



OFFICIAL USE ONLY

Agreement N°:

Labour Program
Federal Contractors Program

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Pages Jaunes Solutions Numériques et Médias Limitée	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 Total number of employees in Canada (Permanent Full-time and/or Part-time) 2605
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=11846455111	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 16 Place du Commerce	City Montréal	Province QC	Postal Code H3E 2A5
Telephone Number 514-934-2611			

EMPLOYMENT EQUITY CONTACT			
Name (print) Pierre Bédard	Title Director General - Human Resources		
Telephone Number 5149342249	E-mail Address pierre.bedard@pj.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) Dany Paradis	Title First Vice President & Head of Human Resources		
Telephone Number 5149346869	E-mail Address dany.paradis@pj.ca	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French	
	Date (YYYY-MM-DD) 2015-12-16		

Privacy Notice: The information you provide on this form is collected under the authority of section 42 of the <i>Employment Equity Act</i> to determine your eligibility for the Federal Contractors Program (FCP). Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract. The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.
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RETURN INSTRUCTIONS
IMPORTANT <ul style="list-style-type: none"> The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: ee-eme@hrscd-rhdcc.gc.ca

**APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT
INFORMATION*****Federal Contractors Program***

As per Appendix D – The Federal Contractors Program for Employment Equity of Treasury Board’s *Contracting Policy*, contractors with a resident workforce of 100 or more employees who are awarded goods and services contracts of \$1 million or more are required to implement employment equity, submit information on their workforce and undergo a compliance assessment. If an unforeseen situation arises that prevents the contractor from meeting the submission of information deadline, the organization may submit an application for an extension. The application must be completed as outlined below and signed by a senior official of the corporation (e.g., chief executive officer, president or vice-president, authorized manager). Once completed, the form must be sent by email to: ee-eme@hrsdc-rhdcc.gc.ca.

I, the undersigned, on behalf of (legal name of organization) **Pages Jaunes Solutions Numériques et Médias Limitée** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **10000356**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) December 13 for the following reason(s):

(Please describe) **We submitted the first assessment a year and a half ago (February 2016) and at the time we were told that the second assessment would take place in 2019. We received the communication on October 13, which only gives one month to complete the mandate. For these reasons, we were unable to plan for the upcoming second assessment. We currently have major HR projects (including the restructuring of our salary structure and our skills) that will monopolize the entire HR team for the next month.**

4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: **Pierre Bedard**

Position Title: **HR Director**

Email address: **pierre.bedard@pj.ca**

Telephone number: **514-934-2249**

Business address: **16 place du Commerce, Verdun, Quebec, H3E 2A5**



Signature: _____

Date: October 20, 2017

Nyirasafari, Angel AN [NC]

From:Yakibonge, Mauritius [NC] on behalf of EE-EME
Sent:October 30, 2017 7:41 AM
To: 'Pierre Bedard'
Cc: 'Andreeanne Manseau'.
Subject:Additional Time - Conformity Assessment - Federal Contractors Program
Attachments:extension request - agreement 10000356.pdf

Sir,

You have sent us a form requesting an extension for the submission of the documentation required to complete the conformity assessment as part of Yellow Pages Digital Solutions and Media Yellow Pages Limited's (Yellow Pages) obligations to the Federal Contractors Program.

As requested, we grant Yellow Pages Digital Solutions and Media Yellow Pages Limited (Yellow Pages) an extension until **December 13, 2017**.

If you have any questions regarding conformity assessment, please email ee-eme@hrsdc-rhdc.gc.ca.

Yours sincerely,

Maurice Yakibonge

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

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

From: Andreeanne Manseau [<mailto:Andreeanne.Manseau@pj.ca>]
Sent: October-20-17 4:16 PM
To: Yakibonge, Mauritius [NC]
Subject: RE: Government of Canada Agreement [10000356] - Notice of Second Assessment of Conformity under the Federal Contractors Program

Hello Maurice,

Here is the document duly completed and signed by our HR Director.

Thank you very much,

Andréanne Manseau
HR Advisor | Conseiller RH
T 514-934-2072 M 514-292-4973

From: maurice.yakibonge@labour-travail.gc.ca [<mailto:maurice.yakibonge@labour-travail.gc.ca>]
Submitted: Friday, October 20, 2017 2:47 PM
To: Andreeanne Manseau
Re: BR: Government of Canada Agreement [10000356] - Notice of Second Assessment of Conformity under the Federal Contractors Program

Ms. Manseau,

As a follow-up to our telephone conversation, please find attached the form to be completed in order to request an extension for the submission of your second evaluation. Please complete the form and return it to me as soon as possible, making sure that the document is signed by the senior manager of your organization.

I have not been able to trace the reminder email that is sent to inform you of your obligation to submit the report.

Thank you for your collaboration.

Maurice Yakibonge

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

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

From: Andreeanne Manseau [mailto:Andreeanne.Manseau@pj.ca]
Sent: October-20-17 8:40 AM
To: Yakibonge, Mauritius [NC]
Subject: Re: Government of Canada Agreement [10000356] - Notice of Second Assessment of Conformity under the Federal Contractors Program

Hello Maurice,

13:30 would be

perfect!

I contact you at this number: 819-654-6099 ?

Thank you for your time,

Andréanne
Sent from my iphone

On Oct. 20, 2017 at 08:36, " maurice.yakibonge@labour-travail.gc.ca" < maurice.yakibonge@labour-travail.gc.ca> wrote :

Hello Andreeanne,

I will be available this afternoon between 1:00 pm and 3:00 pm. Please confirm the time that is most convenient for you and I will call you.

Thank you,

Maurice Yakibonge

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

From: Andreeanne Manseau [mailto:Andreeanne.Manseau@pj.ca]
Sent: October-19-17 2:58 PM
To: Yakibonge, Mauritius [NC]
Subject: TR: Government of Canada Agreement [10000356] - Notice of Second Assessment of Conformity under the Federal Contractors Program

Hello Maurice,

I have some questions about the second evaluation. Would you be available for a call tomorrow please?

Thank you very much!

Andréeanne Manseau
HR Advisor | Conseiller RH
T 514-934-2072 M 514-292-4973

From: jennifer.goodwin@hrsdc-rhdcc.gc.ca [mailto:jennifer.goodwin@hrsdc-rhdcc.gc.ca] **From:** ee-eme@hrsdc-rhdcc.gc.ca
Submitted : Friday, October 13, 2017 9:23 AM
To : Dany Paradis
Cc: Pierre Bedard; maurice.yakibonge@labour-travail.gc.ca
Re: Government of Canada Agreement [10000356] - Notice of Second Assessment of Conformity under the Federal Contractors Program

This information is also available in English upon request.

Hello,

Following your initial conformity assessment conducted on April 25, 2016, Yellow Pages Digital & Media Solutions Limited must now undergo a second assessment under the Federal Contractors Program (FCP). The purpose of this second assessment is to evaluate your organization's progress or efforts in achieving full representation of the four designated groups - women, Aboriginal peoples, persons with disabilities and members of visible minorities - in your workforce.

As part of this second assessment, your organization will be required to provide the following information to the Labour Program by **November 13, 2017**:

- an updated workforce analysis, including both the summary and detailed reports;
- Forms 1 to 6 for national workforce data;
- Revised objectives for any remaining gaps in the representation (a completed Short Term Objective Setting Tool file in Excel format);
- A completed achievement table in Excel format that includes any new short and long-term objectives.

Tools and Resources

To help your organization meet its obligations, we encourage you to continue to use the Workplace Equity Information Management System (WEIMS). Through this application, you can :

- Record and update your organization's employment equity data;
- create backup files of your data;

- Generate and submit your Forms 1 to 6 and Workforce Analysis using the most recent Census data available (you may also grant access to Labour Program Officers to view this information in WEIMS);
- access the various tools and resources contained on the [Help page](#), including the *Quick Reference Guide for Contractors: How to Complete the First Assessment Submission under the Federal Contractors Program* and the Achievement Chart.

If you have any questions, please contact your program officer, Maurice Yakibonge, by sending him an email at maurice.yakibonge@labour-travail.gc.ca.

Employment Equity Team

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

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FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA

Reporting Period 2016-02-22 to 2017-11-27

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	493	0	0	493	Calgary	97	0	0	97
Québec	829	1	0	830	Halifax	15	3	0	18
Nova Scotia	15	3	0	18	Montréal	829	1	0	830
New Brunswick	9	0	0	9	Toronto	493	0	0	493
British Columbia	408	0	0	408	Vancouver	403	0	0	403
Alberta	97	0	0	97	St. John's	6	0	0	6
Newfoundland and Labrador	6	0	0	6	Saint John	9	0	0	9
Total Employees in Canada				1861	Kelowna	5	0	0	5
					Total Employees in Canada				1861

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	8	4	4							2	1	1
	3	21	6	15							3		3
	2	13	8	5	1		1	1		1	4	2	2
	1	1	1										
	Total		43	19	24	1		1	1		1	9	3
Professionals Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	2	1	1									
	3	19	13	6	1	1					5	4	1
	2	138	72	66	4	1	3	2		2	38	21	17
	1	9	2	7				3		3	2	1	1
	Total		168	88	80	5	2	3	5		5	45	26
Semi-Professionals and Technicians Top Range: \$ 80,000 - \$84,999 Bottom Range: \$ 40,000 - \$44,999	4	2		2							2		2
	3	1		1									
	2	5	4	1							3	3	
	1	5	3	2									
	Total		13	7	6							5	3
Supervisors Top Range: \$100,000 and over Bottom Range: \$ 50,000 - \$54,999	4	1	1										
	3	1	1								1	1	
	2												
	1	6	4	2							1		1
	Total		8	6	2							2	1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Administrative and Senior Clerical Personnel Top Range: \$ 75,000 - \$79,999 Bottom Range: \$ 35,000 - \$39,999	4	4	1	3									
	3	1		1									
	2	6		6							2		2
	1	3	2	1				1	1		1	1	
	Total	14	3	11				1	1		3	1	2
Clerical Personnel Top Range: \$100,000 and over Bottom Range: \$ 30,000 - \$34,999	4	3	1	2							1	1	
	3	2	1	1									
	2	15	2	13	1		1	1		1	3	2	1
	1	22	6	16	1	1		1	1		5	1	4
	Total	42	10	32	2	1	1	2	1	1	9	4	5
Intermediate Sales and Service Personnel Top Range: \$ 90,000 - \$94,999 Bottom Range: \$ 25,000 - \$29,999	4	10	8	2									
	3	2	1	1							1	1	
	2	108	51	57	1	1		1		1	26	15	11
	1	85	55	30				4	3	1	34	24	10
	Total	205	115	90	1	1		5	3	2	61	40	21
Total Number of Employees		493	248	245	9	4	5	14	5	9	134	78	56



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	1		1							1		1
	3												
	2												
	1	1	1										
	Total	2	1	1							1		1
Middle and Other Managers Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	12	6	6							2	1	1
	3	31	20	11							2	2	
	2	33	21	12	1	1					5	3	2
	1	2	1	1									
	Total	78	48	30	1	1					9	6	3
Professionals Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	3	2	1									
	3	74	60	14				1	1		11	8	3
	2	249	145	104				1	1		70	45	25
	1	61	18	43	1	1		2	1	1	9	2	7
	Total	387	225	162	1	1		4	3	1	90	55	35
Semi-Professionals and Technicians Top Range: \$ 80,000 - \$84,999 Bottom Range: \$ 45,000 - \$49,999	4	6	3	3									
	3	3	2	1							1	1	
	2	12	6	6							2	2	
	1	5	2	3									
	Total	26	13	13							3	3	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: \$ 95,000 - \$99,999 Bottom Range: \$ 50,000 - \$54,999	4	1		1									
	3	2	1	1									
	2	9	1	8	1	1		1	1		3	1	2
	1	1		1									
	Total		13	2	11	1	1		1	1		3	1
Administrative and Senior Clerical Personnel Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	5	3	2									
	3	13	4	9							2	2	
	2	10	1	9							2		2
	1	5	2	3									
	Total		33	10	23							4	2
Clerical Personnel Top Range: \$ 95,000 - \$99,999 Bottom Range: \$ 40,000 - \$44,999	4	1		1									
	3	2		2									
	2	25	6	19							4	1	3
	1	21	8	13							5	3	2
	Total		49	14	35							9	4
Intermediate Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: \$ 20,000 - \$24,999	4	4	3	1									
	3	2	2								1	1	
	2	64	22	42	1		1	1		1	16	6	10
	1	171	121	50	2	1	1				32	24	8
	Total		241	148	93	3	1	2	1		1	49	31



