-1	Quebec
2241 : Electronic and Electrical Engineering Technologists and Technicians	Quebec	7	0	0.0 %	8.4 %	1	-1	Quebec
2242: Maintenance Electronics Technicians (Household and Commercial)	Quebec				6.1 %	0		Quebec
2253 : Drafting Technologists and Technicians	Quebec				34.5 %	5		Quebec
2255: Technical Personnel in Geomatics and Meteorology	Quebec				38.4 %	0		Quebec
2281 : Computer Network Technicians	Quebec	122	26	21.3 %	14.0 %	17	9	Quebec
2282: User Support Agents	Quebec	35			22.1 %	8		Quebec
3213: Animal Health Technologists and Veterinary Technicians	Quebec	5	5	100.0 %	90.6 %	5	0	Quebec
3222 : Dental Hygienists and Dental Therapists	Quebec	2			97.3 %	2		Quebec
3223 : Dental technologists and technicians and laboratory assistants	dental Quebec	4			53.0 %	2		Quebec
4211 : Paralegals and related occupations	Quebec	1			86.5 %	1		Quebec
4311: Police officers (except senior managers)	Quebec	1			26.6 %	0		Quebec
5211: Technicians in Library and Archives Services	Quebec	54	42	77.8 %	83.9 %	45	-3	Quebec
5223 : Graphic Design Technicians	Quebec	8	5	62.5 %	41.9 %	3	2	Quebec

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Date: 2019-11-06

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Women

Employment Equity Occupational Group	Internal location	All employees #	Women				Place of recruitment
			Representation #	%	Availability %	Difference #	
5225 : Audio and Video Recording Technicians	Quebec	7			15.4 %	1	Quebec
5227 : Support Occupations in Motion Pictures, Broadcasting, Photography and the Performing Arts	of Quebec	4			35.2 %	1	Quebec
06 : Foremen		7	0	0.0 %	6.5 %	0	0
7205 : Contractors and supervisors in other construction, repair and installation trades	services Quebec	7	0	0.0 %	6.5 %	0	0
07: Administrative and Senior Clerical Staff		540	527	97.6 %	80.4 %	434	93
Employment Equity Occupational Group	Quebec	540	527	97.6 %	80.4 %	434	93
08: Specialized sales and service personnel		2			35.4 %	1	
6346 : Funeral directors and embalmers	Quebec	2			35.4 %	1	Quebec
09: Skilled workers and artisans		63	0	0.0 %	2.7 %	2	-2
7231 : Machinists and Machining and Tooling Inspectors	Quebec	1			5.1 %	0	
7233 : Sheet metal workers	Quebec	5	0	0.0 %	3.2 %	0	0
7241 : Electricians (except industrial and power system electricians)	Quebec	6	0	0.0 %	1.3 %	0	0
7246 : Telecommunications Equipment Installers and Repairers	Quebec	3			6.9 %	0	
7251 : Plumbers	Quebec	1			1.4 %	0	
7252 : Steamfitters, Pipefitters and Sprinkler System Installers	Quebec	12	0	0.0 %	0.7 %	0	0
7271 : Carpenters	Quebec	10	0	0.0 %	1.2 %	0	0
7311 : Construction millwrights and industrial mechanics	Quebec	7			1.4 %	0	
7318 : Elevator Constructors and Mechanics	Quebec	4			3.3 %	0	
7321 : Motor Vehicle, Truck and Bus Mechanics and Repairers	Quebec	3			1.7 %	0	
7384 : Other Skilled Trades and Related Occupations, n.e.c.	Quebec	3	0	0.0 %	7.8 %	0	0
9241 : Power Plant Mechanics and Power System Operators	Quebec	8	0	0.0 %	6.2 %	0	0
10 : Office staff		175	111	63.4 %	58.6 %	103	8
Employment Equity Occupational Group	Quebec	175	111	63.4 %	58.6 %	103	8
11: Intermediate sales and service personnel		72	53	73.6 %	62.6 %	45	8



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Workplace Equity Information Management System - Université Laval

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Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Availability		Differ- ence #	Place of recruitment
			#	%	%	#		
Employment Equity Occupational Group	Quebec	72	53	73.6 %	62.6 %	45	8	Quebec
12: Skilled Manual Workers		19	7	36.8 %	12.5 %	2	5	
Employment Equity Occupational Group	Quebec	19	7	36.8 %	12.5 %	2	5	Quebec
13: Other sales and service personnel		57	12	21.1 %	49.1 %	28	-16	
Employment Equity Occupational Group	Quebec	57	12	21.1 %	49.1 %	28	-16	Quebec
14: Other manual workers		11			17.5 %	2		
Employment Equity Occupational Group	Quebec	11			17.5 %	2		Quebec
Total		3596	1808	50.3 %	49.6 %	1782	26	

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

Sources: 2016 Census and internal employer data

Workplace Equity Information Management System - Université Laval
Default Workforce Analysis System - Detailed Report
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Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Aboriginal Representation		Aboriginal Availability		Difference #	Place of recruitment
			#	%	%	#		
01: Senior Management		16	0	0.0 %	1.8 %	0	0	
	Employment Equity Occupational Category Québec	16	0	0.0 %	1.8 %	0	0	Quebec
02: Middle management and other directors		217			1.6 %	3		
	Employment Equity Occupational Category Québec	217			1.6 %	3		Quebec
03: Professionals		1998	10	0.5 %	0.9 %	18	-8	
1111: Auditors and Accountants Québec		4			0.9 %	0		Quebec
1112: Financial and investment analysts Québec		15	0	0.0 %	0.7 %	0	0	Quebec
1121: Human Resources Professionals Québec		10	0	0.0 %	2.0 %	0	0	Quebec
1122: Professionals in management consulting services to businesses Québec		100			1.2 %	1		Quebec
1123: Professionals in advertising, marketing and public relations Québec		51	0	0.0 %	1.1 %	1	-1	Quebec
2115: Other professionals in physical sciences Québec		9	0	0.0 %	4.3 %	0	0	Quebec
2131: Civil Engineers Québec		15	0	0.0 %	0.8 %	0	0	Quebec
2147: Computer Engineers (except Software Engineers and Designers) Québec City		16	0	0.0 %	0.5 %	0	0	Quebec
2161: Mathematicians, statisticians and actuaries Québec		7	0	0.0 %	0.5 %	0	0	Quebec
2171: Computer analysts and consultants Québec		82	0	0.0 %	0.8 %	1	-1	Quebec
2172: Database Analysts and Data Administrators Québec		31			1.0 %	0		Quebec
3114: Vétérinaires Québec		3			0.4 %	0		Quebec
4011: Professors and lecturers at the university level Québec		1359	6	0.4 %	0.5 %	7	-1	Quebec
4012: Post-secondary teaching and research assistants Québec		37	0	0.0 %	0.9 %	0	0	Quebec
4033: School Information Counsellors Québec		83	0	0.0 %	3.1 %	3	-3	Quebec
4112: Lawyers (across Canada) and notaries (in Quebec) Québec City		5	0	0.0 %	0.8 %	0	0	Quebec
4153: Marital therapists, family therapists and other related counsellors Québec		1			2.2 %	0		Quebec
4156: Employment Counsellors Québec		14	0	0.0 %	3.2 %	0	0	Quebec
4161: Researchers, consultants and program officers in natural and applied sciences and engineering		30	0	0.0 %	1.3 %	0	0	Quebec

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Aboriginal

Employment Equity Occupational Group	Location	All employees #	Aboriginal Representation		Differenc e #	Place of recruitment		
			#	%				
4164: Social Policy Researchers, Consultants and Program Officers	Quebec	40	0	0.0 %	3.3 %	1	-1	Quebec
4166: Educational Policy Researchers, Consultants and Program Officers	Quebec	35	0	0.0 %	2.3 %	1	-1	Quebec
5111: Librarians	Quebec	44	0	0.0 %	0.9 %	0	0	Quebec
5112: Restorers and conservators	Quebec	2			3.3 %	0		Quebec
5113: Archivists	Quebec	5	0	0.0 %	3.6 %	0	0	Quebec
04: Semi-professional and technical staff		419			1.6 %	7		
2221 : Biological technologists and technicians	Quebec	119	0	0.0 %	1.7 %	2	-2	Quebec
2223: Forest science technologists and technicians	Quebec	1			4.3 %	0		Quebec
2231: Civil Engineering Technologists and Technicians	Quebec	12	0	0.0 %	1.8 %	0	0	Quebec
2232 : Mechanical Engineering Technologists and Technicians	Quebec	15	0	0.0 %	1.0 %	0	0	Quebec
2233: Industrial and Manufacturing Engineering Technologists and Technicians	Quebec	5	0	0.0 %	1.1 %	0	0	Quebec
2241 : Electronic and Electrical Engineering Technologists and Technicians	Quebec	7	0	0.0 %	1.6 %	0	0	Quebec
2242: Maintenance Electronics Technicians (Household and Commercial)	Quebec	2			1.4 %	0		Quebec
2253 : Drafting Technologists and Technicians	Quebec	14	0	0.0 %	1.0 %	0	0	Quebec
2255: Technical Personnel in Geomatics and Meteorology	Quebec	1			3.5 %	0		Quebec
2281 : Computer Network Technicians	Quebec	122	0	0.0 %	1.1 %	1	-1	Quebec
2282: User Support Agents	Quebec	35			1.3 %	0		Quebec
3213: Animal Health Technologists and Veterinary Technicians	Quebec	5	0	0.0 %	1.9 %	0	0	Quebec
3222 : Dental Hygienists and Dental Therapists	Quebec	2	0		1.6 %	0		Quebec
3223 : Dental technologists and technicians and laboratory assistants	dental Quebec	4	0		0.0 %	0		Quebec
4211 : Paralegals and related occupations	Quebec	1	0		1.1 %	0		Quebec
4311: Police officers (except senior managers)	Quebec	1	0		3.1 %	0		Quebec
5211: Technicians in Library and Archives Services	Quebec	54	0	0.0 %	2.7 %	1	-1	Quebec
5223 : Graphic Design Technicians	Quebec	8	0	0.0 %	1.3 %	0	0	Quebec

