Revised Agreement

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	100	weed	·) [

		A 5 1 174 A 72 1 27 5 5			
Legal Name of Organization	UKG.	ANIZATION	Parent company	ie langted autoid	a Canada
Raymond Chabot Grant Thornt	on S.E.N.C.R.L.		Farent company	12 IOC3100 OO1510	e valiace
***				☐] Yes	Z No
Operating Name (if different from Legal Name	of Organization)		Business Numb	er	
N/A				N/A	
			Total number of ((Permanent Full-		
Organization's North American Industry Class	fication System (NAICS) Cod	a Nimber	(remanentrun		[*
To find your organization's four-digit NAICS of	ode please visit:		Federally F	Regulated	
http://www.statcan.gc.ca/subjects-sujets/stand 5 4 1 6 1 9	lard-norme/naics-scian/2007/I	ist-iiste-eng nim	Provincially	/ Regulated	
	HEA	DOFFICE			
Address (building number, street, suite, etc.)		City		Province	Postal Code
600, rue De La Gauchetiere 2000, Tour de la Banque Nat		Montreal		QC	H3B 418
2000, 1001 de la banque nac	4 V110 4 C	Telephone Number			
		514-878-269	l		
	ENPLOYMENT	FEQUITY CONT.	ACT		
Name (print)		Tiue			
Caroline Lampron		Senior Const	ıltant, Huma	an Capital	Development
Telephone Number	E-mail Address			Preferred Langu	age of Correspondence
514-393-4718	lampron.caroline@	Progt.com		[Z] English	French
	CERT	'IFICATION			
The above-named organization:					
 having a combined workforce of 100 	or more permanent full-tim	e and permanent p	art-time employe	ees in Canada	i, AND
 intending to bid on, or being in receip 			contract, standin	g offer or contr	ract issued under a
Supply Arrangement, valued at \$1,00					
hereby certifies its commitment to implem	ent or maintain employme	nt equity on an on-	going basis, bey	ond the period	of the procurement
instrument, in keeping with the Federal C please refer to: http://www.esdc.gc.ca/en/	ontractors Program requir <u>o/labour/equality/fcp/index</u>	ements, For more : .s <u>htm</u> i :	iniomation on it	yw to implemer	nı employment equily
Important note: If an audit of the Agreen	ant to Imploment Carlos	mont Easily uncou	re microprocont	ation on the na	ort of the organization
the procurement instrument(s) with the G	overnment of Canada may	be terminated.	~. ~	u v yv	ar war ar way ar a war ar ar a said
		NATORY			
NOTE: The signatory must be the Chief contract on behalf of the organization.		uthorized person in	i an executive po	isilon wiin legi	ai authority to sign a
Name (print)		Title			
Marco Perron		Partner			
Telephone Number	E-mail Address			Preferred Lang	juage of Correspondence
613-760-3535	Perron.Marco@rcg	t.com		Eng	lish 🗸 French
		Date (YYYY-MM-DI	D)	<u> </u>	
		2015-12-23	~ ,		
- Lagranga ayan wan					
The information you provide on this form is coll Contractors Program (FCP).	lected under the authority of s	section 42 of the <i>Emp</i>	loyment Equity Act	to determine yo	nur eligibility for the Federal
Completion of this form is mandatory. Refusal to Bid List, loss of the right to bid on federal go	to provide personal informatic vernment goods or services o	on will result in the org contracts of any value	janization's name t and may also resu	being placed on alt in the termina	the FCP Limited Eligibility tion of the contract.
The information you provide may be used and disclosures of your personal information will not	for disclosed for policy analysever result in an administrative	is, research and/or ev a decision being made	valuation purposes a about you.	. However, these	e additional uses and/or
Your personal information is administered in a your personal information, which is described i government publication entitled <i>Info Source</i> , waccessed online at any Service Canada Centra	n Personal Information Bank : hich is available at the followi	ESDC PPU 721. Insti	ructions for obtainir	no this informatic	on are outlined in the

Employment and Social Emploi et Développement Development Canada social Canada

Raymond Chabot Grant Thornton S.E.N.C.R.L. (certificate # 060337)

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

Reporting Period 2016-09-21 to 2018-06-08

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF **EMPLOYEES LOCATED IN** EACH AREA)

		Province		
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	115	3	0	118
Québec	2030	106	0	2136
New Brunswick	20	0	0	20
British Columbia	1	0	0	1
Total Employees in Ca	anada			2275

	Cer	nsus Metropolita	n Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Montréal	872	36	0	908
Toronto	2	0	0	2
Vancouver	1	0	0	1
Saguenay	88	5	0	93
Québec	230	12	0	242
Sherbrooke	172	10	0	182
Trois-Rivières	36	0	0	36
Ottawa - Gatineau	146	4	0	150
N.B. less CMA	20	0	0	20
Ont. less CMA	s 8	0	0	8
Que. less CMA	\s 591	42	0	633
Total Employe	es in Canada	a)		2275