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Total Number of Employees		829	461	368	6	4	2	6	4	2	168	102	66



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Québec

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		1		1									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Nova Scotia

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: \$ 85,000 - \$89,999 Bottom Range: \$ 85,000 - \$89,999	4	1	1								1	1	
	3												
	2												
	1	1		1									
	Total		2	1	1							1	1
Intermediate Sales and Service Personnel Top Range: \$ 90,000 - \$94,999 Bottom Range: \$ 20,000 - \$24,999	4	1		1									
	3												
	2												
	1	12	5	7									
	Total		13	5	8								
Total Number of Employees		15	6	9							1	1	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Nova Scotia

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: \$ 10,000 - \$14,999 Bottom Range: \$ 10,000 - \$14,999	4												
	3												
	2												
	1	3	2	1									
	Total	3	2	1									
Total Number of Employees		3	2	1									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / New Brunswick

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: \$ 85,000 - \$89,999 Bottom Range: \$ 85,000 - \$89,999	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Intermediate Sales and Service Personnel Top Range: \$ 25,000 - \$29,999 Bottom Range: \$ 20,000 - \$24,999	4	2	1	1									
	3	1		1									
	2	1	1										
	1	4	2	2	1	1					1	1	
	Total	8	4	4	1	1					1	1	
Total Number of Employees		9	5	4	1	1					1	1	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: \$100,000 and over Bottom Range: \$ 60,000 - \$64,999	4	3	2	1									
	3	2	1	1							1		1
	2	10	8	2							6	4	2
	1	11	3	8							6	3	3
	Total		26	14	12						13	7	6
Professionals Top Range: \$ 95,000 - \$99,999 Bottom Range: Under \$5,000	4	3	1	2							1		1
	3	26	9	17							6	4	2
	2	47	16	31	1	1					18	7	11
	1	5	1	4				2		2			
	Total		81	27	54	1	1		2		2	25	11
Semi-Professionals and Technicians Top Range: \$ 55,000 - \$59,999 Bottom Range: \$ 45,000 - \$49,999	4	1		1									
	3												
	2	2	1	1									
	1	2	2										
	Total		5	3	2								
Supervisors Top Range: \$ 80,000 - \$84,999 Bottom Range: \$ 45,000 - \$49,999	4	1	1										
	3	1		1									
	2	5	3	2							1		1
	1	5	3	2				1	1		3	1	2
	Total		12	7	5				1	1		4	1

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Administrative and Senior Clerical Personnel Top Range: \$ 60,000 - \$64,999 Bottom Range: Under \$5,000	4	2		2									
	3												
	2												
	1	1		1							1		1
	Total		3		3						1		1
Clerical Personnel Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 30,000 - \$34,999	4	7	1	6	3		3	1		1	3		3
	3	11	2	9							3	1	2
	2	25	6	19							11	2	9
	1	29	8	21							15	2	13
	Total		72	17	55	3		3	1		1	32	5
Intermediate Sales and Service Personnel Top Range: \$ 90,000 - \$94,999 Bottom Range: \$ 20,000 - \$24,999	4	7	5	2							1	1	
	3	15	5	10							1	1	
	2	85	32	53				3		3	31	13	18
	1	102	68	34	1		1				44	39	5
	Total		209	110	99	1		1	3		3	77	54
Total Number of Employees		408	178	230	5	1	4	7	1	6	152	78	74



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Alberta

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: \$100,000 and over Bottom Range: \$ 80,000 - \$84,999	4	1		1									
	3												
	2												
	1	11	7	4				1	1				
	Total	12	7	5				1	1				
Professionals Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	3	1	2									
	3	2		2									
	2												
	1	1		1									
	Total	6	1	5									
Administrative and Senior Clerical Personnel Top Range: \$ 50,000 - \$54,999 Bottom Range: Under \$5,000	4	1		1									
	3												
	2												
	1	1		1									
	Total	2		2									
Clerical Personnel Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 50,000 - \$54,999	4	1		1									
	3												
	2												
	1	1		1							1		1
	Total	2		2							1		1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Alberta

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Intermediate Sales and Service Personnel Top Range: \$ 90,000 - \$94,999 Bottom Range: \$ 20,000 - \$24,999	4	6	4	2							1	1	
	3	4	2	2							1	1	
	2	9	3	6	1		1						
	1	56	29	27							9	7	2
	Total		75	38	37	1		1				11	9
Total Number of Employees		97	46	51	1		1	1	1	1	12	9	3

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Newfoundland and Labrador

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: \$ 85,000 - \$89,999 Bottom Range: \$ 85,000 - \$89,999	4												
	3												
	2												
	1	1	1										
	Total		1	1									
Intermediate Sales and Service Personnel Top Range: \$ 25,000 - \$29,999 Bottom Range: \$ 20,000 - \$24,999	4	2		2									
	3												
	2	1	1										
	1	2	2										
	Total		5	3	2								
Total Number of Employees		6	4	2									



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

Reporting Period 2016-02-22 to 2017-11-27

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	5	1	4				3		3			
\$ 25,000 - \$29,999	34	20	14				1		1	13	8	5
\$ 30,000 - \$34,999	51	35	16				3	3		21	16	5
\$ 35,000 - \$37,499	2	1	1				1	1		1	1	
\$ 37,500 - \$39,999	7	3	4							2	1	1
\$ 40,000 - \$44,999	29	16	13							4	3	1
\$ 45,000 - \$49,999	147	69	78	3	2	1	1	1		31	18	13
\$ 50,000 - \$59,999	83	37	46	2	1	1	3		3	29	14	15
\$ 60,000 - \$69,999	33	12	21	2		2	1		1	8	4	4
\$ 70,000 - \$84,999	42	22	20	1		1	1		1	12	5	7
\$ 85,000 - \$99,999	31	19	12	1	1					5	3	2
\$100,000 and over	29	13	16							8	5	3
Total Number of Employees	493	248	245	9	4	5	14	5	9	134	78	56

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Québec

Reporting Period 2016-02-22 to 2017-11-27

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	38	13	25	1	1		2	1	1	1		1
\$ 20,000 - \$24,999	8	5	3	1		1				1		1
\$ 25,000 - \$29,999	14	8	6							3	2	1
\$ 30,000 - \$34,999	91	68	23	1	1					23	17	6
\$ 35,000 - \$37,499	53	37	16							5	5	
\$ 37,500 - \$39,999	7	4	3									
\$ 40,000 - \$44,999	43	14	29							11	3	8
\$ 45,000 - \$49,999	45	17	28							11	2	9
\$ 50,000 - \$59,999	178	67	111	1		1	1		1	43	21	22
\$ 60,000 - \$69,999	85	49	36	1	1		1	1		21	15	6
\$ 70,000 - \$84,999	107	66	41				1	1		28	22	6
\$ 85,000 - \$99,999	75	57	18	1	1					13	11	2
\$100,000 and over	85	56	29				1	1		8	4	4
Total Number of Employees	829	461	368	6	4	2	6	4	2	168	102	66



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Québec

Reporting Period 2016-02-22 to 2017-11-27

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$5,000	1		1									
Total Number of Employees	1		1									



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Nova Scotia

Reporting Period 2016-02-22 to 2017-11-27

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 20,000 - \$24,999	11	4	7									
\$ 25,000 - \$29,999	1	1										
\$ 85,000 - \$99,999	3	1	2							1	1	
Total Number of Employees	15	6	9							1	1	

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Nova Scotia

Reporting Period 2016-02-22 to 2017-11-27

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 10,000 - \$12,499	3	2	1									
Total Number of Employees	3	2	1									



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / New Brunswick

Reporting Period 2016-02-22 to 2017-11-27

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 20,000 - \$24,999	6	3	3	1	1					1	1	
\$ 25,000 - \$29,999	2	1	1									
\$ 85,000 - \$99,999	1	1										
Total Number of Employees	9	5	4	1	1					1	1	

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / British Columbia

Reporting Period 2016-02-22 to 2017-11-27

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	6	1	5				2		2	1		1
\$ 20,000 - \$24,999	34	27	7	1		1				20	19	1
\$ 25,000 - \$29,999	49	33	16							21	18	3
\$ 30,000 - \$34,999	16	6	10							4	2	2
\$ 35,000 - \$37,499	12	4	8							4		4
\$ 37,500 - \$39,999	32	11	21							10	2	8
\$ 40,000 - \$44,999	86	33	53				2		2	40	14	26
\$ 45,000 - \$49,999	58	18	40	1	1		2	1	1	21	8	13
\$ 50,000 - \$59,999	52	13	39	3		3	1		1	10	3	7
\$ 60,000 - \$69,999	27	11	16							6	4	2
\$ 70,000 - \$84,999	15	5	10							6	3	3
\$ 85,000 - \$99,999	14	11	3							8	5	3
\$100,000 and over	7	5	2							1		1
Total Number of Employees	408	178	230	5	1	4	7	1	6	152	78	74



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Alberta

Reporting Period 2016-02-22 to 2017-11-27

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	2		2									
\$ 20,000 - \$24,999	26	17	9							8	7	1
\$ 25,000 - \$29,999	19	10	9									
\$ 30,000 - \$34,999	6		6									
\$ 35,000 - \$37,499	1		1									
\$ 37,500 - \$39,999	4	2	2							1		1
\$ 40,000 - \$44,999	2		2									
\$ 45,000 - \$49,999	1		1									
\$ 50,000 - \$59,999	12	5	7	1		1				2	1	1
\$ 60,000 - \$69,999	2		2									
\$ 70,000 - \$84,999	4	2	2									
\$ 85,000 - \$99,999	11	8	3				1	1		1	1	
\$100,000 and over	7	2	5									
Total Number of Employees	97	46	51	1		1	1	1		12	9	3



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Newfoundland and Labrador

Reporting Period 2016-02-22 to 2017-11-27

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 20,000 - \$24,999	3	3										
\$ 25,000 - \$29,999	2		2									
\$ 85,000 - \$99,999	1	1										
Total Number of Employees	6	4	2									

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Ontario

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	10	4	6							1		1
Professionals	82	37	45	1		1	2		2	24	13	11
Semi-Professionals and Technicians	4	2	2									
Administrative and Senior Clerical Personnel	2	1	1									
Clerical Personnel	11	6	5	1	1					1	1	
Intermediate Sales and Service Personnel	56	35	21				3	2	1	23	17	6
Total Number of Employees Hired	165	85	80	2	1	1	5	2	3	49	31	18

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Québec

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	7	5	2							2	1	1
Professionals	140	74	66	1	1		1	1		35	17	18
Semi-Professionals and Technicians	5	4	1									
Administrative and Senior Clerical Personnel	6	3	3							1	1	
Clerical Personnel	15	9	6							3	3	
Intermediate Sales and Service Personnel	71	49	22							20	11	9
Total Number of Employees Hired	244	144	100	1	1		1	1		61	33	28

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / Québec

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	1		1									
Total Number of Employees Hired	1		1									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Nova Scotia

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Intermediate Sales and Service Personnel	5	1	4									
Total Number of Employees Hired	5	1	4									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / New Brunswick

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Intermediate Sales and Service Personnel	1	1										
Total Number of Employees Hired	1	1										

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
 Full-Time / British Columbia
 Reporting Period 2016-02-22 to 2017-11-27

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1		1							1		1
Professionals	33	9	24				1		1	14	4	10
Semi-Professionals and Technicians	1		1									
Supervisors	1	1										
Clerical Personnel	15	6	9							9	2	7
Intermediate Sales and Service Personnel	76	47	29				1		1	34	24	10
Total Number of Employees Hired	127	63	64				2		2	58	30	28