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Date: 2019-11-06

Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Aboriginal Representation		Aboriginal Availability		Difference #	Place of recruitment
			#	%	%	#		
5225 : Audio and Video Recording Technicians	Quebec	7	0	0.0 %	1.8 %	0	0	Quebec
5227 : Support Occupations in Motion Pictures, Broadcasting, Photography and the Performing Arts	Quebec	4			2.1 %	0		Quebec
06 : Foremen		7	0	0.0 %	2.5 %	0	0	
7205 : Contractors and supervisors in other construction, repair and installation trades	Quebec	7	0	0.0 %	2.5 %	0	0	Quebec
07: Administrative and Senior Clerical Staff		540			1.4 %	8		
Employment Equity Occupational Group	Quebec	540			1.4 %	8		Quebec
08: Specialized sales and service personnel		2			1.5 %	0		
6346 : Funeral directors and embalmers	Quebec	2			1.5 %	0		Quebec
09: Skilled workers and artisans		63	0	0.0 %	2.6 %	2	-2	
7231 : Machinists and Machining and Tooling Inspectors	Quebec	1			0.9 %	0		Quebec
7233 : Sheet metal workers	Quebec	5	0	0.0 %	1.9 %	0	0	Quebec
7241 : Electricians (except industrial and power system electricians)	Quebec	6	0	0.0 %	2.1 %	0	0	Quebec
7246 : Telecommunications Equipment Installers and Repairers	Quebec	3			1.6 %	0		Quebec
7251 : Plumbers	Quebec	1			2.8 %	0		Quebec
7252 : Steamfitters, Pipefitters and Sprinkler System Installers	Quebec	12	0	0.0 %	2.3 %	0	0	Quebec
7271 : Carpenters	Quebec	10	0	0.0 %	3.6 %	0	0	Quebec
7311 : Construction millwrights and industrial mechanics	Quebec	7	0	0.0 %	2.7 %	0	0	Quebec
7318 : Elevator Constructors and Mechanics	Quebec	4			0.9 %	0		Quebec
7321: Motor Vehicle, Truck and Bus Mechanics and Repairers	Quebec	3			2.2 %	0		Quebec
7384: Other Skilled Trades and Related Occupations, n.e.c.	Quebec	3			2.7 %	0		Quebec
9241: Power Plant Mechanics and Power System Operators	Quebec	8	0	0.0 %	4.0 %	0	0	Quebec
10 : Office staff		175	0	0.0 %	1.6 %	3	-3	
Employment Equity Occupational Group	Quebec	175	0	0.0 %	1.6 %	3	-3	Quebec
11: Intermediate sales and service personnel		72	0	0.0 %	1.6 %	1	-1	



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Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Aboriginal				Difference #	Place of recruitment
			Representation #	Representation %	Availability %	Availability #		
Employment Equity Occupational Group	Quebec	72	0	0.0 %	1.6 %	1	-1	Quebec
12: Skilled Manual Workers		19	0	0.0 %	1.6 %	0	0	
Employment Equity Occupational Group	Quebec	19	0	0.0 %	1.6 %	0	0	Quebec
13: Other sales and service personnel		57	0	0.0 %	1.8 %	1	-1	
Employment Equity Occupational Group	Quebec	57	0	0.0 %	1.8 %	1	-1	Quebec
14: Other manual workers		11	0	0.0 %	2.0 %	0	0	
Employment Equity Occupational Group	Quebec	11	0	0.0 %	2.0 %	0	0	Quebec
Total		3596	14	0.4 %	1.2 %	43	-29	

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

Sources: 2016 Census and internal employer data

s.19(1)

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Members of Visible Minorities




















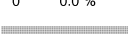





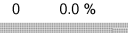









Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Differ-ence #	Place of recruitment
			Representation #	Availability %	%	#		
01: Senior Management		16	0	0.0 %	5.6 %	1	-1	
Employment Equity Occupational Group	Quebec	16	0	0.0 %	5.6 %	1	-1	Quebec
02: Middle management and other directors		217	6	2.8 %	9.4 %	20	-14	
Employment Equity Occupational Group	Quebec	217	6	2.8 %	9.4 %	20	-14	Quebec
03: Professionals		1998	89	4.5 %	14.7 %	294	-205	
1111: Auditors and Accountants	Quebec	4			13.6 %	1		Quebec
1112: Financial and investment analysts	Quebec	15	0	0.0 %	18.1 %	3	-3	Quebec
1121: Human Resources Professionals	Quebec	10			7.5 %	1		Quebec
1122: Business Management Consulting Professionals	Quebec	100			11.4 %	11		Quebec
1123: Advertising, marketing and public relations professionals	Quebec	51	0	0.0 %	10.5 %	5	-5	Quebec
2115: Other Physical Science Professionals	Quebec	9			28.3 %	3		Quebec
2131 : Civil engineers	Quebec	15	0	0.0 %	15.1 %	2	-2	Quebec
2147 : Computer Engineers (except Software Engineers and Designers)	Quebec	16			24.4 %	4		Quebec
2161: Mathematicians, Statisticians and Actuaries	Quebec	7	0	0.0 %	14.1 %	1	-1	Quebec
2171 : IT Analysts and Consultants	Quebec	82			19.9 %	16		Quebec
2172 : Database Analysts and Data Administrators	Quebec	31			19.9 %	6		Quebec
3114 : Veterinarians	Quebec	3			3.0 %	0		Quebec
4011 : Professors and lecturers at university level	Quebec	1359	77	5.7 %	15.5 %	211	-134	Quebec
4012: Post-secondary Teaching and Research Assistants	Quebec	37	0	0.0 %	25.1 %	9	-9	Quebec
4033: School Information Counsellors	Quebec	83	0	0.0 %	6.7 %	6	-6	Quebec
4112: Lawyers (across Canada) and notaries (in Quebec)	Quebec	5	0	0.0 %	7.2 %	0	0	Quebec
4153: Marital therapists, family therapists and other related counsellors	Quebec	1			5.0 %	0		Quebec
4156: Employment Counsellors	Quebec	14	0	0.0 %	11.5 %	2	-2	Quebec
4161: Researchers, consultants and program officers in natural and applied sciences	Quebec	30			9.1 %	3		Quebec

Default Workforce Analysis System - Detailed Report

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s.19(1)