Employment and Social Emploi et Développement Development Canada social Canada

Raymond Chabot Grant Thornton S.E.N.C.R.L. (certificate # 060337) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

Reporting Period 2016-09-21 to 2018-06-08

Occupational Group			All Employee:			original Peop			ns with Disa			s of Visible N	
Salary Range Col. 1	QTR	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	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	237	193	44	4	3	1	2	2				
	Total	237	193	44	4	3	1	2	2				
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	262	146	116	6	2	4	1	1		8	5	3
	Total	262	146	116	6	2	4	1	1		8	5	3
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	891	396	495	9	4	5	2	1	1	52	37	15
	Total	891	396	495	9	4	5	2	1	1	52	37	15
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	30	19	11	1	1					8	3	5
	Total	30	19	11	1	1					8	3	5

Page 1 of 5 Canada

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National Reporting Period 2016-09-21 to 2018-06-08 Raymond Chabot Grant Thornton S.E.N.C.R.L. (certificate # 060337)

			100	ording i error		2010-00	00							
Occupational Group		1	All Employees	S	Abo	Aboriginal Peoples	les	Persor	Persons with Disabilities	ilities	Members	Members of Visible Minorities	inorities	
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13	
Supervisors	4													

Occupational Group Salary Range Col. 1	QTR	Total Col. 2	All Employees Men Col. 3	Women Col. 4	At Total Col. 5	Aboriginal Peoples Men Col. 6	Women Col. 7	Perso Total Col. 8	Persons with Disabilities lal Men Wo	bilities Women Col. 10	Member Total Col. 11	Members of Visible Minorities Total Men Wome ol. 11 Col. 12 Col. 1	
Supervisors	4												
Top Range: Under \$5,000	သ												
Bottom Range: Under \$5,000	2												
	_	33	7	26							5		
	Total	33	7	26							5		
Supervisors: Crafts and Trades	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	_	2		2									
	Total	2		2									
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	သ												1 1
Bottom Range: Under \$5,000	2												'
	1	591	75	516	6	2	4	3	1	2	24		8
	Total	591	75	516	6	2	4	3	1	2	24		တ
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	_	98	14	84				1		1	10		5
	Total	98	14	84				١		1	10		5

Page 2 of 5

Form 2 A

Total Number of Employees	Total	1	Bottom Range: Under \$5,000 2	Top Range: Under \$5,000	Other Sales and Service Personnel 4	Total	1	Bottom Range: Under \$5,000 2	Top Range: Under \$5,000	Semi-Skilled Manual Workers 4	Total	1	Bottom Range: Under \$5,000 2	Top Range: Under \$5,000	Intermediate Sales and Service Personnel 4	Salary Range QTR Col. 1	Occupational Group
2166	1	1				3	3				18	18				Total Col. 2	A
856	1	1				1	1				4	4				Men Col. 3	All Employees
1310						2	2				14	14				Women Col. 4	03
26																Total Col. 5	Ab
12																Men Col. 6	Aboriginal Peoples
14																Women Col. 7	oles
9																Total Col. 8	Persi
5																Men Col. 9	Persons with Disabilities
4																Women Col. 10	bilities
109						1	1				1	1				Total Col. 11	Membe
60											1	1				Men Col. 12	Members of Visible Minorities
49						1	_									Women Col. 13	Vinorities

Occupational Group		A	All Employees		Ab	original Peop	oles	Perso	Persons with Disabilities	bilities	Member	Members of Visible Minorities	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men V	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	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	13	2	11				1		1			
	Total	13	2	11				1		1			
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	20	3	17	1		1						
	Total	20	3	17	1		_						
Supervisors	4												
Top Range: Under \$5,000	သ												
Bottom Range: Under \$5,000	2												
	1	3		3									
	Total	3		3									
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	ယ												
Bottom Range: Under \$5,000	2												
	1	63	7	56							1		_
	Total	63	7	56							1		

Raymond Chabot Grant Thornton S.E.N.C.R.L. (certificate # 060337) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National

Reporting Period 2016-09-21 to 2018-06-08

Occupational Group		A	All Employee:	S	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible M	1inorities
Salary Range Col. 1	QTR	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
Clerical Personnel	4	001. 2		001. 4	001. 0	001. 0	001.7	001. 0	001. 0	001. 10	001. 11	001. 12	001. 10
Cierical Personner	_												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	8		8									
	Total	8		8									
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2		2									
	Total	2		2									
Total Number of Employees		109	12	97	1		1	1		1	1		1

Canada

Raymond Chabot Grant Thornton S.E.N.C.R.L. (certificate # 060337)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / National