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Alberta

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Intermediate Sales and Service Personnel	16	11	5							4	4	
Total Number of Employees Hired	16	11	5							4	4	

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / Ontario

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	11	5	6							2	1	1
Professionals	38	20	18	2	1	1	1		1	8	3	5
Semi-Professionals and Technicians	3	2	1							2	1	1
Administrative and Senior Clerical Personnel	3		3									
Clerical Personnel	5		5	1		1	1		1	1		1
Intermediate Sales and Service Personnel	26	10	16				1		1	8	4	4
Total Number of Employees Promoted	86	37	49	3	1	2	3		3	21	9	12
Total Number of Promotions	86	37	49	3	1	2	3		3	21	9	12



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FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / Québec

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	22	14	8							1	1	
Professionals	93	64	29							23	16	7
Semi-Professionals and Technicians	10	3	7							1	1	
Supervisors	9	2	7	1	1		1	1		2	1	1
Administrative and Senior Clerical Personnel	6	2	4							2	1	1
Clerical Personnel	10		10							1		1
Intermediate Sales and Service Personnel	54	21	33	2		2	1		1	15	7	8
Total Number of Employees Promoted	204	106	98	3	1	2	2	1	1	45	27	18
Total Number of Promotions	204	106	98	3	1	2	2	1	1	45	27	18



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Nova Scotia

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Intermediate Sales and Service Personnel	3	1	2									
Total Number of Employees Promoted	3	1	2									
Total Number of Promotions	3	1	2									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / New Brunswick

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1	1										
Total Number of Employees Promoted	1	1										
Total Number of Promotions	1	1										



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / British Columbia

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	11	6	5							4	3	1
Professionals	18	6	12	1	1					5	3	2
Semi-Professionals and Technicians	3	1	2									
Supervisors	7	3	4							3		3
Administrative and Senior Clerical Personnel	1		1									
Clerical Personnel	8	3	5							3		3
Intermediate Sales and Service Personnel	47	16	31	1		1	2		2	17	9	8
Total Number of Employees Promoted	95	35	60	2	1	1	2		2	32	15	17
Total Number of Promotions	95	35	60	2	1	1	2		2	32	15	17



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / Alberta

Reporting Period 2016-02-22 to 2017-11-27

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	3	2	1									
Professionals	1		1									
Administrative and Senior Clerical Personnel	1		1									
Clerical Personnel	1		1						1			1
Intermediate Sales and Service Personnel	5	1	4									
Total Number of Employees Promoted	11	3	8						1			1
Total Number of Promotions	11	3	8						1			1



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Newfoundland and Labrador
Reporting Period 2016-02-22 to 2017-11-27

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1	1										
Total Number of Employees Promoted	1	1										
Total Number of Promotions	1	1										

Workforce Analysis - Detailed Report

Date: 2017-11-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	2	1	50.0 %	27.4 %	1	0	National
02 : Middle and Other Managers	National	163	72	44.2 %	38.9 %	63	9	National
03 : Professionals		643	302	47.0 %	50.8 %	327	-25	
1111 : Financial auditors and accountants	National	33	19	57.6 %	55.1 %	18	1	National
1112 : Financial and investment analysts	National	2	0	0.0 %	50.1 %	1	-1	National
1114 : Other financial officers	National	1	1	100.0 %	44.1 %	0	1	National
1121 : Human resources professionals	National	69	46	66.7 %	71.1 %	49	-3	National
1122 : Professional occupations in business management consulting	National	19	7	36.8 %	42.0 %	8	-1	National
1123 : Professional occupations in advertising, marketing and public relations	National	261	141	54.0 %	66.4 %	173	-32	National
2147 : Computer engineers (except software engineers and designers)	National	2	0	0.0 %	12.6 %	0	0	National
2171 : Information systems analysts and consultants	National	67	23	34.3 %	28.3 %	19	4	National
2172 : Database analysts and data administrators	National	32	17	53.1 %	35.2 %	11	6	National
2173 : Software engineers and designers	National	4	0	0.0 %	17.4 %	1	-1	National
2174 : Computer programmers and interactive media developers	National	80	9	11.3 %	17.9 %	14	-5	National
2175 : Web designers and developers	National	41	18	43.9 %	32.9 %	13	5	National
4033 : Educational counsellors	National	2	1	50.0 %	76.3 %	2	-1	National
4112 : Lawyers and Quebec notaries	National	3	2	66.7 %	42.5 %	1	1	National
4163 : Business development officers and marketing researchers and consultants	National	3	1	33.3 %	50.7 %	2	-1	National
5121 : Authors and writers	National	24	17	70.8 %	54.9 %	13	4	National
04 : Semi-Professionals and Technicians		44	21	47.7 %	33.3 %	15	6	
2282 : User support technicians	British Columbia	5	2	40.0 %	25.1 %	1	1	British Columbia
2282 : User support technicians	Ontario	4	2	50.0 %	24.2 %	1	1	Ontario
2282 : User support technicians	Québec	1	1	100.0 %	19.6 %	0	1	Québec
5222 : Film and video camera operators	Québec	5	2	40.0 %	8.9 %	0	2	Québec

Workforce Analysis - Detailed Report

Date: 2017-11-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
5223 : Graphic arts technicians	Ontario	6	2	33.3 %	32.2 %	2	0	Ontario
5223 : Graphic arts technicians	Québec	17	9	52.9 %	43.5 %	7	2	Québec
5225 : Audio and video recording technicians	Québec	1	0	0.0 %	17.6 %	0	0	Québec
5241 : Graphic designers and illustrators	Ontario	3	2	66.7 %	44.9 %	1	1	Ontario
5241 : Graphic designers and illustrators	Québec	2	1	50.0 %	47.2 %	1	0	Québec
05 : Supervisors		36	19	52.8 %	51.9 %	19	0	
Employment Equity Occupational Group	Halifax	3	1	33.3 %	55.9 %	2	-1	Halifax
Employment Equity Occupational Group	Montréal	13	11	84.6 %	50.8 %	7	4	Montréal
Employment Equity Occupational Group	Toronto	8	2	25.0 %	53.0 %	4	-2	Toronto
Employment Equity Occupational Group	Vancouver	12	5	41.7 %	51.4 %	6	-1	Vancouver
07 : Administrative and Senior Clerical Personnel		52	39	75.0 %	80.5 %	42	-3	
Employment Equity Occupational Group	Calgary	2	2	100.0 %	80.5 %	2	0	Calgary
Employment Equity Occupational Group	Montréal	33	23	69.7 %	80.8 %	27	-4	Montréal
Employment Equity Occupational Group	Toronto	14	11	78.6 %	80.1 %	11	0	Toronto
Employment Equity Occupational Group	Vancouver	3	3	100.0 %	79.0 %	2	1	Vancouver
10 : Clerical Personnel		165	124	75.2 %	66.6 %	110	14	
Employment Equity Occupational Group	Calgary	2	2	100.0 %	70.2 %	1	1	Calgary
Employment Equity Occupational Group	Montréal	49	35	71.4 %	62.5 %	31	4	Montréal
Employment Equity Occupational Group	Toronto	42	32	76.2 %	65.2 %	27	5	Toronto
Employment Equity Occupational Group	Vancouver	72	55	76.4 %	70.0 %	50	5	Vancouver
11 : Intermediate Sales and Service Personnel		756	333	44.0 %	63.6 %	481	-148	
Employment Equity Occupational Group	Calgary	75	37	49.3 %	66.1 %	50	-13	Calgary
Employment Equity Occupational Group	Halifax	13	8	61.5 %	65.5 %	9	-1	Halifax
Employment Equity Occupational Group	Kelowna	1	0	0.0 %	68.4 %	1	-1	Kelowna



Workforce Analysis - Detailed Report

Date: 2017-11-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Montréal	241	93	38.6 %	61.8 %	149	-56	Montréal
Employment Equity Occupational Group	Saint John	8	4	50.0 %	68.1 %	5	-1	Saint John
Employment Equity Occupational Group	St. John's	5	2	40.0 %	65.2 %	3	-1	St. John's
Employment Equity Occupational Group	Toronto	205	90	43.9 %	63.9 %	131	-41	Toronto
Employment Equity Occupational Group	Vancouver	208	99	47.6 %	64.2 %	134	-35	Vancouver
Total		1861	911	49.0 %	56.8 %	1058	-147	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data

Workforce Analysis - Detailed Report

Date: 2017-11-28

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
01 : Senior Managers	National	2	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	163	2	1.2 %	2.2 %	4	-2	National
03 : Professionals		643	7	1.1 %	1.7 %	11	-4	
1111 : Financial auditors and accountants	National	33	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	2	0	0.0 %	0.9 %	0	0	National
1114 : Other financial officers	National	1	0	0.0 %	1.3 %	0	0	National
1121 : Human resources professionals	National	69	3	4.3 %	2.7 %	2	1	National
1122 : Professional occupations in business management consulting	National	19	0	0.0 %	1.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	261	3	1.1 %	2.1 %	5	-2	National
2147 : Computer engineers (except software engineers and designers)	National	2	0	0.0 %	0.9 %	0	0	National
2171 : Information systems analysts and consultants	National	67	0	0.0 %	1.1 %	1	-1	National
2172 : Database analysts and data administrators	National	32	0	0.0 %	1.3 %	0	0	National
2173 : Software engineers and designers	National	4	0	0.0 %	0.6 %	0	0	National
2174 : Computer programmers and interactive media developers	National	80	0	0.0 %	1.0 %	1	-1	National
2175 : Web designers and developers	National	41	0	0.0 %	1.5 %	1	-1	National
4033 : Educational counsellors	National	2	0	0.0 %	6.0 %	0	0	National
4112 : Lawyers and Quebec notaries	National	3	0	0.0 %	1.6 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	3	1	33.3 %	2.0 %	0	1	National
5121 : Authors and writers	National	24	0	0.0 %	1.9 %	0	0	National
04 : Semi-Professionals and Technicians		44	0	0.0 %	1.3 %	1	-1	
2282 : User support technicians	British Columbia	5	0	0.0 %	1.8 %	0	0	British Columbia
2282 : User support technicians	Ontario	4	0	0.0 %	1.6 %	0	0	Ontario
2282 : User support technicians	Québec	1	0	0.0 %	1.3 %	0	0	Québec
5222 : Film and video camera operators	Québec	5	0	0.0 %	2.6 %	0	0	Québec

Workforce Analysis - Detailed Report

Date: 2017-11-28

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area
			Representation #	%	Availability %		
5223 : Graphic arts technicians	Ontario	6	0	0.0 %	2.4 %	0	Ontario
5223 : Graphic arts technicians	Québec	17	0	0.0 %	0.4 %	0	Québec
5225 : Audio and video recording technicians	Québec	1	0	0.0 %	0.5 %	0	Québec
5241 : Graphic designers and illustrators	Ontario	3	0	0.0 %	1.6 %	0	Ontario
5241 : Graphic designers and illustrators	Québec	2	0	0.0 %	1.2 %	0	Québec
05 : Supervisors		36	1	2.8 %	1.5 %	1	
Employment Equity Occupational Group	Halifax	3	0	0.0 %	2.2 %	0	Halifax
Employment Equity Occupational Group	Montréal	13	1	7.7 %	0.8 %	0	1 Montréal
Employment Equity Occupational Group	Toronto	8	0	0.0 %	1.0 %	0	Toronto
Employment Equity Occupational Group	Vancouver	12	0	0.0 %	2.6 %	0	Vancouver
07 : Administrative and Senior Clerical Personnel		52	0	0.0 %	0.9 %	0	
Employment Equity Occupational Group	Calgary	2	0	0.0 %	2.6 %	0	Calgary
Employment Equity Occupational Group	Montréal	33	0	0.0 %	0.7 %	0	Montréal
Employment Equity Occupational Group	Toronto	14	0	0.0 %	0.8 %	0	Toronto
Employment Equity Occupational Group	Vancouver	3	0	0.0 %	2.1 %	0	Vancouver
10 : Clerical Personnel		165	5	3.0 %	1.5 %	2	3
Employment Equity Occupational Group	Calgary	2	0	0.0 %	3.0 %	0	Calgary
Employment Equity Occupational Group	Montréal	49	0	0.0 %	0.8 %	0	Montréal
Employment Equity Occupational Group	Toronto	42	2	4.8 %	0.7 %	0	2 Toronto
Employment Equity Occupational Group	Vancouver	72	3	4.2 %	2.4 %	2	1 Vancouver
11 : Intermediate Sales and Service Personnel		756	7	0.9 %	1.4 %	11	-4
Employment Equity Occupational Group	Calgary	75	1	1.3 %	2.5 %	2	-1 Calgary
Employment Equity Occupational Group	Halifax	13	0	0.0 %	3.2 %	0	0 Halifax
Employment Equity Occupational Group	Kelowna	1	0	0.0 %	4.5 %	0	0 Kelowna