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities			Differ-ence #	Place of recruitment	
			Representation #	Availability %	%			
4164: Social Policy Researchers, Consultants and Program Officers	Quebec	40		12.4 %	5		Quebec	
4166: Educational Policy Researchers, Consultants and Program Officers	Quebec	35	0	0.0 %	7.5 %	3		Quebec
5111: Librarians	Quebec	44		8.0 %	4		Quebec	
5112: Restorers and conservators	Quebec	2		4.9 %	0		Quebec	
5113: Archivists	Quebec	5	0	0.0 %	6.0 %	0		Quebec
04: Semi-professional and technical staff		419		11.7 %	49			
2221 : Biological technologists and technicians	Quebec	119	0	0.0 %	8.4 %	10		Quebec
2223: Forest science technologists and technicians	Quebec	1		0.7 %	0		Quebec	
2231: Civil Engineering Technologists and Technicians	Quebec	12	0	0.0 %	8.1 %	1		Quebec
2232 : Mechanical Engineering Technologists and Technicians	Quebec	15	0	0.0 %	9.0 %	1		Quebec
2233: Industrial and Manufacturing Engineering Technologists and Technicians	Quebec	5	0	0.0 %	11.4 %	1		Quebec
2241 : Electronic and Electrical Engineering Technologists and Technicians	Quebec	7	0	0.0 %	11.4 %	1		Quebec
2242: Maintenance Electronics Technicians (Household and Commercial)	Quebec	2		13.9 %	0		Quebec	
2253 : Drafting Technologists and Technicians	Quebec	14	0	0.0 %	9.5 %	1		Quebec
2255: Technical Personnel in Geomatics and Meteorology	Quebec	1		4.2 %	0		Quebec	
2281 : Computer Network Technicians	Quebec	122		6.5 %	20		Quebec	
2282: User Support Agents	Quebec	35	0	0.0 %	20.8 %	7		Quebec
3213: Animal Health Technologists and Veterinary Technicians	Quebec	5	0	0.0 %	3.7 %	0		Quebec
3222 : Dental Hygienists and Dental Therapists	Quebec	2			0		Quebec	
3223 : Dental technologists and technicians and assistants in dental laboratories	Quebec	4			1		Quebec	
4211 : Paralegals and related occupations	Quebec	1			0		Quebec	
4311: Police officers (except senior managers)	Quebec	1			0		Quebec	
5211: Technicians in Library and Archives Services	Quebec	54	0	0.0 %	6.5 %	4		Quebec
5223 : Graphic Design Technicians	Quebec	8	0	0.0 %	8.0 %	1		Quebec

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s.19(1)

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Difference #	Place of recruitment
			Representation #	Availability %	Availability %	Representation %		
5225 : Audio and Video Recording Technicians	Quebec	7	0	0.0 %	6.8 %	0	0	Quebec
5227 : Support Occupations in Motion Pictures, Broadcasting, Photography and the Performing Arts	Quebec	4			6.9 %	0		Quebec
06 : Foremen		7	0	0.0 %	5.1 %	0	0	
7205 : Contractors and supervisors in other construction, repair and installation trades	Quebec	7	0	0.0 %	5.1 %	0	0	Quebec
07: Administrative and Senior Clerical Staff		540			3.3 %	18		
Employment Equity Occupational Group	Quebec	540			3.3 %	18		Quebec
08: Specialized sales and service personnel		2			2.1 %	0		
6346 : Funeral directors and embalmers	Quebec	2			2.1 %	0		Quebec
09: Skilled workers and artisans		63	0	0.0 %	4.0 %	3	-3	
7231 : Machinists and Machining and Tooling Inspectors	Quebec	1			11.4 %	0		Quebec
7233 : Sheet metal workers	Quebec	5	0	0.0 %	2.3 %	0	0	Quebec
7241 : Electricians (except industrial and power system electricians)	Quebec	6	0	0.0 %	4.2 %	0	0	Quebec
7246 : Telecommunications Equipment Installers and Repairers	Quebec	3			17.2 %	1		Quebec
7251 : Plumbers	Quebec	1			4.3 %	0		Quebec
7252 : Steamfitters, Pipefitters and Sprinkler System Installers	Quebec	12	0	0.0 %	2.0 %	0	0	Quebec
7271 : Carpenters	Quebec	10	0	0.0 %	1.7 %	0	0	Quebec
7311 : Construction millwrights and industrial mechanics	Quebec	7	0	0.0 %	3.6 %	0	0	Quebec
7318 : Elevator Constructors and Mechanics	Quebec	4			2.8 %	0		Quebec
7321: Motor Vehicle, Truck and Bus Mechanics and Repairers	Quebec	3			7.9 %	0		Quebec
7384: Other Skilled Trades and Related Occupations, n.e.c.	Quebec	3			2.9 %	0		Quebec
9241: Power Plant Mechanics and Power System Operators	Quebec	8	0	0.0 %	4.8 %	0	0	Quebec
10 : Office staff		175	0	0.0 %	4.1 %	7	-7	
Employment Equity Occupational Group	Quebec	175	0	0.0 %	4.1 %	7	-7	Quebec
11: Intermediate sales and service personnel		72	0	0.0 %	6.4 %	5	-5	



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Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Differ- ence #	Place of recruitment
			Representation #	Availability %	%	%		
Employment Equity Occupational Group	Quebec	72	0	0.0 %	6.4 %	5	-5	Quebec
12: Skilled Manual Workers		19	0	0.0 %	3.9 %	1	-1	
Employment Equity Occupational Group	Quebec	19	0	0.0 %	3.9 %	1	-1	Quebec
13: Other sales and service personnel		57	5	8.8 %	7.7 %	4	1	
Employment Equity Occupational Group	Quebec	57	5	8.8 %	7.7 %	4	1	Quebec
14: Other manual workers		11	0	0.0 %	5.6 %	1	-1	
Employment Equity Occupational Group	Quebec	11	0	0.0 %	5.6 %	1	-1	Quebec
Total		3596	106	3.0 %	11.2 %	403	-297	

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

Sources: 2016 Census and internal employer data

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s.19(1)

Persons with disabilities

Employment Equity Occupational Group	Internal location	All employees #	Persons with disabilities				Differ- ence #	Place of recruitment
			Representation #	Availability %	Availability %	Representation %		
01/02 : Executives	National	233		5.0 %	12		National	
03: Professionals	National	1998	9	0.5 %	8.9 %	178	-169	National
04: Semi-professional and technical staff	National	419		7.6 %	32		National	
06 : Foremen	National	7	0	0.0 %	10.1 %	1	-1	National
07: Administrative and Senior Clerical Staff	National	540		10.0 %	54		National	
08: Specialized sales and service personnel	National	2		8.0 %	0		National	
09: Skilled workers and artisans	National	63	0	0.0 %	7.8 %	5	-5	National
10 : Office staff	National	175	0	0.0 %	9.3 %	16	-16	National
11: Intermediate sales and service personnel	National	72	0	0.0 %	10.8 %	8	-8	National
12: Skilled Manual Workers	National	19	0	0.0 %	10.3 %	2	-2	National
13: Other sales and service personnel	National	57		10.7 %	6		National	
14: Other manual workers	National	11	0	0.0 %	6.8 %	1	-1	National
Total		3596	16	0.5 %	8.7 %	315	-299	

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

Sources: 2017 Canadian Disability Survey and internal employer data.



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Default Data for Workforce Analysis - Persons with Disabilities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01/02 : Executives	CPEME	National
3. : Professionals	CPEME	National
4.: Semi-professional and technical staff 06 : Foremen	CPEME	National
07: Administrative and Senior Clerical Personnel 08: Specialized Sales and Service Personnel 09: Skilled Workers and Craftspeople	CPEME	National
10 : Clerical staff	CPEME	National
1111: Intermediate sales and service personnel 12: Skilled manual workers	CPEME	National
13: Other sales and service personnel 14: Other manual workers	CPEME	National
	CPEME	
	CPEME	
	CPEME	
	CPEME	
	CPEME	

Workplace Equity Information Management System - Université Laval
Default Workforce Analysis System - Summary Report

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s.19(1)

Women















Employment Equity Occupational Group	All employees #	Representation		Women Availability		Differ ence #
		#	%	%	#	
01: Senior Management	16	5	31.3 %	25.1 %	4	1
02: Middle management and other directors	217	87	40.1 %	39.4 %	85	2
03: Professionals	1998	868	43.4 %	46.0 %	919	-51
04: Semi-professional and technical staff	419	136	32.5 %	37.5 %	157	-21
06 : Foremen	7	0	0.0 %	6.5 %	0	0
07: Administrative and Senior Clerical Staff	540	527	97.6 %	80.4 %	434	93
08: Specialized sales and service personnel	2			35.4 %	1	0
09: Skilled workers and artisans	63	0	0.0 %	2.7 %	2	-2
10 : Office staff	175	111	63.4 %	58.6 %	103	8
11: Intermediate sales and service personnel	72	53	73.6 %	62.6 %	45	8
12: Skilled Manual Workers	19	7	36.8 %	12.5 %	2	5
13: Other sales and service personnel	57	12	21.1 %	49.1 %	28	-16
14: Other manual workers	11			17.5 %	2	
Total	3596	1808	50.3 %	49.6 %	1782	26

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

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s.19(1)

Aboriginal

Employment Equity Occupational Group	All employees #	Aboriginal Representation		Aboriginal Availability		Difference #
		#	%	%	#	
01: Senior Management	16	0	0.0 %	1.8 %	0	0
02: Middle management and other directors	217			1.6 %	3	
03: Professionals	1998	10	0.5 %	0.9 %	18	
04: Semi-professional and technical staff	419			1.6 %	7	
06 : Foremen	7	0	0.0 %	2.5 %	0	0
07: Administrative and Senior Clerical Staff	540			1.4 %	8	
08: Specialized sales and service personnel	2			1.5 %	0	
09: Skilled workers and artisans	63	0	0.0 %	2.6 %	2	
10 : Office staff	175	0	0.0 %	1.6 %	3	
11: Intermediate sales and service personnel	72	0	0.0 %	1.6 %	1	
12: Skilled Manual Workers	19	0	0.0 %	1.6 %	0	0
13: Other sales and service personnel	57	0	0.0 %	1.8 %	1	
14: Other manual workers	11	0	0.0 %	2.0 %	0	0
Total	3596	14	0.4 %	1.2 %	43	