Reporting Period 2016-09-21 to 2018-06-08

		All Employees		Ab	original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	2166	856	1310	26	12	14	9	5	4	109	60	49
Total Number of Employees	2166	856	1310	26	12	14	9	5	4	109	60	49

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Form 3 B

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Total Number of Employees 109 12 97	Under \$5,000 109 12 97	Salary Range Total Men Women Col. 1 Col. 2 Col. 3	All Employees
1	1	Total Col. 4	A.
		Men Col. 5	Aboriginal Peoples
J	1	Women Col. 6	es
ı	1	Total Col. 7	Pers
		Men Col. 8	Persons with Disabilities
1	1	Women Col. 9	oilities
1	1	Total Col. 10	Memb€
		Men Col. 11	Members of Visible Minorities
		Women Col. 12	1inorities

12
97
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Raymond Chabot Grant Thornton S.E.N.C.R.L. (certificate # 060337)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

Reporting Period 2016-09-21 to 2018-06-08

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	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
Senior Managers	2	2										
Middle and Other Managers	47	32	15	1	1					7	6	1
Professionals	275	149	126							38	29	9
Semi-Professionals and Technicians	27	14	13							11	3	8
Supervisors	17	1	16							4		4
Administrative and Senior Clerical Personnel	209	45	164	3	1	2	1	1		29	15	14
Clerical Personnel	42	11	31				1	1		11	6	5
Intermediate Sales and Service Personnel	11	3	8							1	1	
Semi-Skilled Manual Workers	3	2	1							2	1	1
Total Number of Employees Hired	633	259	374	4	2	2	2	2		103	61	42

Canada

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / National Reporting Period 2016-09-21 to 2018-06-08

		All Employees		AI	Aboriginal Peoples	es	Pers	Persons with Disabilities	llities	Member	Members of Visible Minorities	าorities
Occupational Group	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 Men Col. 10 Col. 11		Women Col. 12
Middle and Other Managers	2		2									
Professionals	6	2	4									
Administrative and Senior Clerical Personnel	11	2	9							2		2
Clerical Personnel	4		4							1		_
Total Number of Employees Hired	23	4	19							3		3

Raymond Chabot Grant Thornton S.E.N.C.R.L. (certificate # 060337) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / National

Reporting Period 2016-09-21 to 2018-06-08

	Employe	ees promoted (Employees pro	moted during	the year are to	be reported on	nly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Occupational Crown		All Employees		Al	boriginal People	es	Pers	ons with Disat	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	51	28	23	2	1	1				1		1
Professionals	380	196	184	1		1	1		1	21	14	7
Semi-Professionals and Technicians	3	2	1	1	1							
Supervisors	11	3	8									
Supervisors: Crafts and Trades	1		1									
Administrative and Senior Clerical Personnel	31	4	27									
Clerical Personnel	1		1									
Total Number of Employees Promoted	478	233	245	4	2	2	1		1	22	14	8
Total Number of Promotions	536	263	273	4	2	2	1		1	25	15	10

Form 5 B

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			Į.	Reporting Period 2016-09-21 to 2018-06-08	od 2016-09-21	to 2018-06-08						
	Employ	es promoted (Employees pro	moted during	the year are to	be reported or	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.)	ational groups	in which or to v	which they hav	e been last pro	moted.)
		All Employees		AI	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	norities
Occupational Gloup	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	1		1									
Professionals	2	1	1									
Supervisors	1		1									
Administrative and Senior Clerical Personnel	6	1	51							1		1
Total Number of Employees Promoted	10	2	8							1		1
Total Number of Promotions	10	2	8							_		

Raymond Chabot Grant Thornton S.E.N.C.R.L. (certificate # 060337) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

Reporting Period 2016-09-21 to 2018-06-08

		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	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
Senior Managers	4	3	1	1	1							
Middle and Other Managers	60	34	26	1	1					3	3	
Professionals	356	167	189	4	3	1	2		2	31	15	16
Semi-Professionals and Technicians	14	11	3	1	1					5	2	3
Supervisors	13	1	12									
Administrative and Senior Clerical Personnel	182	40	142	1		1				22	9	13
Clerical Personnel	28	4	24				1	1		3	1	2
Intermediate Sales and Service Personnel	7		7									
Semi-Skilled Manual Workers	3	3								1	1	
Total Number of Employees Terminated	667	263	404	8	6	2	3	1	2	65	31	34

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FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / National

Reporting Period 2016-09-21 to 2018-06-08

		All Employees		1V	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	າorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	1		1									
Professionals	11		11	1		1						
Semi-Professionals and Technicians	1	1										
Administrative and Senior Clerical Personnel	15	1	14							1		1
Clerical Personnel	4		4							1		1
Intermediate Sales and Service Personnel	2		2									
Total Number of Employees Terminated	34	2	32	-1						2		2

Workplace Equity Information Management System - Raymond Chabot Grant Thornton S.E.N.C.R.L.