Workforce Analysis - Detailed Report

Date: 2017-11-28

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Montréal	241	3	1.2 %	0.9 %	2	1	Montréal
Employment Equity Occupational Group	Saint John	8	1	12.5 %	1.6 %	0	1	Saint John
Employment Equity Occupational Group	St. John's	5	0	0.0 %	2.1 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	205	1	0.5 %	0.6 %	1	0	Toronto
Employment Equity Occupational Group	Vancouver	208	1	0.5 %	2.3 %	5	-4	Vancouver
Total		1861	22	1.2 %	1.6 %	30	-8	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



Workforce Analysis - Detailed Report

Date: 2017-11-28

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
01 : Senior Managers	National	2	1	50.0 %	10.1 %	0	1	National
02 : Middle and Other Managers	National	163	32	19.6 %	15.0 %	24	8	National
03 : Professionals		643	160	24.9 %	21.8 %	140	20	
1111 : Financial auditors and accountants	National	33	11	33.3 %	27.5 %	9	2	National
1112 : Financial and investment analysts	National	2	0	0.0 %	35.4 %	1	-1	National
1114 : Other financial officers	National	1	0	0.0 %	21.7 %	0	0	National
1121 : Human resources professionals	National	69	6	8.7 %	14.1 %	10	-4	National
1122 : Professional occupations in business management consulting	National	19	5	26.3 %	21.6 %	4	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	261	69	26.4 %	16.9 %	44	25	National
2147 : Computer engineers (except software engineers and designers)	National	2	0	0.0 %	38.2 %	1	-1	National
2171 : Information systems analysts and consultants	National	67	23	34.3 %	31.4 %	21	2	National
2172 : Database analysts and data administrators	National	32	9	28.1 %	32.3 %	10	-1	National
2173 : Software engineers and designers	National	4	1	25.0 %	40.5 %	2	-1	National
2174 : Computer programmers and interactive media developers	National	80	24	30.0 %	31.5 %	25	-1	National
2175 : Web designers and developers	National	41	6	14.6 %	22.8 %	9	-3	National
4033 : Educational counsellors	National	2	1	50.0 %	14.7 %	0	1	National
4112 : Lawyers and Quebec notaries	National	3	0	0.0 %	12.5 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	3	0	0.0 %	21.9 %	1	-1	National
5121 : Authors and writers	National	24	5	20.8 %	10.7 %	3	2	National
04 : Semi-Professionals and Technicians		44	8	18.2 %	16.3 %	7	1	
2282 : User support technicians	British Columbia	5	0	0.0 %	32.5 %	2	-2	British Columbia
2282 : User support technicians	Ontario	4	0	0.0 %	35.9 %	1	-1	Ontario
2282 : User support technicians	Québec	1	0	0.0 %	18.2 %	0	0	Québec
5222 : Film and video camera operators	Québec	5	0	0.0 %	5.2 %	0	0	Québec

Workforce Analysis - Detailed Report

Date: 2017-11-28

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation #	%	Availability %	Gap #		
5223 : Graphic arts technicians	Ontario	6	4	66.7 %	24.0 %	1	3	Ontario
5223 : Graphic arts technicians	Québec	17	3	17.6 %	7.3 %	1	2	Québec
5225 : Audio and video recording technicians	Québec	1	0	0.0 %	7.0 %	0	0	Québec
5241 : Graphic designers and illustrators	Ontario	3	1	33.3 %	24.0 %	1	0	Ontario
5241 : Graphic designers and illustrators	Québec	2	0	0.0 %	11.2 %	0	0	Québec
05 : Supervisors		36	9	25.0 %	31.0 %	11	-2	
Employment Equity Occupational Group	Halifax	3	0	0.0 %	4.6 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	13	3	23.1 %	16.7 %	2	1	Montréal
Employment Equity Occupational Group	Toronto	8	2	25.0 %	45.8 %	4	-2	Toronto
Employment Equity Occupational Group	Vancouver	12	4	33.3 %	43.4 %	5	-1	Vancouver
07 : Administrative and Senior Clerical Personnel		52	8	15.4 %	20.5 %	11	-3	
Employment Equity Occupational Group	Calgary	2	0	0.0 %	16.5 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	33	4	12.1 %	12.2 %	4	0	Montréal
Employment Equity Occupational Group	Toronto	14	3	21.4 %	37.3 %	5	-2	Toronto
Employment Equity Occupational Group	Vancouver	3	1	33.3 %	35.3 %	1	0	Vancouver
10 : Clerical Personnel		165	51	30.9 %	36.2 %	60	-9	
Employment Equity Occupational Group	Calgary	2	1	50.0 %	24.3 %	0	1	Calgary
Employment Equity Occupational Group	Montréal	49	9	18.4 %	17.4 %	9	0	Montréal
Employment Equity Occupational Group	Toronto	42	9	21.4 %	48.1 %	20	-11	Toronto
Employment Equity Occupational Group	Vancouver	72	32	44.4 %	42.3 %	30	2	Vancouver
11 : Intermediate Sales and Service Personnel		756	199	26.3 %	36.6 %	277	-78	
Employment Equity Occupational Group	Calgary	75	11	14.7 %	29.7 %	22	-11	Calgary
Employment Equity Occupational Group	Halifax	13	0	0.0 %	8.5 %	1	-1	Halifax
Employment Equity Occupational Group	Kelowna	1	0	0.0 %	7.1 %	0	0	Kelowna



Workforce Analysis - Detailed Report

Date: 2017-11-28

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Availability #	Gap #	Recruitment Area
			Representation #	%	%			
Employment Equity Occupational Group	Montréal	241	49	20.3 %	22.2 %	54	-5	Montréal
Employment Equity Occupational Group	Saint John	8	1	12.5 %	2.8 %	0	1	Saint John
Employment Equity Occupational Group	St. John's	5	0	0.0 %	2.3 %	0	0	St. John's
Employment Equity Occupational Group	Toronto	205	61	29.8 %	48.9 %	100	-39	Toronto
Employment Equity Occupational Group	Vancouver	208	77	37.0 %	47.5 %	99	-22	Vancouver
Total		1861	468	25.1 %	28.5 %	530	-62	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



Workforce Analysis - Detailed Report

Date: 2017-11-28

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities				Recruitment Area	
			Representation #	%	Availability %	Gap #		
01/02 : Managers	National	165	2	1.2 %	4.3 %	7	-5	National
03 : Professionals	National	643	11	1.7 %	3.8 %	24	-13	National
04 : Semi-Professionals and Technicians	National	44	0	0.0 %	4.6 %	2	-2	National
05 : Supervisors	National	36	2	5.6 %	13.9 %	5	-3	National
07 : Administrative and Senior Clerical Personnel	National	52	1	1.9 %	3.4 %	2	-1	National
10 : Clerical Personnel	National	165	3	1.8 %	7.0 %	12	-9	National
11 : Intermediate Sales and Service Personnel	National	756	9	1.2 %	5.6 %	42	-33	National
Total		1861	28	1.5 %	5.1 %	94	-66	

Total may not equal sum of components due to rounding.

Sources: 2012 Canadian Survey on Disability and employer's internal data



Workforce Analysis - Detailed Report

Date: 2017-11-28

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA



Workforce Analysis - Detailed Report

Date: 2017-11-28

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National



Workforce Analysis - Summary Report

Date: 2017-11-28

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	2	1	50.0 %	27.4 %	1	0
02 : Middle and Other Managers	163	72	44.2 %	38.9 %	63	9
03 : Professionals	643	302	47.0 %	50.8 %	327	-25
04 : Semi-Professionals and Technicians	44	21	47.7 %	33.3 %	15	6
05 : Supervisors	36	19	52.8 %	51.9 %	19	0
07 : Administrative and Senior Clerical Personnel	52	39	75.0 %	80.5 %	42	-3
10 : Clerical Personnel	165	124	75.2 %	66.6 %	110	14
11 : Intermediate Sales and Service Personnel	756	333	44.0 %	63.6 %	481	-148
Total	1861	911	49.0 %	56.8 %	1058	-147

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-11-28

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #
		#	%	%	#	
01 : Senior Managers	2	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	163	2	1.2 %	2.2 %	4	-2
03 : Professionals	643	7	1.1 %	1.7 %	11	-4
04 : Semi-Professionals and Technicians	44	0	0.0 %	1.3 %	1	-1
05 : Supervisors	36	1	2.8 %	1.5 %	1	0
07 : Administrative and Senior Clerical Personnel	52	0	0.0 %	0.9 %	0	0
10 : Clerical Personnel	165	5	3.0 %	1.5 %	2	3
11 : Intermediate Sales and Service Personnel	756	7	0.9 %	1.4 %	11	-4
Total	1861	22	1.2 %	1.6 %	30	-8

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-11-28

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					Gap #
	All Employees #	Representation		Availability		
		#	%	%	#	
01 : Senior Managers	2	1	50.0 %	10.1 %	0	1
02 : Middle and Other Managers	163	32	19.6 %	15.0 %	24	8
03 : Professionals	643	160	24.9 %	21.8 %	140	20
04 : Semi-Professionals and Technicians	44	8	18.2 %	16.3 %	7	1
05 : Supervisors	36	9	25.0 %	31.0 %	11	-2
07 : Administrative and Senior Clerical Personnel	52	8	15.4 %	20.5 %	11	-3
10 : Clerical Personnel	165	51	30.9 %	36.2 %	60	-9
11 : Intermediate Sales and Service Personnel	756	199	26.3 %	36.6 %	277	-78
Total	1861	468	25.1 %	28.5 %	530	-62

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-11-28

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation #	%	Availability %	#	
01/02 : Managers	165	2	1.2 %	4.3 %	7	-5
03 : Professionals	643	11	1.7 %	3.8 %	24	-13
04 : Semi-Professionals and Technicians	44	0	0.0 %	4.6 %	2	-2
05 : Supervisors	36	2	5.6 %	13.9 %	5	-3
07 : Administrative and Senior Clerical Personnel	52	1	1.9 %	3.4 %	2	-1
10 : Clerical Personnel	165	3	1.8 %	7.0 %	12	-9
11 : Intermediate Sales and Service Personnel	756	9	1.2 %	5.6 %	42	-33
Total	1861	28	1.5 %	5.1 %	94	-66

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-11-28

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2017-11-28

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National

Federal Contractors Program Achievement Table

Part 1: Workforce Analysis

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

Data from Previous Workforce Analysis



Date of Previous Workforce Analysis

YYYY	MM	DD
2016	03	31

Data from Current Workforce Analysis



Date of Current Workforce Analysis

YYYY	MM	DD
2017	11	28

Table 1: Women

Employment Equity Occupational Group (EEOG)		Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	11	4	27.4
02	Middle & Other Managers	156	67	38.9
03	Professionals	746	329	37.0
04	Semi-Professionals & Technicians	32	14	23.2
05	Supervisors	51	28	51.8
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	40	38	80.6
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	228	185	66.7
11	Intermediate Sales & Service Personnel	549	269	63.7
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	1	0	51.1
14	Other Manual Workers	0	0	0.0
Total		1,814	934	50.1