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

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s.19(1)

Members of Visible Minorities

Employment Equity Occupational Group	All employees #	Members of Visible Minorities				Difference #
		Representation #	Availability %	Availability %	Representation #	
01: Senior Management	16	0	0.0 %	5.6 %	1	-1
02: Middle management and other directors	217	6	2.8 %	9.4 %	20	-14
03: Professionals	1998	89	4.5 %	14.7 %	294	-205
04: Semi-professional and technical staff	419			11.7 %	49	
06 : Foremen	7	0	0.0 %	5.1 %	0	0
07: Administrative and Senior Clerical Staff	540			3.3 %	18	
08: Specialized sales and service personnel	2			2.1 %	0	
09: Skilled workers and artisans	63	0	0.0 %	4.0 %	3	-3
10 : Office staff	175	0	0.0 %	4.1 %	7	-7
11: Intermediate sales and service personnel	72	0	0.0 %	6.4 %	5	-5
12: Skilled Manual Workers	19	0	0.0 %	3.9 %	1	-1
13: Other sales and service personnel	57	5	8.8 %	7.7 %	4	1
14: Other manual workers	11	0	0.0 %	5.6 %	1	-1
Total	3596	106	3.0 %	11.2 %	403	-297

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

Workplace Equity Information Management System - Université Laval
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s.19(1)

Persons with disabilities

Employment Equity Occupational Group	All employees #	Persons with disabilities			Difference #
		Representation #	Availability %	Availability %	
01/02 : Executives	233		5.0 %	12	
03: Professionals	1998	9	0.5 %	8.9 %	178
04: Semi-professional and technical staff	419		7.6 %	32	
06 : Foremen	7	0	0.0 %	10.1 %	1
07: Administrative and Senior Clerical Staff	540		10.0 %	54	
08: Specialized sales and service personnel	2		8.0 %	0	
09: Skilled workers and artisans	63	0	0.0 %	7.8 %	5
10 : Office staff	175	0	0.0 %	9.3 %	16
11: Intermediate sales and service personnel	72	0	0.0 %	10.8 %	8
12: Skilled Manual Workers	19	0	0.0 %	10.3 %	2
13: Other sales and service personnel	57		10.7 %	6	
14: Other manual workers	11	0	0.0 %	6.8 %	1
Total	3596	16	0.5 %	8.7 %	315

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



Workplace Equity Information Management System - Université Laval
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Default Data for Workforce Analysis - Persons with Disabilities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01/02 : Executives	CPEME	National
3. : Professionals	CPEME	National
4.: Semi-professional and technical staff 06 :	CPEME	National
Foremen	CPEME	National
07: Administrative and Senior Clerical Personnel 08:	CPEME	National
Specialized Sales and Service Personnel 09: Skilled	CPEME	National
Workers and Craftspeople	CPEME	National
10 : Clerical staff	CPEME	National
1111: Intermediate sales and service personnel 12:	CPEME	National
Skilled manual workers	CPEME	National
13: Other sales and service personnel 14: Other	CPEME	National
manual workers	CPEME	National
	CPEME	
	CPEME	
	CPEME	
	CPEME	
	CPEME	

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Université Laval
2019-11-06

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2019	11	06

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		First/Previous Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
01	Senior Managers	16	5	25.10
02	Middle & Other Managers	217	87	39.40
03	Professionals	1998	868	46.00
04	Semi-Professionals & Technicians	419	136	37.50
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	7	0	6.50
07	Administrative & Senior Clerical Personnel	540	527	80.40
08	Skilled Sales & Service Personnel	2	█	35.40
09	Skilled Crafts & Trades Workers	63	0	2.70
10	Clerical Personnel	175	111	58.60
11	Intermediate Sales & Service Personnel	72	53	62.60
12	Semi-Skilled Manual Workers	19	7	12.50
13	Other Sales & Service Personnel	57	12	49.10
14	Other Manual Workers	11	█	17.50
Total		3,596	1,808	49.6

Employment Equity Occupational Group (EEOG)		Table 5: Women		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
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

*** Source:**
2006 Census of Canada

*** Source:**

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
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Data from First/Previous Workforce Analysis
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↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2019	11	06

Data from Subsequent/Current Workforce Analysis
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↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
0	0	0

Table 3: Members of Visible Minorities			
Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis		
	All Employees	Members of Visible Minorities	
		Representation	Availability*
	#	#	%

Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis		
	All Employees	Members of Visible Minorities	
		Representation	Availability*
	#	#	%
01 Senior Managers	16	0	5.6
02 Middle & Other Managers	217	6	9.4
03 Professionals	1,998	89	14.7
04 Semi-Professionals & Technicians	419	11	11.7
05 Supervisors	0	0	0
06 Supervisors: Crafts & Trades	7	0	5.1
07 Administrative & Senior Clerical Personnel	540	17	3.3
08 Skilled Sales & Service Personnel	2	2	2.1
09 Skilled Crafts & Trades Workers	63	0	4
10 Clerical Personnel	175	0	4.1
11 Intermediate Sales & Service Personnel	72	0	6.4
12 Semi-Skilled Manual Workers	19	0	3.9
13 Other Sales & Service Personnel	57	5	7.7
14 Other Manual Workers	11	0	5.6
Total	3,596	106	11.2

* Source:
2006 Census of Canada

Table 7: Members of Visible Minorities			
Employment Equity Occupational Group (EEOG)	Subsequent/Current Workforce Analysis		
	All Employees	Members of Visible Minorities	
		Representation	Availability*
	#	#	%

Employment Equity Occupational Group (EEOG)	Subsequent/Current Workforce Analysis		
	All Employees	Members of Visible Minorities	
		Representation	Availability*
	#	#	%
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

* Source:
0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Université Laval

2019-11-06

Start Date of Flow Data		
YYYY	MM	DD
2019	11	06

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

Federal Contractors Program Achievement Report

Part 3: Goals

Université Laval

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Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EOG)	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		
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			From - To	From - To										
	YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	YYYY-MM-DD	Annually	Over 3 Years	2019	2022									
	2019-11-06	%	%	%	%	%	%	2019-11-06	%	%	%	%									
01 Senior Managers	16	-100.0%	0.0%	0	0.0%	1.0%	0	0	5	1.0%	0	-1	0	25.1%	25.1%	1	1	31.3%	31.3%		
02 Middle & Other Managers	217	-100.0%	0.0%	0	0.0%	1.0%	7	7	87	1.0%	3	1	3	39.4%	39.4%	2	2	40.1%	40.1%		
03 Professionals	1,998	-100.0%	0.0%	0	0.0%	1.0%	60	60	868	1.0%	26	77	28	46.0%	46.0%	-51	-49	43.4%	43.5%		
04 Semi-Professionals & Tech	419	-100.0%	0.0%	0	0.0%	1.0%	13	13	136	1.0%	4	25	5	37.5%	37.5%	-21	-20	32.5%	32.7%		
05 Supervisors	0	0.0%	0.0%	0	0.0%	1.0%	0	0	0	1.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
06 Supervisors: Crafts & Trades	7	-100.0%	0.0%	0	0.0%	1.0%	0	0	0	1.0%	0	0	0	6.5%	6.5%	0	0	0.0%	0.0%		
07 Administrative & Sr Clerical	540	-100.0%	0.0%	0	0.0%	1.0%	16	16	527	1.0%	16	-77	13	80.4%	80.4%	93	90	97.6%	97.0%		
08 Skilled Sales & Service	2	-100.0%	0.0%	0	0.0%	1.0%	0	0		1.0%	0	0	0	35.4%	35.4%		0		50.0%		
09 Skilled Crafts & Trades	63	-100.0%	0.0%	0	0.0%	1.0%	2	2	0	1.0%	0	2	0	2.7%	2.7%	-2	-2	0.0%	0.0%		
10 Clerical Personnel	175	-100.0%	0.0%	0	0.0%	1.0%	5	5	111	1.0%	3	-5	3	58.6%	58.6%	8	8	63.4%	63.4%		
11 Intermediate Sales & Service	72	-100.0%	0.0%	0	0.0%	1.0%	2	2	53	1.0%	2	-6	1	62.6%	62.6%	8	7	73.6%	72.2%		
12 Semi-Skilled Manual	19	-100.0%	0.0%	0	0.0%	1.0%	1	1	7	1.0%	0	-5	0	12.5%	12.5%	5	5	36.8%	36.8%		
13 Other Sales & Service	57	-100.0%	0.0%	0	0.0%	1.0%	2	2	12	1.0%	0	16	1	49.1%	49.1%	-16	-15	21.1%	22.8%		
14 Other Manual Workers	11	-100.0%	0.0%	0	0.0%	1.0%	0	0		1.0%	0	1	0	17.5%	17.5%		-1		9.1%		
Total	3,596	-100.0%		0	0.0%		0	0	1,808	0.0%	0	-24	0		49.6%	49.6%	24	24	50.3%	50.3%	

† 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	25.1	0	0.0	
02 Middle & Other Managers	3	39.4	0	0.0	
03 Professionals	28	46.0	0	0.0	
04 Semi-Professionals & Tech	5	37.5	0	0.0	
05 Supervisors	0		0	0.0	
06 Supervisors: Crafts & Trades	0	6.5	0	0.0	
07 Administrative & Sr Clerical	13	80.4	0	0.0	
08 Skilled Sales & Service	0	35.4	0	0.0	
09 Skilled Crafts & Trades	0	2.7	0	0.0	
10 Clerical Personnel	3	58.6	0	0.0	
11 Intermediate Sales & Service	1	62.6	0	0.0	
12 Semi-Skilled Manual	0	12.5	0	0.0	
13 Other Sales & Service	1	49.1	0	0.0	

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14	Other Manual Workers	0	17.5	0	0.0
Total		0	0.0	0	0.0

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Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

First/Previous 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	2019					
	2019-11-06	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-11-06	Annually	Over 3 Years	2019	2022	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%	
01 Senior Managers	16	-100.0%	0.0%	0	0.0%	1.0%	0	0	0	1.0%	0	0	0	1.8%	1.8%	0	0	0.0%	0.0%
02 Middle & Other Managers	217	-100.0%	0.0%	0	0.0%	1.0%	7	7	1.0%	0	2	0	1.6%	1.6%		-2		0.5%	0.5%
03 Professionals	1,998	-100.0%	0.0%	0	0.0%	1.0%	60	60	1.0%	0	8	1	0.9%	0.9%	-8	-7	0.5%	0.6%	
04 Semi-Professionals & Tech	419	-100.0%	0.0%	0	0.0%	1.0%	13	13	1.0%	0	6	0	1.6%	1.6%		-6		0.2%	
05 Supervisors	0	0.0%	0.0%	0	0.0%	1.0%	0	0	1.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	7	-100.0%	0.0%	0	0.0%	1.0%	0	0	1.0%	0	0	0	2.5%	2.5%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	540	-100.0%	0.0%	0	0.0%	1.0%	16	16	1.0%	0	6	0	1.4%	1.4%		-6		0.4%	
08 Skilled Sales & Service	2	-100.0%	0.0%	0	0.0%	1.0%	0	0	1.0%	0	0	0	1.5%	1.5%		0		0.0%	
09 Skilled Crafts & Trades	63	-100.0%	0.0%	0	0.0%	1.0%	2	2	1.0%	0	2	0	2.6%	2.6%	-2	-2	0.0%	0.0%	
10 Clerical Personnel	175	-100.0%	0.0%	0	0.0%	1.0%	5	5	1.0%	0	3	0	1.6%	1.6%	-3	-3	0.0%	0.0%	
11 Intermediate Sales & Service	72	-100.0%	0.0%	0	0.0%	1.0%	2	2	1.0%	0	1	0	1.6%	1.6%	-1	-1	0.0%	0.0%	
12 Semi-Skilled Manual	19	-100.0%	0.0%	0	0.0%	1.0%	1	1	1.0%	0	0	0	1.6%	1.6%	0	0	0.0%	0.0%	
13 Other Sales & Service	57	-100.0%	0.0%	0	0.0%	1.0%	2	2	1.0%	0	1	0	1.8%	1.8%	-1	-1	0.0%	0.0%	
14 Other Manual Workers	11	-100.0%	0.0%	0	0.0%	1.0%	0	0	1.0%	0	0	0	2.0%	2.0%	0	0	0.0%	0.0%	
Total	3,596	-100.0%		0	0.0%		0	0	0.0%	0	29	0		1.2%		-29	-29	0.4%	0.4%

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

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	1.8	0	0.0	
02 Middle & Other Managers	0	1.6	0	0.0	
03 Professionals	1	0.9		0.0	The gaps will initially be concentrated in the "Professionals" and "Administrative and Senior Clerical" groups.
04 Semi-Professionals & Tech	0	1.6	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	2.5	0	0.0	
07 Administrative & Sr Clerical	0	1.4	1	0.0	The gaps will initially be concentrated in the "Professionals" and "Administrative and Senior Clerical" groups.
08 Skilled Sales & Service	0	1.5	0	0.0	
09 Skilled Crafts & Trades	0	2.6	0	0.0	
10 Clerical Personnel	0	1.6	0	0.0	
11 Intermediate Sales & Service	0	1.6	0	0.0	
12 Semi-Skilled Manual	0	1.6	0	0.0	
13 Other Sales & Service	0	1.8	0	0.0	

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14	Other Manual Workers	0	2.0	0	0.0
Total		0	0.0	0	0.0

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Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EOG)	All Employees										Persons with Disabilities									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			From - To	2019		2022							
	YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	YYYY-MM-DD	Annually	Over 3 Years	2019	2022	%	%	#	#	%	%		
	2019-11-06	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-11-06	Annually	Over 3 Years	#	#	%	%	#	#	%	%		
#	%	%	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%			
01/02 Managers	233	-100.0%	0.0%	0	0.0%	1.0%	7	7	1.0%	0	9	0	5.0%	5.0%	-169	-164	0.5%	1.3%		
03 Professionals	1,998	-100.0%	0.0%	0	0.0%	1.0%	60	60	1.0%	0	169	5	8.9%	8.9%	-164	-164	0.5%	0.7%		
04 Semi-Professionals & Tech	419	-100.0%	0.0%	0	0.0%	1.0%	13	13	1.0%	0	30	1	7.6%	7.6%	-29	-29	0.7%	0.7%		
05 Supervisors	0	0.0%	0.0%	0	0.0%	1.0%	0	0	1.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
06 Supervisors: Crafts & Trades	7	-100.0%	0.0%	0	0.0%	1.0%	0	0	1.0%	0	1	0	10.1%	10.1%	-1	-1	0.0%	0.0%		
07 Administrative & Sr Clerical	540	-100.0%	0.0%	0	0.0%	1.0%	16	16	1.0%	0	53	2	10.0%	10.0%	-51	-51	0.6%	0.6%		
08 Skilled Sales & Service	2	-100.0%	0.0%	0	0.0%	1.0%	0	0	1.0%	0	0	0	8.0%	8.0%	0	0	0.0%	0.0%		
09 Skilled Crafts & Trades	63	-100.0%	0.0%	0	0.0%	1.0%	2	2	1.0%	0	5	0	7.8%	7.8%	-5	-5	0.0%	0.0%		
10 Clerical Personnel	175	-100.0%	0.0%	0	0.0%	1.0%	5	5	1.0%	0	16	0	9.3%	9.3%	-16	-16	0.0%	0.0%		
11 Intermediate Sales & Service	72	-100.0%	0.0%	0	0.0%	1.0%	2	2	1.0%	0	8	0	10.8%	10.8%	-8	-8	0.0%	0.0%		
12 Semi-Skilled Manual	19	-100.0%	0.0%	0	0.0%	1.0%	1	1	1.0%	0	2	0	10.3%	10.3%	-2	-2	0.0%	0.0%		
13 Other Sales & Service	57	-100.0%	0.0%	0	0.0%	1.0%	2	2	1.0%	0	5	0	10.7%	10.7%	-5	-5	1.8%	1.8%		
14 Other Manual Workers	11	-100.0%	0.0%	0	0.0%	1.0%	0	0	1.0%	0	1	0	6.8%	6.8%	-1	-1	0.0%	0.0%		
Total	3,596	-100.0%	0.0%	0	0.0%	1.0%	0	0	1.0%	0	297	0	8.7%	8.7%	-297	-297	0.4%	0.4%		

† 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	5.0	0	0.0	
03 Professionals	5	8.9	0	0.0	
04 Semi-Professionals & Tech	1	7.6	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	10.1	0	0.0	
07 Administrative & Sr Clerical	2	10.0	0	0.0	
08 Skilled Sales & Service	0	8.0	0	0.0	
09 Skilled Crafts & Trades	0	7.8	0	0.0	
10 Clerical Personnel	0	9.3	0	0.0	
11 Intermediate Sales & Service	0	10.8	0	0.0	
12 Semi-Skilled Manual	0	10.3	0	0.0	
13 Other Sales & Service	0	10.7	0	0.0	
14 Other Manual Workers	0	6.8	0	0.0	
Total	0	0.0	0	0.0	