Table 5: Women

		Current Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
		#	#	%
	Senior Managers	2	1	27.4
	Middle & Other Managers	163	72	38.9
	Professionals	643	302	50.8
	Semi-Professionals & Technicians	44	21	33.3
	Supervisors	36	19	51.9
	Supervisors: Crafts & Trades	0	0	0.0
	Administrative & Senior Clerical Personnel	52	39	80.5
	Skilled Sales & Service Personnel	0	0	0.0
	Skilled Crafts & Trades Workers	0	0	0.0
	Clerical Personnel	165	124	66.6
	Intermediate Sales & Service Personnel	756	333	63.6
	Semi-Skilled Manual Workers	0	0	0.0
	Other Sales & Service Personnel	0	0	0.0
	Other Manual Workers	0	0	0.0
	Total	1,861	911	56.8

*** Source:**

2011 National Household Survey

*** Source:**

2011 National Household Survey

Federal Contractors Program Achievement Table

Part 1: Workforce Analysis

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

Data from Previous Workforce Analysis



Date of Previous Workforce Analysis

YYYY	MM	DD
2016	03	31

Data from Current Workforce Analysis



Date of Current Workforce Analysis

YYYY	MM	DD
2017	11	28

Table 2: Aboriginal Peoples

Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	11	1	2.9
02	Middle & Other Managers	156	3	2.2
03	Professionals	746	7	1.4
04	Semi-Professionals & Technicians	32	0	1.4
05	Supervisors	51	1	1.5
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	40	1	1.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	228	7	1.6
11	Intermediate Sales & Service Personnel	549	9	1.8
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	1	1	0.8
14	Other Manual Workers	0	0	0.0
Total		1,814	30	1.6

Table 6: Aboriginal Peoples

Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
		2	0	2.9
		163	2	2.2
		643	7	1.7
		44	0	1.3
		36	1	1.5
		0	0	0.0
		52	0	0.9
		0	0	0.0
		0	0	0.0
		165	5	1.5
		756	7	1.4
		0	0	0.0
		0	0	0.0
		0	0	0.0
Total		1,861	22	1.6

*** Source:**

2011 National Household Survey

*** Source:**

2011 National Household Survey

Federal Contractors Program Achievement Table

Part 1: Workforce Analysis

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

Data from Previous Workforce Analysis



Date of Previous Workforce Analysis

YYYY	MM	DD
2016	03	31

Data from Current Workforce Analysis



Date of Current Workforce Analysis

YYYY	MM	DD
2017	11	28

Table 3: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
01	Senior Managers	11	2	10.1
02	Middle & Other Managers	156	22	15.0
03	Professionals	746	193	25.8
04	Semi-Professionals & Technicians	32	4	20.8
05	Supervisors	51	12	33.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	40	10	20.4
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	228	71	34.4
11	Intermediate Sales & Service Personnel	549	131	33.2
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	1	0	24.3
14	Other Manual Workers	0	0	0.0
Total		1,814	445	28.1

*** Source:**

2011 National Household Survey

Table 7: Members of Visible Minorities

		Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
	2	1	10.1	
	163	32	15.0	
	643	160	21.8	
	44	8	16.3	
	36	9	31.0	
	0	0	0.0	
	52	8	20.5	
	0	0	0.0	
	0	0	0.0	
	165	51	36.2	
	756	199	36.6	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	1,861	468	28.5	

*** Source:**

2011 National Household Survey

Federal Contractors Program Achievement Table

Part 1: Workforce Analysis

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

Data from Previous Workforce Analysis



Date of Previous Workforce Analysis

YYYY	MM	DD
2016	03	31

Data from Current Workforce Analysis



Date of Current Workforce Analysis

YYYY	MM	DD
2017	11	28

Table 4: Persons with Disabilities

Table 8: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
01/02	Managers	167	2	4.3
03	Professionals	746	13	3.8
04	Semi-Professionals & Technicians	32	0	4.6
05	Supervisors	51	1	13.9
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	40	1	3.4
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	228	9	7.0
11	Intermediate Sales & Service Personnel	549	8	5.6
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	1	0	6.3
14	Other Manual Workers	0	0	0.0
Total		1,814	34	5.1

		Current Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
		165	2	4.3
		643	11	3.8
		44	0	4.6
		36	2	13.9
		0	0	0.0
		52	1	3.4
		0	0	0.0
		0	0	0.0
		165	3	7.0
		756	9	5.6
		0	0	0.0
		0	0	0.0
		0	0	0.0
		1,861	28	5.1

*** Source:**
2012 Canadian Survey on Disability

*** Source:**
2012 Canadian Survey on Disability

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

Start Date of Flow Data		
YYYY	MM	DD
2016	02	22

End Date of Flow Data		
YYYY	MM	DD
2017	11	28

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 1: Women

Table 5: Women

Table 9: Women

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	18	9	0	0
03 Professionals	255	135	1	1
04 Semi-Professionals & Technicians	10	4	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	8	4	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	41	20	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	225	81	0	0
14 Other Manual Workers	0	0	0	0
Total	558	253	1	1

Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
0	0	0	0
49	20	0	0
150	60	0	0
16	10	0	0
16	11	0	0
0	0	0	0
11	9	0	0
0	0	0	0
0	0	0	0
24	21	0	0
0	0	0	0
0	0	0	0
135	86	0	0
0	0	0	0
401	217	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

Start Date of Flow Data		
YYYY	MM	DD
2016	02	22

End Date of Flow Data		
YYYY	MM	DD
2017	11	28

Data from Form 4 - Employees Hired			
↓	↓	↓	↓

Data from Form 5 - Employees Promoted			
↓	↓	↓	↓

Data from Form 6 - Employees Terminated			
↓	↓	↓	↓

Table 2: Aboriginal Peoples

Table 6: Aboriginal Peoples

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	18	0	0	0
03 Professionals	255	2	1	0
04 Semi-Professionals & Technicians	10	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	8	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	41	1	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	225	0	0	0
14 Other Manual Workers	0	0	0	0
Total	558	3	1	0

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
0	0	0	0
49	0	0	0
150	3	0	0
16	0	0	0
16	1	0	0
0	0	0	0
11	0	0	0
0	0	0	0
0	0	0	0
24	1	0	0
0	0	0	0
0	0	0	0
135	3	0	0
0	0	0	0
401	8	0	0

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

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

Start Date of Flow Data		
YYYY	MM	DD
2016	02	22

End Date of Flow Data		
YYYY	MM	DD
2017	11	28

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	18	0	0	0
03 Professionals	255	4	1	0
04 Semi-Professionals & Technicians	10	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	8	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	41	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	225	4	0	0
14 Other Manual Workers	0	0	0	0
Total	558	8	1	0

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
0	0	0	0
49	0	0	0
150	1	0	0
16	0	0	0
16	1	0	0
0	0	0	0
11	0	0	0
0	0	0	0
0	0	0	0
24	1	0	0
0	4	0	0
0	0	0	0
135	0	0	0
0	0	0	0
401	7	0	0

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

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

Start Date of Flow Data		
YYYY	MM	DD
2016	02	22

End Date of Flow Data		
YYYY	MM	DD
2017	11	28

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	18	4	0	0
03 Professionals	255	73	1	0
04 Semi-Professionals & Technicians	10	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	8	1	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	41	13	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	225	81	0	0
14 Other Manual Workers	0	0	0	0
Total	558	172	1	0

Full-time / National		Part-time / National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
0	0	0	0
49	7	0	0
150	36	0	0
16	3	0	0
16	5	0	0
0	0	0	0
11	2	0	0
0	0	0	0
0	0	0	0
24	6	0	0
0	0	0	0
0	0	0	0
135	40	0	0
0	0	0	0
401	99	0	0

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

Federal Contractors Program Achievement Table
Part 3: Goals
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Data from Previous Goals



Data from Current Goals



Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2019

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2020

Employment Equity Occupational Group (EEOG)		Table 1: Women			
		Women			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01	Senior Managers	0	0.0	0	0.0
02	Middle & Other Managers	0	0.0	0	0.0
03	Professionals	0	0.0	0	0.0
04	Semi-Professionals & Technicians	0	0.0	0	0.0
05	Supervisors	0	0.0	0	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08	Skilled Sales & Service Personnel	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	381	50.0	0	0.0
12	Semi-Skilled Manual Workers	0	0.0	0	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		381	0.0	0	0.0

Table 5: Women			
Women			
Short-term Goals		Long-term Goals	
#	%	#	%
0	0.0	0	0.0
0	0.0	0	0.0
309	50.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
24	50.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
545	50.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
878	0.0	0	0.0

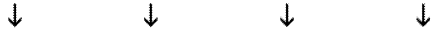
Federal Contractors Program Achievement Table
Part 3: Goals
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Data from Previous Goals



Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2019

Data from Current Goals



Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2020

Employment Equity Occupational Group (EEOG)		Table 2: Aboriginal Peoples			
		Aboriginal Peoples			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01	Senior Managers	0	0.0	0	0.0
02	Middle & Other Managers	0	0.0	0	0.0
03	Professionals	21	1.4	1	0.0
04	Semi-Professionals & Technicians	0	0.0	0	0.0
05	Supervisors	0	0.0	0	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08	Skilled Sales & Service Personnel	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	14	1.8	0	0.0
12	Semi-Skilled Manual Workers	0	0.0	0	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		35	0.0	0	0.0

		Table 6: Aboriginal Peoples			
		Aboriginal Peoples			
		Short-term Goals		Long-term Goals	
		#	%	#	%
		0	0.0	0	0.0
		2	2.2	1	2.2
		10	1.7	1	1.7
		0	1.3	1	1.3
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		15	1.4	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
		27	0.0	3	0.0

Federal Contractors Program Achievement Table
Part 3: Goals
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Data from Previous Goals



Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2019

Data from Current Goals



Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2020

Employment Equity Occupational Group (EEOG)		Table 3: Persons with Disabilities			
		Persons with Disabilities			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01/02	Managers	2	4.6	2	0.0
03	Professionals	58	3.8	0	0.0
04	Semi-Professionals & Technicians	0	4.6	1	0.0
05	Supervisors	7	13.9	2	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08	Skilled Sales & Service Personnel	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0
10	Clerical Personnel	6	7.0	0	0.0
11	Intermediate Sales & Service Personnel	46	6.0	0	0.0
12	Semi-Skilled Manual Workers	0	0.0	0	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		119	0.0	0	0.0

		Table 7: Persons with Disabilities			
		Persons with Disabilities			
		Short-term Goals		Long-term Goals	
		#	%	#	%
		4	4.3	2	4.3
		23	3.8	1	3.8
		1	4.6	1	4.6
		4	13.9	1	13.9
		0	0.0	0	0.0
		2	3.4	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		11	7.0	1	7.0
		44	4.0	2	4.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		89	0.0	8	0.0

Federal Contractors Program Achievement Table
Part 3: Goals
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Data from Previous Goals



Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2019

Data from Current Goals



Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2020

Table 4: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01	Senior Managers	0	0.0	0	0.0
02	Middle & Other Managers	8	18.0	0	0.0
03	Professionals	0	0.0	0	0.0
04	Semi-Professionals & Technicians	1	20.8	2	0.0
05	Supervisors	17	33.0	2	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08	Skilled Sales & Service Personnel	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0
10	Clerical Personnel	30	34.0	0	0.0
11	Intermediate Sales & Service Personnel	232	30.5	0	0.0
12	Semi-Skilled Manual Workers	0	0.0	0	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		288	0.0	0	0.0

Table 8: Members of Visible Minorities

Members of Visible Minorities			
Short-term Goals		Long-term Goals	
#	%	#	%
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
8	31.0	1	31.0
0	0.0	0	0.0
10	20.5	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
59	36.2	0	0.0
365	33.5	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
442	0.0	1	0.0