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Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	All Employees											Members of Visible Minorities									
	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	2019						2022	
	2019-11-06	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-11-06	Annually	Over 3 Years	2019	2022	%	%	#	#	%	%			
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%			
01 Senior Managers	16	-100.0%	0.0%	0	0.0%	1.0%	0	0	0	1.0%	0	1	0	5.6%	5.6%	-1	-1	0.0%	0.0%		
02 Middle & Other Managers	217	-100.0%	0.0%	0	0.0%	1.0%	7	7	6	1.0%	0	14	1	9.4%	9.4%	-14	-13	2.8%	3.2%		
03 Professionals	1,998	-100.0%	0.0%	0	0.0%	1.0%	60	60	89	1.0%	3	208	9	14.7%	14.7%	-205	-199	4.5%	4.8%		
04 Semi-Professionals & Tech	419	-100.0%	0.0%	0	0.0%	1.0%	13	13		1.0%	0	47	2	11.7%	11.7%		-45		1.0%		
05 Supervisors	0	0.0%	0.0%	0	0.0%	1.0%	0	0	0	1.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
06 Supervisors: Crafts & Trades	7	-100.0%	0.0%	0	0.0%	1.0%	0	0	0	1.0%	0	0	0	5.1%	5.1%	0	0	0.0%	0.0%		
07 Administrative & Sr Clerical	540	-100.0%	0.0%	0	0.0%	1.0%	16	16		1.0%	0	14	1	3.3%	3.3%		-13		0.9%		
08 Skilled Sales & Service	2	-100.0%	0.0%	0	0.0%	1.0%	0	0		1.0%	0	0	0	2.1%	2.1%		0		0.0%		
09 Skilled Crafts & Trades	63	-100.0%	0.0%	0	0.0%	1.0%	2	2	0	1.0%	0	3	0	4.0%	4.0%	-3	-3	0.0%	0.0%		
10 Clerical Personnel	175	-100.0%	0.0%	0	0.0%	1.0%	5	5	0	1.0%	0	7	0	4.1%	4.1%	-7	-7	0.0%	0.0%		
11 Intermediate Sales & Service	72	-100.0%	0.0%	0	0.0%	1.0%	2	2	0	1.0%	0	5	0	6.4%	6.4%	-5	-5	0.0%	0.0%		
12 Semi-Skilled Manual	19	-100.0%	0.0%	0	0.0%	1.0%	1	1	0	1.0%	0	1	0	3.9%	3.9%	-1	-1	0.0%	0.0%		
13 Other Sales & Service	57	-100.0%	0.0%	0	0.0%	1.0%	2	2	5	1.0%	0	-1	0	7.7%	7.7%	1	1	8.8%	8.8%		
14 Other Manual Workers	11	-100.0%	0.0%	0	0.0%	1.0%	0	0	0	1.0%	0	1	0	5.6%	5.6%	-1	-1	0.0%	0.0%		
Total	3,596	-100.0%		0	0.0%		0	0	106	0.0%	0	297	0		11.2%	-297	-297	2.9%	2.9%		

† 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	5.6	0	0.0	
02 Middle & Other Managers	1	9.4	0	0.0	
03 Professionals	9	14.7	0	0.0	
04 Semi-Professionals & Tech	2	11.7	0	0.0	
05 Supervisors					
06 Supervisors: Crafts & Trades	0	5.1	0	0.0	
07 Administrative & Sr Clerical	1	3.3	0	0.0	
08 Skilled Sales & Service	0	2.1	0	0.0	
09 Skilled Crafts & Trades	0	4.0	0	0.0	
10 Clerical Personnel	0	4.1	0	0.0	
11 Intermediate Sales & Service	0	6.4	0	0.0	
12 Semi-Skilled Manual	0	3.9	0	0.0	
13 Other Sales & Service	0	7.7	0	0.0	

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14	Other Manual Workers	0	5.6	0	0.0
Total		0	0.0	0	0.0

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Data for Subsequent/Current Goals

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

Table 9: Women

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Women										
	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	0	3	%	#	#	%	%		
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
08 Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	-100.0%		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	#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	

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14	Other Manual Workers		0.0		0.0
Total			0.0		0.0

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Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (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	#	#	%	#	#	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%	
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	-100.0%		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	-100.0%		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	-100.0%		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	-100.0%		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	-100.0%		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	-100.0%		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	

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14	Other Manual Workers		0.0		0.0
Total			0.0		0.0

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Data for Subsequent/Current Goals

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

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

Employment Equity Occupational Group (EOG)	All Employees								Persons with Disabilities										
	Number 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	#	#	%	#	#	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%	
01/02 Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	-100.0%		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	-100.0%		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	-100.0%		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	-100.0%		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	-100.0%		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	-100.0%		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	

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Data for Subsequent/Current Goals

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

**Table 15: Members of Visible Minorities
Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Members of Visible Minorities										
	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	#	#	%	#	#	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%	
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
08 Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	-100.0%		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	#DIV/0!	#DIV/0!	

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (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	

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14	Other Manual Workers		0.0		0.0
Total			0.0		0.0

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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ 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	2019	16	5	31.3	25.1	4	1	124.5																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2019	217	87	40.1	39.4	85	2	101.8																
	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
03 Professionals	2019	1,998	868	43.4	46.0	919	-51	94.4																
	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
04 Semi-Professionals & Technicians	2019	419	136	32.5	37.5	157	-21	86.6																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
05 Supervisors	2019	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	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	2019	7	0	0.0	6.5	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	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			Women				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	25.1	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
02 Middle & Other Managers	0	0	0	0.0	3	0.0	39.4	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
03 Professionals	0	0	0	0.0	28	0.0	46.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
04 Semi-Professionals & Technicians	0	0	0	0.0	5	0.0	37.5	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	6.5	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			

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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								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#			
07	Administrative & Senior Clerical	2019	540	527	97.6	80.4	434	93	121.4																
		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
08	Skilled Sales & Service Personnel	2019	2	1	50.0	35.4	1	0	141.2																
		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
09	Skilled Crafts & Trades Workers	2019	63	0	0.0	2.7	2	-2	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2019	175	111	63.4	58.6	103	8	108.2																
		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
11	Intermediate Sales & Service Personnel	2019	72	53	73.6	62.6	45	8	117.6																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2019	19	7	36.8	12.5	2	5	294.7																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	#	%	%		
07	Administrative & Senior Clerical	0	0	0	0.0	13	0.0	80.4	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	35.4	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	2.7	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	3	0.0	58.6	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	1	0.0	62.6	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	12.5	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

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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	2019	57	12	21.1	49.1	28	-16	42.9																	
	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
14 Other Manual Workers	2019	11			17.5	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
Total	2019	3,596	1,808	50.3	49.6	1,784	24	101.4																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

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	1	0.0	49.1	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	17.5	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			

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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							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2019	16	0	0.0	1.8	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
02 Middle & Other Managers	2019	217			1.6	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
03 Professionals	2019	1,998	10	0.5	0.9	18	-8	55.6																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2019	419			1.6	7																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
05 Supervisors	2019	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	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	2019	7	0	0.0	2.5	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	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			
#	#	#	%	#	%	#	%	#	%	#	%			
01 Senior Managers	0	0	0	0.0	0	0.0	1.8	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	0	0.0	1.6	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	1	0.0	0.9	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	1.6	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	2.5	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

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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							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2019	540		1.4	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
08 Skilled Sales & Service Personnel	2019	2		1.5	0																			
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2019	63	0	2.6	2	-2	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2019	175	0	1.6	3	-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
11 Intermediate Sales & Service Personnel	2019	72	0	1.6	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
12 Semi-Skilled Manual Workers	2019	19	0	1.6	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	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			
#	#	#	%	#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	0	0	0	0.0	0	0.0	1.4	0.0	1	0.0	0.0	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
08 Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	1.5	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
09 Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	2.6	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
10 Clerical Personnel	0	0	0	0.0	0	0.0	1.6	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
11 Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	1.6	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			
12 Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	1.6	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0		0.0	0.0			0.0	0.0			

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	%	#	#			
13 Other Sales & Service Personnel	2019	57	0	0.0	1.8	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
14 Other Manual Workers	2019	11	0	0.0	2.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
Total	2019	3,596	14	0.4	1.2	43	-29	32.4																
	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 ÷ 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	1.8	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	2.0	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		

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		Persons with Disabilities								Persons with Disabilities				Persons with Disabilities				Persons with Disabilities							
		All Employees	Representation			Availability		Gap	EE Result	All Employees	Actual			Expected	Difference	All Employees	Actual			Expected	Difference	All Employees	Actual		
#	#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01&02 Managers	2019	233	3	1.3	5.0	12	-9	25.8																	
	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
03 Professionals	2019	1,998	9	0.5	8.9	178	-169	5.1																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2019	419	2	0.5	7.6	32	-30	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
05 Supervisors	2019	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	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	2019	7	0	0.0	10.1	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