Federal Contractors Program Achievement Table

Part 4: Results - Women

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
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	U ÷ ((DYear1 + DYear2) ÷ 2) x 100		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							All Employees	Hires			All Employees	Promotions			All Employees	Terminations			Turnover Rate			
			Women								Women				Women										
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%				
01 Senior Managers	2016	11	4	36.4	27.4	3	1	132.7																	
	2017	2	1	50.0	27.4	1	0	182.5	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	2016	156	67	42.9	38.9	61	6	110.4																	
	2017	163	72	44.2	38.9	63	9	113.6	18	9	50.0	7	2	49	20	40.8	21	-1	0	0	0.0	0	0	0.0	
03 Professionals	2016	746	329	44.1	37.0	276	53	119.2																	
	2017	643	302	47.0	50.8	327	-25	92.5	256	136	53.1	130	6	150	60	40.0	66	-6	0	0	0.0	0	0	0.0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		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	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
02 Middle & Other Managers	2017	67	29	43.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	67	29	43.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
03 Professionals	2017	406	196	48.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	406	196	48.3	309	63.4	50.0	96.6	0	0.0	0.0	0.0	The contractor is not required to set an objective if it identifies a gap for women in an employment equity occupational	

Federal Contractors Program Achievement Table
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Part 4: Results - Women

Pages Jaunes Solutions Numériques et Médias Limitée
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[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 4: Results - Women

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							All Employees	Hires			All Employees	Promotions			All Employees	Terminations			Turnover Rate			
			Women								Women				Women				Women						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	%	%	#	#	%	#	#	%	#	#	%	#	%	#	#	%	#	%	#	#	%			
04 Semi-Professionals & Technicians	2016	32	14	43.8	23.2	7	7	188.6																	
	2017	44	21	47.7	33.3	15	6	143.3	10	4	40.0	3	1	16	10	62.5	7	3	0	0	0.0	0	0	0.0	
05 Supervisors	2016	51	28	54.9	51.8	26	2	106.0																	
	2017	36	19	52.8	51.9	19	0	101.7	1	0	0.0	1	-1	16	11	68.8	9	2	0	0	0.0	0	0	0.0	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		Women				Women				Women				
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	#	%	#	%	#					
04 Semi-Professionals & Technicians	2017	26	14	53.8	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	26	14	53.8	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
05 Supervisors	2017	17	11	64.7	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	17	11	64.7	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	

Federal Contractors Program Achievement Table
Part 4: Results - Women
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 4: Results - Women

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							All Employees	Hires			All Employees	Promotions			All Employees	Terminations			Turnover Rate			
			Women				Gap	EE Result	Women		Difference	Women			Difference	Women									
			Representation	Availability	Actual	Expected			Actual			Expected	Actual			Expected									
#	#	%	%	#	#	%	#	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2016	40	38	95.0	80.6	32	6	117.9																	
	2017	52	39	75.0	80.5	42	-3	93.2	8	4	50.0	6	-2	11	9	81.8	10	-1	0	0	0.0	0	0	0.0	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%	#			
07 Administrative & Senior Clerical	2017	19	13	68.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0	The contractor is not required to set an objective if it identifies a gap for women in an EEOG in which women are repre	
	2020	19	13	68.4	24	54.2	50.0	136.8	0	0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table
Part 4: Results - Women
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 4: Results - Women

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
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	U ÷ ((DYear1 + DYear2) ÷ 2) x 100		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations						Turnover Rate	
		All Employees	Women				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		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%		
10 Clerical Personnel	2016	228	185	81.1	66.7	152	33	121.6																	
	2017	165	124	75.2	66.6	110	14	112.8	41	20	48.8	27	-7	24	21	87.5	19	2	0	0	0.0	0	0	0.0	
11 Intermediate Sales & Service Personnel	2016	549	269	49.0	63.7	350	-81	76.9																	
	2017	756	333	44.0	63.6	481	-148	69.3	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	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	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
		Hires and Promotions				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	#	%	#	%	#			
10 Clerical Personnel	2017	65	41	63.1	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	65	41	63.1	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	381	0.0	50.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0	545	0.0	50.0	0.0	0.0	0	0.0	0.0	0.0	
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	

The contractor is not required to set an objective if it identifies a gap for women in an EEOG in which women are repre

Federal Contractors Program Achievement Table
Part 4: Results - Women
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 4: Results - Women

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
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	U ÷ ((DYear1 + DYear2) ÷ 2) x 100		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations						Turnover Rate	
		All Employees	Women				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		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%		
13 Other Sales & Service Personnel	2016	1	0	0.0	51.1	1	-1	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	225	81	36.0	0	81	135	86	63.7	0	86	0	0	0.0	0	0	0.0	
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	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	2016	1,814	934	51.5	50.1	909	25	102.8																	
	2017	1,861	911	49.0	56.8	1,057	-146	86.2	559	254	45.4	318	-64	401	217	54.1	206	11	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
		Hires and Promotions				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2017	360	167	46.4	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
	2020	360	167	46.4	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
	2020	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
Total	2017	960	471	49.1	381	123.6	0.0	0	0.0	0.0	0	0.0	0.0	
	2020	960	471	49.1	878	53.6	0.0	0	0.0	0.0	0	0.0	0.0	

Federal Contractors Program Achievement Table
Part 4: Results - Women
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
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	U ÷ ((DYear1 + DYear2) ÷ 2) x 100		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis																
		All Employees	Aboriginal Peoples							All Employees	Hires			Promotions			Terminations			Turnover Rate						
			Representation		Availability		Gap	EE Result	Actual		Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
			#	%	#	%	#	%											#		%	#	%	#	%	
01 Senior Managers	2016	11	1	9.1	2.9	0	1	313.5																		
	2017	2	0	0.0	2.9	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	
02 Middle & Other Managers	2016	156	3	1.9	2.2	3	0	87.4																		
	2017	163	2	1.2	2.2	4	-2	55.8	18	0	0.0	0	0	49	0	0.0	1	-1	0	0	0.0	0	0	0.0		
03 Professionals	2016	746	7	0.9	1.4	10	-3	67.0																		
	2017	643	7	1.1	1.7	11	-4	64.0	256	2	0.8	4	-2	150	3	2.0	1	2	0	0	0.0	0	0	0.0		

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				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	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
02 Middle & Other Managers	2017	67	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	67	0	0.0	2	0.0	2.2	0.0	1	0.0	2.2	0.0		
03 Professionals	2017	406	5	1.2	21	23.8	1.4	88.0	1	500.0	0.0	0.0		
	2020	406	5	1.2	10	50.0	1.7	72.4	1	500.0	1.7	72.4		

Federal Contractors Program Achievement Table
Part 5: Results - Aboriginal Peoples
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							Hires			Promotions				Terminations							Turnover Rate	
			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							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	%	#	#	%	#	#	%			
04 Semi-Professionals & Technicians	2016	32	0	0.0	1.4	0	0	0.0																	
	2017	44	0	0.0	1.3	1	-1	0.0	10	0	0.0	0	0	16	0	0.0	0	0	0	0	0	0.0	0	0	0.0
05 Supervisors	2016	51	1	2.0	1.5	1	0	130.7																	
	2017	36	1	2.8	1.5	1	0	185.2	1	0	0.0	0	0	16	1	6.3	0	1	0	0	0.0	0	0	0.0	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				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			
#	#	#	%	#	%	%	#	%	%	#	%	%		
04 Semi-Professionals & Technicians	2017	26	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
	2020	26	0	0.0	0	0.0	1.3	0.0	1	0.0	1.3	0.0		
05 Supervisors	2017	17	1	5.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	17	1	5.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table
Part 5: Results - Aboriginal Peoples
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							All Employees	Hires			Promotions			Terminations			Turnover Rate					
			Aboriginal Peoples								Aboriginal Peoples			Aboriginal Peoples			Aboriginal Peoples								
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	%	#	%	#	#	%	#	%	#	#	%			
07 Administrative & Senior Clerical	2016	40	1	2.5	1.0	0	1	250.0																	
	2017	52	0	0.0	0.9	0	0	0.0	8	0	0.0	0	0	0	11	0	0.0	0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples				
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	#	%	#	%	#	%	#			
07 Administrative & Senior Clerical	2017	19	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	19	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							Hires			Promotions				Terminations							Turnover Rate	
			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							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	%	#	#	%	#	#	%			
10 Clerical Personnel	2016	228	7	3.1	1.6	4	3	191.9																	
	2017	165	5	3.0	1.5	2	3	202.0	41	1	2.4	1	0	24	1	4.2	1	0	0	0	0.0	0	0	0.0	
11 Intermediate Sales & Service Personnel	2016	549	9	1.6	1.8	10	-1	91.1																	
	2017	756	7	0.9	1.4	11	-4	66.1	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	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		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				
#	#	%	#	%	#	%	#	%						
10 Clerical Personnel	2017	65	2	3.1	0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
	2020	65	2	3.1	0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	14	0.0	1.8	0	0.0	0.0	0.0	0.0	0.0	
	2020	0	0	0.0	15	0.0	1.4	0	0.0	0.0	0.0	0.0	0.0	
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	
	2020	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
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	U ÷ ((DYear1 + DYear2) ÷ 2) x 100		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							Hires			Promotions			Terminations			Turnover Rate						
			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	2016	1	1	100.0	0.8	0	1	12,500.0																	
	2017	0	0	0.0	0.0	0	0	0.0	225	0	0.0	0	0	135	3	2.2	135	-132	0	0	0.0	0	0	0.0	
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	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	2016	1,814	30	1.7	1.6	29	1	103.4																	
	2017	1,861	22	1.2	1.6	30	-8	73.9	559	3	0.5	9	-6	401	8	2.0	7	1	0	0	0.0	0	0	0.0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				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			
#	#	%	#	%	#	%	#	%	#	%	#			
13 Other Sales & Service Personnel	2017	360	3	0.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2020	360	3	0.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
Total	2017	960	11	1.1	35	31.4	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2020	960	11	1.1	27	40.7	0.0	0.0	3	366.7	0.0	0.0	0.0	

Federal Contractors Program Achievement Table
Part 5: Results - Aboriginal Peoples
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
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	U ÷ ((DYear1 + DYear2) ÷ 2) x 100		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							All Employees	Hires			Promotions			Terminations			Turnover Rate					
			Persons with Disabilities								Persons with Disabilities			Persons with Disabilities			Persons with Disabilities								
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%				
01 & 02 Managers	2016	167	2	1.2	4.3	7	-5	27.9																	
	2017	165	2	1.2	4.3	7	-5	28.2	18	0	0.0	1	-1	49	0	0.0	1	-1	0	0	0.0	0	0	0.0	
03 Professionals	2016	746	13	1.7	3.8	28	-15	45.9																	
	2017	643	11	1.7	3.8	24	-13	45.0	256	4	1.6	10	-6	150	1	0.7	3	-2	0	0	0.0	0	0	0.0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	%			
01 & 02 Managers	2017	67	0	0.0	2	0.0	4.6	0.0	2	0.0	0.0	0.0		
	2020	67	0	0.0	4	0.0	4.3	0.0	2	0.0	4.3	0.0		
03 Professionals	2017	406	5	1.2	58	8.6	3.8	32.4	0	0.0	0.0	0.0		
	2020	406	5	1.2	23	21.7	3.8	32.4	1	500.0	3.8	32.4		

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
Data sources:	Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations				Turnover Rate			
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%		
04 Semi-Professionals & Technicians	2016	32	0	0.0	4.6	1	-1	0.0																	
	2017	44	0	0.0	4.6	2	-2	0.0	10	0	0.0	0	0	16	0	0.0	0	0	0	0	0	0.0	0	0	0.0
05 Supervisors	2016	51	1	2.0	13.9	7	-6	14.1																	
	2017	36	2	5.6	13.9	5	-3	40.0	1	0	0.0	0	0	16	1	6.3	0	1	0	0	0.0	0	0	0.0	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				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	
#	#	#	%	#	%	%	%	#	#	%	#			
04 Semi-Professionals & Technicians	2017	26	0	0.0	0	0.0	4.6	0.0	1	0.0	0.0	0.0		
	2020	26	0	0.0	1	0.0	4.6	0.0	1	0.0	4.6	0.0		
05 Supervisors	2017	17	1	5.9	7	14.3	13.9	42.3	2	50.0	0.0	0.0		
	2020	17	1	5.9	4	25.0	13.9	42.3	1	100.0	13.9	42.3		
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table
Part 6: Results - Persons with Disabilities
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Persons with Disabilities							All Employees	Hires			Promotions			Terminations			Turnover Rate					
			Representation		Availability		Gap	EE Result	Actual		Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
			#	%	#	%	#	%	#		%	#	%	#	%	#	%	#	%		#	%			
07 Administrative & Senior Clerical	2016	40	1	2.5	3.4	1	0	73.5																	
	2017	52	1	1.9	3.4	2	-1	56.6	8	0	0.0	0	0	0	11	0	0.0	0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities		Persons with Disabilities				Persons with Disabilities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	%	#		
07 Administrative & Senior Clerical	2017	19	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	19	0	0.0	2	0.0	3.4	0.0	0	0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table
Part 6: Results - Persons with Disabilities
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis																
		All Employees	Persons with Disabilities							All Employees	Hires			Promotions			Terminations			Turnover Rate						
			Representation		Availability		Gap	EE Result	Actual		Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
			#	%	#	%	#	%											#		%	#	%	#	%	#
10 Clerical Personnel	2016	228	9	3.9	7.0	16	-7	56.4																		
	2017	165	3	1.8	7.0	12	-9	26.0	41	0	0.0	3	-3	24	1	4.2	1	0	0	0	0	0.0	0	0	0.0	
11 Intermediate Sales & Service Personnel	2016	549	8	1.5	5.6	31	-23	26.0																		
	2017	756	9	1.2	5.6	42	-33	21.3	0	0	0.0	0	0	0	4	0.0	0	4	0	0	0	0.0	0	0	0.0	
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																		
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Hires and Promotions		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
#	%	#	%	%	%	#	%	%	#	%	%		
10 Clerical Personnel	2017	65	1	1.5	6	16.7	7.0	22.0	0	0.0	0.0	0.0	
	2020	65	1	1.5	11	9.1	7.0	22.0	1	100.0	7.0	22.0	
11 Intermediate Sales & Service Personnel	2017	0	4	0.0	46	8.7	6.0	0.0	0	0.0	0.0	0.0	
	2020	0	4	0.0	44	9.1	4.0	0.0	2	200.0	4.0	0.0	
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

Federal Contractors Program Achievement Table
Part 6: Results - Persons with Disabilities
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
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	U ÷ ((DYear1 + DYear2) ÷ 2) x 100		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							All Employees	Hires			All Employees	Promotions			All Employees	Terminations			Turnover Rate			
			Persons with Disabilities								Persons with Disabilities				Persons with Disabilities				Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	%	%	#	#	%	#	#	%	#	#	%	#	%	#	#	%	#	#	%	#	#	%		
13 Other Sales & Service Personnel	2016	1	0	0.0	6.3	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	225	4	1.8	0	4	135	0	0.0	0	0	0	0	0	0.0	0	0	0.0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	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	2016	1,814	34	1.9	5.1	93	-59	36.8																	
	2017	1,861	28	1.5	5.1	95	-67	29.5	559	8	1.4	29	-21	401	7	1.7	8	-1	0	0	0.0	0	0	0.0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%	#		
13 Other Sales & Service Personnel	2017	360	4	1.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	360	4	1.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
Total	2017	960	15	1.6	119	12.6	0.0	0.0	0	0.0	0.0	0.0		
	2020	960	15	1.6	89	16.9	0.0	0.0	8	187.5	0.0	0.0		

Federal Contractors Program Achievement Table
Part 6: Results - Persons with Disabilities
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
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	U ÷ ((DYear1 + DYear2) ÷ 2) x 100		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							All Employees	Hires			All Employees	Promotions			All Employees	Terminations			Turnover Rate			
			Visible Minorities								Visible Minorities				Visible Minorities				Visible Minorities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	%	%	#	#	%	#	#	%	#	#	%	#	%	#	#	%	#	%	#	#	%			
01 Senior Managers	2016	11	2	18.2	10.1	1	1	180.0																	
	2017	2	1	50.0	10.1	0	1	495.0	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	2016	156	22	14.1	15.0	23	-1	94.0																	
	2017	163	32	19.6	15.0	24	8	130.9	18	4	22.2	3	1	49	7	14.3	7	0	0	0	0.0	0	0	0	0.0
03 Professionals	2016	746	193	25.9	25.8	192	1	100.3																	
	2017	643	160	24.9	21.8	140	20	114.1	256	73	28.5	56	17	150	36	24.0	39	-3	0	0	0.0	0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		Visible Minorities				Visible Minorities				Visible Minorities				
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	#	%	#	%	#	%	#			
01 Senior Managers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
02 Middle & Other Managers	2017	67	11	16.4	8	137.5	18.0	91.2	0	0.0	0.0	0.0		
	2020	67	11	16.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
03 Professionals	2017	406	109	26.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	406	109	26.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
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	U ÷ ((DYear1 + DYear2) ÷ 2) x 100		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							All Employees	Hires			Promotions				Terminations				Turnover Rate			
			Visible Minorities								Visible Minorities			Visible Minorities				Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	%	#	#	%					
04 Semi-Professionals & Technicians	2016	32	4	12.5	20.8	7	-3	60.1																	
	2017	44	8	18.2	16.3	7	1	111.5	10	0	0.0	2	-2	16	3	18.8	2	1	0	0	0.0	0	0	0.0	
05 Supervisors	2016	51	12	23.5	33.0	17	-5	71.3																	
	2017	36	9	25.0	31.0	11	-2	80.6	1	0	0.0	0	0	16	5	31.3	4	1	0	0	0.0	0	0	0.0	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		Visible Minorities				Visible Minorities				Visible Minorities				
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	
#	#	%	%	#	%	%	%	#	%	%	%	#		
04 Semi-Professionals & Technicians	2017	26	3	11.5	1	300.0	20.8	55.5	2	150.0	0.0	0.0		
	2020	26	3	11.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
05 Supervisors	2017	17	5	29.4	17	29.4	33.0	89.1	2	250.0	0.0	0.0		
	2020	17	5	29.4	8	62.5	31.0	94.9	1	500.0	31.0	94.9		
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							All Employees	Hires			All Employees	Promotions			All Employees	Terminations			Turnover Rate			
			Visible Minorities								Visible Minorities				Visible Minorities				Visible Minorities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%				
07 Administrative & Senior Clerical	2016	40	10	25.0	20.4	8	2	122.5																	
	2017	52	8	15.4	20.5	11	-3	75.0	8	1	12.5	2	-1	11	2	18.2	3	-1	0	0	0.0	0	0	0.0	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	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	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		Visible Minorities				Visible Minorities				Visible Minorities				
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2017	19	3	15.8	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	19	3	15.8	10	30.0	20.5	77.0	0	0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
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	U ÷ (DYear1 + DYear2) ÷ 2) x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							All Employees	Hires			Promotions				Terminations				Turnover Rate			
			Visible Minorities								Visible Minorities			Visible Minorities				Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	%	#	#	%		
10 Clerical Personnel	2016	228	71	31.1	34.4	78	-7	90.5																	
	2017	165	51	30.9	36.2	60	-9	85.4	41	13	31.7	15	-2	24	6	25.0	7	-1	0	0	0.0	0	0	0.0	
11 Intermediate Sales & Service Personnel	2016	549	131	23.9	33.2	182	-51	71.9																	
	2017	756	199	26.3	36.6	277	-78	71.9	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	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	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
		Hires and Promotions				Short-term Goals				Long-term Goals				
		Visible Minorities				Visible Minorities				Visible Minorities				
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	#	%	#	%	#	%	#			
10 Clerical Personnel	2017	65	19	29.2	30	63.3	34.0	86.0	0	0.0	0.0	0.0		
	2020	65	19	29.2	59	32.2	36.2	80.7	0	0.0	0.0	0.0		
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	232	0.0	30.5	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	365	0.0	33.5	0.0	0	0.0	0.0	0.0		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

Pages Jaunes Solutions Numériques et Médias Limitée

[Date : 28-11-2017]

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	Z
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	U ÷ ((DYear1 + DYear2) ÷ 2) x 100		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							All Employees	Hires			All Employees	Promotions			All Employees	Terminations			Turnover Rate			
			Visible Minorities								Visible Minorities				Visible Minorities				Visible Minorities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	%	%	#	#	%	#	#	%	#	#	%	#	%	#	#	%	#	#	%					
13 Other Sales & Service Personnel	2016	1	0	0.0	24.3	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	225	81	36.0	0	81	135	40	29.6	0	40	0	0	0.0	0	0	0.0	
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	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	2016	1,814	445	24.5	28.1	510	-65	87.3																	
	2017	1,861	468	25.1	28.5	530	-62	88.2	559	172	30.8	159	13	401	99	24.7	98	1	0	0	0.0	0	0	0.0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments	
		Hires and Promotions				Short-term Goals				Long-term Goals					
		Visible Minorities				Visible Minorities				Visible Minorities					
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					
#	#	%	#	%	#	%	#	%							
13 Other Sales & Service Personnel	2017	360	121	33.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	360	121	33.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total	2017	960	271	28.2	288	94.1	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	960	271	28.2	442	61.3	0	0.0	1	27100.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
Pages Jaunes Solutions Numériques et Médias Limitée
[Date : 28-11-2017]

Short-term Goal Setting Tool
Pages Jaunes Solutions Numériques et Médias Limitée
28-Nov-17

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	$B \times C \times 3$	Data entry	$B \times E \times 3$	$D + F$	Data entry from from Workforce Analysis	Equivalent to E	$H \times I \times 3$	$(D \times N) - O + J$	$G \times M$	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	$(H - J + L) - ((B + D) \times N)$	$H - B$	$(H - J + L) + (B + D)$

Employment Equity Occupational Group (EEOG)	All Employees YYYY/MM/DD #	Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years #	WOMEN											
		Annually		Over 3 Years #	Annually			Over 3 Years #	Number #	Turnover (Replacement of Terminated Employees)		Hires Required #	3 Year Goals YYYY-YYYY		Present Availability %	Present Gap #	Projected Gap #	Present Representation %	Projected Representation in 3 Years %
		%	#		%	#				%	#		%	#					
		%	#	%	#	%		#	%	#	%	#	%	#	%	#	%	#	
Professionals	643	0.0%	0	32.0%	617	617	302	32.0%	290	315	309	50.0%	50.8%	-25	-6	47.0%	49.9%		
Administrative & Senior Clerical Personnel	52	0.0%	0	30.0%	47	47	39	30.0%	35	38	24	50.0%	80.5%	-3	-14	75.0%	53.8%		
Intermediate Sales & Service Personnel	756	0.0%	0	48.0%	1,089	1,089	333	48.0%	480	628	545	50.0%	63.6%	-148	-83	44.0%	52.6%		

Short-term Goal Setting Tool
Pages Jaunes Solutions Numériques et Médias Limitée
28-Nov-17

A	B Data entry from from Workforce Analysis	C Date entry	D B x C x 3	E Data entry	F B x E x 3	G D + F	H Data entry from from Workforce Analysis	I Equivalent to E	J H x I x 3	K (D x N) - O + J	L G x M	M Data entry	N Data entry from from Workforce Analysis	O Data entry from from Workforce Analysis	P (H - J + L) - ((B + D) x N)	Q H + B	R (H - J + L) + (B + D)
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Employment Equity Occupational Group (EEOG)	All Employees YYYY/MM/DD #	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years #	ABORIGINAL PEOPLES										
		Annually %	Over 3 Years #	Annually %	Over 3 Years #		Number #	Turnover (Replacement of Terminated Employees)		Hires Required #	3 Year Goals YYYY-YYYY		Present Availability %	Present Gap #	Projected Gap #	Present Representation %	Projected Representation in 3 Years %
								Annually %	Over 3 Years #		Annually %	Over 3 Years #					
Middle & Other Managers	163		0	19.0%	93	93	2	19.0%	1	3	2	2.2%	2.2%	-2	-1	1.2%	1.8%
Professionals	643		0	32.0%	617	617	7	32.0%	7	11	10	1.7%	1.7%	-4	-1	1.1%	1.6%
Semi-Professionals & Technicians	44		0	22.0%	29	29	0	22.0%	0	1	0	1.3%	1.3%	-1	-1	0.0%	0.0%
Intermediate Sales & Service Personnel	756		0	48.0%	1,089	1,089	7	48.0%	10	14	15	1.4%	1.4%	-4	1	0.9%	1.6%