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				
		Persons with Disabilities				Persons with Disabilities				Persons with Disabilities				
		All Employees	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	5.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	5	0.0	8.9	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	1	0.0	7.6	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	10.1	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

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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							
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative & Senior Clerical	2019	540		10.0	54																			
	0	0	0.0	0.0	0	0	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	2019	2		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
09 Skilled Crafts & Trades Workers	2019	63		7.8	5		-5	0.0																
	0	0	0.0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0
10 Clerical Personnel	2019	175		9.3	16		-16	0.0																
	0	0	0.0	0.0	0	0	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	2019	72		10.8	8		-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
12 Semi-Skilled Manual Workers	2019	19		10.3	2		-2	0.0																
	0	0	0.0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0

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				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	0	0	0.0	0.0	2	0.0	10.0	0.0	0	0.0	0.0	0.0		
	3	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	8.0	0.0	0	0.0	0.0	0.0		
	3	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	7.8	0.0	0	0.0	0.0	0.0		
	3	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	9.3	0.0	0	0.0	0.0	0.0		
	3	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	10.8	0.0	0	0.0	0.0	0.0		
	3	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	10.3	0.0	0	0.0	0.0	0.0		
	3	0	0.0	0.0			0.0	0.0			0.0	0.0		

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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							
#	#	%	%	#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#			
13 Other Sales & Service Personnel	2019	57		10.7	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
14 Other Manual Workers	2019	11	0	0.0	6.8	1	-1	0.0																
	0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	2019	3,596	16	0.4	8.7	313	-297	5.1																
	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

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				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	10.7	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	6.8	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	
	3	0	0	0.0			0.0	0.0				0.0	0.0	

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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ 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							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2019	16	0	0.0	5.6	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
02 Middle & Other Managers	2019	217	6	2.8	9.4	20	-14	29.4																
	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
03 Professionals	2019	1,998	89	4.5	14.7	294	-205	30.3																
	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
04 Semi-Professionals & Technicians	2019	419			11.7	49																		
	0	0	0	0.0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	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	2019	7	0	0.0	5.1	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	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			
#	#	#	%	#	%	#	%	#	%	#	%			
01 Senior Managers	0	0	0	0.0	0	0.0	5.6	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	1	0.0	9.4	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	9	0.0	14.7	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	2	0.0	11.7	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	5.1	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

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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			Gap	EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	EE Result				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	%	%	#	%	#	#	%	#	%	#	#	%	#	%	#	#	%	#	%	#	#		
07	Administrative & Senior Clerical	2019	540		3.3	18																		
		0	0	0	0.0	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	2019	2		2.1	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
09	Skilled Crafts & Trades Workers	2019	63	0	4.0	3	-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
10	Clerical Personnel	2019	175	0	4.1	7	-7	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2019	72	0	6.4	5	-5	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2019	19	0	3.9	1	-1	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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		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	1	0.0	3.3	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	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	2.1	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	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	4.0	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	
10	Clerical Personnel	0	0	0	0.0	0	0.0	4.1	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	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	6.4	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	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	3.9	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	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Université Laval]

2019-11-06

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Université Laval

2019-11-06

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						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2019	57	5	8.8	7.7	4	1	113.9																
	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
14 Other Manual Workers	2019	11	0	0.0	5.6	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
Total	2019	3,596	106	2.9	11.2	403	-297	26.3																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ 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		
#	#	#	%	#	%	%	%	#	%	%	%		
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	7.7	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	5.6	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
Université Laval
2019-11-06

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):

SELF-IDENTIFICATION QUESTIONNAIRE
CONFIDENTIAL

Why make a voluntary declaration?

Université Laval promotes equity, diversity and inclusion and is committed to ensuring a workplace free of discrimination. Proud of this openness to the diversity of people, knowledge and ways of thinking, the University has defined measures and actions to ensure that no possible disadvantage is suffered by individuals in the field of employment for reasons unrelated to its competence.

To identify equity and diversity needs and goals and meet federal and provincial government requirements for the groups covered by employment equity programs

women, Aboriginal people, persons with disabilities and persons who are part of the University must have a fair picture of its entire staff and of those applying for jobs.

It is to constitute this portrait as accurate as possible that we invite you to fill out this form.

Privacy Notice Statement

The information you provide in this self-identification form is collected under the authority of the federal Employment Equity Act and the provincial Equal Employment Opportunity Act. The collection, use, disclosure, use, disclosure, collection, retention and disposal of your information are done in accordance with the law on

access to information and privacy legislation.

In addition, your information may be used in reports to both federal and provincial governments on an anonymous basis.

If you have any concerns or questions you can write to accessaegalite@vrrh.ulaval.ca.

PERSONAL DATA

Job applied for/advertisement number, if applicable :

Name : _____

First name : _____

Current job title, if applicable :

INFORMATION

Updating the data

You can change your answers or information previously in the Peoplesoft HR self-service (access in the staff intranet on the HR website).

Self-identification to several designated groups

You may identify with more than one designated group (for example, a woman and a person with a disability).

Other format

The questionnaire is available in other formats and/or assistance in completing it properly can be obtained by writing to accessaegalite@vrrh.ulaval.ca.

SEX

- Female Male
- I prefer not to answer

CONSIGNES

The definitions for Aboriginal people, visible minorities and ethnic minorities are mutually exclusive, meaning that a person can identify with only one of these three groups.

ABORIGINALS

Aboriginal people are deemed to be Indians, Inuit or Métis of Canada.

Are you one of Canada's Aboriginal Peoples?

- Yes No prefer not to answer

VISIBLE MINORITIES

Visible minorities are people, other than Aboriginal people, who are **non-white in color**.

For your information, here are some examples of persons who are considered to be members of a visible minority within the meaning of the Act : *(please note that this list is not exhaustive)* :

- Black (Africans, Haitians, Jamaicans, ...)
- People from North Africa, West Africa, and South Africa
- People from South Asia (Bengalis, Tamils, Indians, ...)
- Chinese (Hong Kong, China, Mongolia, ...)
- Koreans
- Japanese
- People from Southeast Asia : (Vietnamese, Cambodian, Thai, Laotian, ...)
- Filipinos
- Other Pacific Islanders
- People from Western Asia and Arabs, (Armenians, Iranians, Lebanese, Egyptians, Turks, ...)
- Latin Americans (Brazilians, Colombians, Cubans, Peruvians, Guatemalans, ...)
- Persons of mixed origin (including one of the parents are members of one of the groups listed above) or who are members of another visible minority group

Are you a member of a visible minority?

- Yes No prefer not to answer

SELF-IDENTIFICATION QUESTIONNAIRE
CONFIDENTIAL

ETHNIC MINORITIES

This category applies only under provincial law.

Members of ethnic minorities are persons, other than Aboriginal people and persons of a visible minority, **whose mother tongue is neither English nor French.**

For the purposes of this questionnaire, the first language is the one you first learned in childhood and still need to understand. This language must not be English or French.

As an indication, here are a few examples of mother tongues of persons who may be considered as part of an ethnic minority within the meaning of the Act (*please note that this list is not exhaustive*): Romanian, Arabic, Russian, Armenian, Slovak, Bulgarian, Ukrainian, German, Spanish, Portuguese, Greek, Italian, Hungarian.

Are you a member of an ethnic minority?

YesNoI prefer not to answer

PEOPLE WITH DISABILITIES

The *Act to ensure the exercise of the rights of handicapped persons with a view to their educational, professional and social integration (R.S.Q., c. E-20.1, s. 1)* defines a "handicapped person" as follows:

"...any person with a **disability that** results in a **significant and persistent impairment** and who is subject to barriers in the performance of everyday activities. »

The following lines explain the concepts on which this definition is based:

Disability

Impairment is the loss, malformation or insufficiency of an organ or structure. It can be congenital (from birth) or acquired over a lifetime (illness or accident). It results in disability.

Disability

Disability is a reduction in a person's ability to function intellectually, psychologically, physiologically or anatomically in a way or within limits considered normal.

Significance of the disability

A significant disability has some degree of severity or severity. The disability is not significant if it is possible to restore a person's abilities to a normal level through the use of a prosthesis such as glasses, contact lenses, a hearing aid or an orthosis (orthopedic sole or shoe).

The persistent nature of the disability.

A persistent disability is one that cannot be predicted to disappear.