Short-term Goal Setting Tool
Pages Jaunes Solutions Numériques et Médias Limitée
28-Nov-17

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H + B	(H - J + L) + (B + D)

Employment Equity Occupational Group (EEOG)	All Employees YYYY/MM/DD #	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years #	PERSONS WITH DISABILITIES										
		Annually %	Over 3 Years #	Annually %	Over 3 Years #		Number #	Turnover (Replacement of Terminated Employees)		Hires Required #	3 Year Goals YYYY-YYYY		Present Availability %	Present Gap #	Projected Gap #	Present Representation %	Projected Representation in 3 Years %
								Annually %	Over 3 Years #		#	%					
Middle & Other Managers	165		0	19.0%	94	94	2	19.0%	1	6	4	4.3%	4.3%	-5	-2	1.2%	3.0%
Professionals	643		0	32.0%	617	617	11	32.0%	11	24	23	3.8%	3.8%	-13	-1	1.7%	3.6%
Semi-Professionals & Technicians	44		0	22.0%	29	29	0	22.0%	0	2	1	4.6%	4.6%	-2	-1	0.0%	2.3%
Supervisors	36		0	25.0%	27	27	2	25.0%	2	5	4	13.9%	13.9%	-3	-1	5.6%	11.1%
Administrative & Senior Clerical Personnel	52		0	30.0%	47	47	1	30.0%	1	2	2	3.4%	3.4%	-1	0	1.9%	3.8%
Clerical Personnel	165		0	33.0%	163	163	3	33.0%	3	12	11	7.0%	7.0%	-9	-1	1.8%	6.7%
Intermediate Sales & Service Personnel	756		0	48.0%	1,089	1,089	9	48.0%	13	46	44	4.0%	5.6%	-33	-2	1.2%	5.3%

Short-term Goal Setting Tool
Pages Jaunes Solutions Numériques et Médias Limitée
28-Nov-17

A	B Data entry from from Workforce Analysis	C Date entry	D B x C x 3	E Data entry	F B x E x 3	G D + F	H Data entry from from Workforce Analysis	I Equivalent to E	J H x I x 3	K (D x N) - O + J	L G x M	M Data entry	N Data entry from from Workforce Analysis	O Data entry from from Workforce Analysis	P (H - J + L) - ((B + D) x N)	Q H + B	R (H - J + L) + (B + D)
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Employment Equity Occupational Group (EEOG)	All Employees YYYY/MM/DD #	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years #	MEMBERS OF VISIBLE MINORITIES										
		Annually %	Over 3 Years #	Annually %	Over 3 Years #		Number #	Turnover (Replacement of Terminated Employees)		Hires Required #	3 Year Goals YYYY-YYYY		Present Availability %	Present Gap #	Projected Gap #	Present Representation %	Projected Representation in 3 Years %
								Annually %	Over 3 Years #		Annually %	Over 3 Years #					
Supervisors	36		0	25.0%	27	27	9	25.0%	7	9	8	31.0%	31.0%	-2	-1	25.0%	27.8%
Administrative & Senior Clerical Personnel	52		0	30.0%	47	47	8	30.0%	7	10	10	20.5%	20.5%	-3	0	15.4%	21.2%
Clerical Personnel	165		0	33.0%	163	163	51	33.0%	50	59	59	36.2%	36.2%	-9	0	30.9%	36.4%
Intermediate Sales & Service Personnel	756		0	48.0%	1,089	1,089	199	48.0%	287	365	365	33.5%	36.6%	-78	0	26.3%	36.6%

**Federal Contractors Program
Report of the Subsequent Compliance Assessment**

Employer Name: Pages Jaunes Solutions Numériques et Médias Limitée (Yellow Pages)

Primary Location: Québec

- Québec: 829
- Ontario: 493
- British Columbia: 408
- Alberta: 97
- New Brunswick and Newfoundland and Labrador: 15

Number of Employees: 1861

Organization Overview:

Yellow Pages is a Canadian digital and marketing solutions company that help find information on goods and services.

Key Dates – First Year Assessment

Initiated: 2016-04-01
 Received: 2016-04-18
 Closed: 2016-04-25
 WFA: 2016-03-31

Key Dates – Subsequent Assessment

Initiated: 2017-10-13
 Received: 2017-12-07
 WFA: 2017-11-28

DATA VERIFICATION

I have verified that the data provided as part of the subsequent assessment package is consistent with that provided during the previous submission:

Yes No

Comments:

- The data from the previous workforce analysis included in the Achievement Table is consistent with that found in the database.
- There were some discrepancies found in the Achievement Table. Employer was contacted and the information was corrected. The data from the current workforce analysis included in the Achievement Table is now consistent with that found in Forms 1 to 6 from WEIMS.

ASSESSMENT OF REASONABLE PROGRESS

- The organization established goals both in numbers and percentages. For consistency purposes, the percentage of goals met reflected in the analysis below is taken from the percentages goal.

Women

11.	Intermediate Sales & Service Personnel	Goal met at 93%
13	Other Sales & Service Personnel	Goal not required. Representation over 50%.

Aboriginal Peoples

3.	Professionals	Goal met at 88%
11.	Intermediate Sales & Service Personnel	Goal not met (46%)

Assessment/Observations

- EEOG 11: there were 360 new entrants which include 3 Aboriginal Peoples. This represents 0.8% which is below the LMA of 1.8%.

Person with Disabilities

1./2.	Managers	Goal not met (0%)
3.	Professionals	Goal not met (32%)
4.	Semi-Professionals & Technicians	Goal not met (0%)
5.	Supervisors	Goal not met (42%)
10.	Clerical Personnel	Goal not met (22%)
11.	Intermediate Sales & Service Personnel	Goal not met (37%)

Assessment/Observations

- EEOG 1/2: 67 new entrants and none was a person with disabilities. At a LMA rate of 4.3%, two would have been expected.
- EEOG 03: there were 406 new entrants which include 5 persons with disabilities. This represents only 1.2% which is below the LMA of 3.8%; 15 would have been expected.
- EEOG 04: 26 new entrants and none was a person with disabilities. At a LMA rate of 4.6%, one would have been expected.
- EEOG 05: there were 17 new entrants which include one person with disabilities. This represents only 5.9% which is below the LMA of 13.9%; 2 would have been expected.
- EEOG 10: 65 new entrants which include one person with disabilities. This represents only 1.5% which is below the LMA of 7%; 4 would have been expected.
- EEOG 11: 360 new entrants which include 8 persons with disabilities. This represents only 2.2% which is below the LMA of 5.6%; 20 would have been expected.

Members of Visible Minorities

2.	Middle & Other Managers	Goal met at 91%
4.	Semi-Professionals & Technicians	Goal not met (56%)
5.	Supervisors	Goal met at 89%
10.	Clerical Personnel	Goal met at 86%
11.	Intermediate Sales & Service Personnel	Goal met at 110%

Assessment/Observations

- EEOG 04: there were 26 new entrants including three persons with disabilities. This represents only 11.5% which is below the LMA of 20.8%.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- Out of 14 goals set, only six were met.
 - For eight instances where the goals were not met, there were sufficient hiring and promotion opportunities in each respective occupational group to expect that reasonable progress.
 - None of the goals set for person with disabilities has been met but sufficient hires and promotions were made to expect better opportunities for this group.
 - Given that less than two years elapsed since the previous workforce analysis, it is reasonable to expect that reasonable progress could have been made should the organization have had a full three years to action their goals. Given that progress has been made for persons with disabilities and Aboriginal peoples and given the few gaps for women, the organization may want to focus initiatives to ensure the increase in representation of persons with disabilities.

ASSESSMENT OF SHORT-TERM GOALS

- For out 18 of 18 outstanding gaps, a short-term goal was set as a percentage at availability.

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EOG)		Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	%	# or %	%	%
3	Professionals	-25	50		47	50.8
7	Administrative & Senior Clerical Personnel	-3	N/A		75	80.5
11	Intermediate Sales & Service Personnel	-148	50		44	63.6

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EOG)		Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	%	# or %	%	%
2	Middle & Other Managers	-2	2.2	2.2	1.2	2.2
3	Professionals	-4	1.7	1.7	1.1	1.7
4	Semi-Professionals & Technicians	-1	1.3	1.3	0	1.3

11	Intermediate Sales & Service Personnel	-4	1.4	1.4	0.9	1.4
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Person with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	%	# or %	%	%
1/2	Managers	-5	4.3	4.3	1.2	4.3
3	Professionals	-13	3.8	3.8	1.7	3.8
4	Semi-Professionals & Technicians	-2	4.6	4.6	0	4.6
5	Supervisors	-3	13.9	13.9	5.6	13.9
7	Administrative & Senior Clerical Personnel	-1	3.4	3.4	1.9	3.4
10	Clerical Personnel	-9	7	7	1.8	7
11	Intermediate Sales & Service Personnel	-33	5.6	5.6	1.2	5.6

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 or more)		
#	Description	#	%	# or %	%	%
5	Supervisors	-2	31	31	25	31
7	Administrative & Senior Clerical Personnel	-3	20.5	20.5	15.4	20.5
10	Clerical Personnel	-9	36.2	36.2	30.9	36.2
11	Intermediate Sales & Service Personnel	-78	36.6	36.6	26.3	36.6

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:

- Given that Pages Jaunes Solutions Numériques et Médias Limitée has a number of gaps for persons with disabilities overall and no goals has not been met since the first assessment, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of this group. Guidance on the conduct of an employment systems review is available on the Labour Program website (Step 2-2 of the modules).

Name of Analyst: Maurice Yakibonge

Date: 20/04/2018



From: Yakibonge, Mauritius [NC] on behalf of EE-EME
Sent: May 7, 2018 8:19 AM
To: Dany Paradis
Cc: 'pierre.bedard@pj.ca'; 'Janie St-Onge'.
Subject: Government of Canada Agreement Number 10000356 - Notice of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Mr. Paradis:

I am writing to inform you that the subsequent compliance assessment initiated on November 4, 2017, has been completed. As a result of the assessment, Pages Jaunes Solutions Numériques et Médias Limitée (Yellow Pages) 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 subsequent assessment was to verify whether or not your organization has maintained compliance with the requirements of the FCP and made reasonable progress and/or reasonable efforts to achieve employment equity.

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of Pages Jaunes Solutions Numériques et Médias Limitée (Yellow Pages)'s employment equity program.

- Given that Pages Jaunes Solutions Numériques et Médias Limitée has a number of gaps for persons with disabilities and no goals have been met since the first assessment, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of this group. Guidance on how to conduct an employment systems review is available the Workplace Equity Information Management System help page (Step 2-2 of the training modules).

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on November 4, 2020. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When your organization is notified of the next assessment, the following information will be required by the due date:

- Workforce data (Forms 1 to 6) at the national level;
- An updated workforce analysis; and
- A completed Achievement Report that includes revised short-term and long-term numerical goals for any 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 over the three year period reasonable progress has not been made, Pages Jaunes Solutions Numériques et Médias Limitée (Yellow Pages) 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.

Labour Program officers are available to answer questions and provide guidance. You may also visit our website to access a number of tools and a series of training modules. In particular, we encourage your organization to continue using the [Workplace Equity Information Management System \(WEIMS\)](#) which can assist you in generating your workforce data and analysis.

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Pages Jaunes Solutions Numériques et Médias Limitée (Yellow Pages) continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



Joignez-vous au **Forum de l'équité, la diversité et l'inclusion en 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!