As an indication, here are a few examples of problematic situations that people with significant and persistent disabilities *are* likely to experience in the context of employment (*please note, however, that this list is not exhaustive and that these are not legal definitions*):

- Difficulty using hands or arms, for example, to grasp or use a stapler or to work at the keyboard;
- Difficulty moving from one room to another, going up or down stairs, etc..;
- inability or difficulty seeing, except when wearing glasses or contact lenses;
- inability or difficulty hearing;
- inability to speak or difficulty speaking and being understood;
- Difficulty driving an unsuitable vehicle;
- Difficulty functioning mentally or intellectually.

In light of the above, are you a person with a disability?

YesNoI prefer not to answer

**Thank you for your
collaboration!**

Federal Contractors Program - Year 2018 Report
 Participation rate - self-identification questionnaire

Retired Terminations (during 2018)

Employee status	response_rate	Nb of persons	Response rate (%)
01 - Permanent full-time employee	No answer	533	14.78%
	Replied	3,073	85.22%
	Total	3,606	100.00%
02 - Permanent part-time employee	No answer	48	23.30%
	Replied	158	76.70%
	Total	206	100.00%
		3,812	
Weighted average		No answer	Replied
		%	%
		15.46	84.54
Overall rate		15.24	84.76

Employee status	response_rate	No. of persons	Rate of response (%)
01 - Permanent full-time employee	No answer	504	14.77%
	Replied	2,909	85.23%
	Total	3,413	100.00%
02 - Permanent part-time employee	No answer	42	22.70%
	Replied	143	77.30%
	Total	185	100.00%
		3,598	
Weighted average		No answer	Replied
		%	%
		15.38	84.62
Overall rate		15.18	84.82

Number of people

01 - Permanent full-time employee

3606	Nb of people in the file	
3413	Number of persons in Form 1	
195	Persons terminating employment in 2018	Removed from the category
2	Persons in cessation of employment as of 12.31.2018	Kept in the category
	Persons in actual termination of employment	
193	195 - 2	
	Number of employees - permanent full time 3606 -	
3413	193	

02 - Permanent part-time employee

206	Nb of people in the file	
185	Number of persons in Form 1	
21	Persons terminating employment in 2018	Removed from the category
	Number of persons - permanent part-time 206 -	
185	21	

Federal Contractors Program Report of the First Compliance Assessment

Employer Name: Université Laval

Primary Location: Québec, Québec

Number of Employees: 4972

Organization Overview: Universities
NAICS 6113 (*Title of NAICS*)

Université Laval is a French-language, public research university in Quebec City. The University was founded by royal charter issued by Queen Victoria in 1852, making it the oldest centre of higher education in Canada and the first North American institution to offer higher education in French. The university is ranked among the top 10 Canadian universities in terms of research funding and holds 4 Canada Excellence Research Chairs.

Key Dates – First Year Assessment

Initiated: 2019-10-17
Received: 2019-10-11
Workforce 2019-09-06
Analysis:

COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of employees the questionnaire was sent to:	3596	100
Number of questionnaires returned:	3052	84
Number of completed questionnaires returned:	3052	84

- 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: None

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:

- For EEOG's 01, 02, and 03, the CMA setting was changed from National to Provincial; the following reasoning was provided as justification "Comme le français est la langue de travail, c'est un critère important qui restreint la mobilité d'embauche".

SUMMARY OF GOALS

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
03	Professionals	-51	46.0	46.0	43.4	46.0
04	Semi-Professionals & Technicians	-21	37.5	37.5	32.5	37.5

s.19(1)

09	Skilled Crafts & Trades Workers	-2	2.7	2.7	0.0	2.7
13	Other Sales & Service Personnel	-16	49.1	49.1	21.1	49.1
14	Other Manual Workers		17.5	17.5		17.5

Observations: Goals have been set appropriately at LMA in every EEOG where there is a gap.

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers		1.6	1.6		1.6
03	Professionals	-8	0.9	0.9	0.5	0.9
04	Semi-Professionals & Technicians		1.6	1.6		1.6
07	Administrative & Senior Clerical Personnel		1.4	1.4		1.4
09	Skilled Crafts & Trades Workers	-2	2.6	2.6	0.0	2.6
10	Clerical Personnel	-3	1.6	1.6	0.0	1.6
11	Intermediate Sales & Service Personnel	-1	1.6	1.6	0.0	1.6
13	Other Sales & Service Personnel	-1	1.8	1.8	0.0	1.8

Observations: Goals have been set appropriately at LMA in every EEOG where there is a gap.

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	5.6	5.6	0.0	5.6
02	Middle & Other Managers	-14	9.4	9.4	2.8	9.4
03	Professionals	-205	14.7	14.7	4.5	14.7

s.19(1)

04	Semi-Professionals & Technicians		11.7	11.7		11.7
07	Administrative & Senior Clerical Personnel		3.3	3.3		3.3
09	Skilled Crafts & Trades Workers	-3	4.0	4.0	0.0	4.0
10	Clerical Personnel	-7	4.1	4.1	0.0	4.1
11	Intermediate Sales & Service Personnel	-5	6.4	6.4	0.0	6.4
12	Semi-Skilled Manual Workers	-1	3.9	3.9	0.0	3.9
14	Other Manual Workers	-1	5.6	5.6	0.0	5.6

Observations: Goals have been set appropriately at LMA in every EEOG where there is a gap.

Persons with Disabilities

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
01/02	Managers		5.0	5.0		5.0
03	Professionals	-169	8.9	8.9	0.5	8.9
04	Semi-Professionals & Technicians		7.6	7.6		7.6
06	Supervisors: Crafts & Trades	-1	10.1	10.1	0.0	10.1
07	Administrative & Senior Clerical Personnel		10.0	10.0		10.0
09	Skilled Crafts & Trades Workers	-5	7.8	7.8	0.0	7.8
10	Clerical Personnel	-16	9.3	9.3	0.0	9.3
11	Intermediate Sales & Service Personnel	-8	10.8	10.8	0.0	10.8
12	Semi-Skilled Manual Workers	-2	10.3	10.3	0.0	10.3
13	Other Sales & Service Personnel		10.7	10.7		10.7
14	Other Manual Workers	-1	6.8	6.8	0.0	6.8

Observations: Goals have been set appropriately at LMA in every EEOG where there is a gap.

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

Having assessed the data submitted by the employer regarding its workforce and considered its unique circumstances; I recommend that the closing letter include the following:

- We encourage you to conduct an employment systems review to identify barriers to the recruitment and retention of employees from the designated groups. The completion of this review should assist the organization in achieving its objectives by identifying and removing barriers that may prevent the achievement of full representation of the four designated groups. Guidance on how to conduct an employment systems review is available on the Workplace Equity Information Management System help page <https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
- We encourage you to implement special measures to ensure the achievement of your goals and to increase the representation of designated group members within your organization. For example, if not already done so, you may wish to consider contacting organizations that work for access to employment for designated group members in your region to identify qualified candidates who could be considered the next time you begin a process to fill a vacancy.

Name of Analyst: Céline Brown

Date: November 20, 2019

From: **Brown, Celine E [NC]** On Behalf Of **EE-EME**

Sent: **December 20, 2019 9:41 AM**

To: '**Andree.Blouin@vrrh.ulaval.ca**' <**Andree.Blouin@vrrh.ulaval.ca**>

Cc: **Marie-Pierre Beaumont** <**Marie-Pierre.Beaumont@vrrh.ulaval.ca**>; '**Patricia Neitthoffer**'

<**patricia.neitthoffer@vrrh.ulaval.ca**

Subject: Government of Canada Agreement Number: AIEE – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Andrée Blouin:

I am writing to inform you that the compliance assessment initiated on October 17, 2019, has been completed. As a result of the assessment, Université Laval has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization, you will find recommendations below for your consideration to ensure the ongoing success of Université Laval's employment equity program.

- We encourage you to conduct an employment systems review to identify barriers to the recruitment and retention of employees from the designated groups. The completion of this review should assist the organization in achieving its objectives by identifying and removing barriers that may prevent the achievement of full representation of the four designated groups. Guidance on how to conduct an employment systems review is available on the Workplace Equity Information Management System help page <https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
- We encourage you to implement special measures to ensure the achievement of your goals and to increase the representation of designated group members within your organization. For example, if not already done so, you may wish to consider contacting organizations that work for access to employment for designated group members in your region to identify qualified candidates who could be considered the next time you begin a process to fill a vacancy.

Next Steps

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter. The next assessment will be initiated on Subsequent Assessment Initiated Date. Future compliance

assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When Université Laval is notified of a subsequent assessment, the following information will be required:

1. Workforce data (Form 1 to 6) at the national level.
2. A current workforce analysis; and
3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If reasonable progress has not been made, Université Laval will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

The FCP does not prescribe measures to be undertaken. Each federal contractor is encouraged to implement employment equity in ways that are meaningful and relevant to their organization. Evidence of reasonable efforts could include:

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;
- tailored programs to attract and retain designated group members in areas where they are under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

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

Workplace Equity Team

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