Workforce Analysis - Detailed Report

Date: 2018-06-11

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	ilability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	237	44	18.6 %	27.4 %	65	-21	National
02 : Middle and Other Managers	National	275	127	46.2 %	38.9 %	107	20	National
03 : Professionals		911	512	56.2 %	53.7 %	489	23	
1111 : Financial auditors and accountants	National	671	393	58.6 %	55.1 %	370	23	National
1112 : Financial and investment analysts	National	31	10	32.3 %	50.1 %	16	-6	National
121 : Human resources professionals	National	43	36	83.7 %	71.1 %	31	5	National
122 : Professional occupations in business management consulting	National	73	30	41.1 %	42.0 %	31	-1	National
123 : Professional occupations in advertising, marketing and public relations	National	26	18	69.2 %	66.4 %	17	1	National
2171 : Information systems analysts and consultants	National	35	4	11.4 %	28.3 %	10	-6	National
2172: Database analysts and data administrators	National	1	1	100.0 %	35.2 %	0	1	National
2174 : Computer programmers and interactive media developers	National	9	1	11.1 %	17.9 %	2	-1	National
021 : College and other vocational instructors	National	1	1	100.0 %	53.8 %	1	0	National
112 : Lawyers and Quebec notaries	National	1	1	100.0 %	42.5 %	0	1	National
i122 : Editors	National	16	14	87.5 %	62.7 %	10	4	National
5125 : Translators, terminologists and interpreters	National	4	3	75.0 %	69.9 %	3	0	National
4 : Semi-Professionals and Technicians		30	11	36.7 %	23.4 %	7	4	
2281 : Computer network technicians	Québec	7	0	0.0 %	18.5 %	1	-1	Québec
282 : User support technicians	Ontario	11	8	72.7 %	24.2 %	3	5	Ontario
2282 : User support technicians	Québec	9	0	0.0 %	19.6 %	2	-2	Québec
i223 : Graphic arts technicians	Québec	3	3	100.0 %	43.5 %	1	2	Québec
5 : Supervisors		36	29	80.6 %	52.2 %	19	10	
Employment Equity Occupational Group	Montréal	24	19	79.2 %	50.8 %	12	7	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	3	2	66.7 %	50.7 %	2	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	4	3	75.0 %	58.8 %	2	1	Que. less CMAs



Workplace Equity Information Management System - Raymond Chabot Grant Thornton S.E.N.C.R.L.

007959

Workforce Analysis - Detailed Report

Date: 2018-06-11

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Repre	Representation #%	Women Av:	Availability 6 #	Gap #	Recruitment Area
Employment Equity Occupational Group	Québec	2	2	100.0 %	52.6 %	<u> </u>	<u> </u>	Québec
Employment Equity Occupational Group	Sherbrooke	ω	ω	100.0 %	55.6 %	N	_	Sherbrooke
06 : Supervisors: Crafts and Trades		N	2	100.0 %	38.4 %	<u> </u>	<u> </u>	
7303 : Supervisors, printing and related occupations	Québec	2	2	100.0 %	38.4 %	<u> </u>	_	Québec
07 : Administrative and Senior Clerical Personnel		654	572	87.5 %	83.9 %	549	23	
Employment Equity Occupational Group	Montréal	202	166	82.2 %	80.8 %	163	ω	Montréal
Employment Equity Occupational Group	N.B. less CMA	11	7	63.6 %	86.1 %	9	ż	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	ω	ω	100.0 %	87.1 %	ω	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	25	20	80.0 %	77.2 %	19	_	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	265	240	90.6 %	87.5 %	232	∞	Que. less CMAs
Employment Equity Occupational Group	Québec	56	50	89.3 %	80.9 %	45	ر ت	Québec
Employment Equity Occupational Group	Saguenay	28	27	96.4 %	81.9 %	23	4	Saguenay
Employment Equity Occupational Group	Sherbrooke	52	48	92.3 %	84.2 %	44	4	Sherbrooke
Employment Equity Occupational Group	Trois-Rivières	12	=	91.7 %	83.5 %	10	_	Trois-Rivières
10 : Clerical Personnel		106	92	86.8 %	63.8 %	68	24	
Employment Equity Occupational Group	Montréal	39	28	71.8 %	62.5 %	24	4	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	Ø	Сī	83.3 %	65.8 %	4	_	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	29	29	100.0 %	66.8 %	19	10	Que. less CMAs
Employment Equity Occupational Group	Québec	16	14	87.5 %	61.6 %	10	4	Québec
Employment Equity Occupational Group	Saguenay	_	_	100.0 %	61.8 %	_	0	Saguenay
Employment Equity Occupational Group	Sherbrooke	14	14	100.0 %	63.0 %	9	ъ	Sherbrooke
Employment Equity Occupational Group	Trois-Rivières	_	_	100.0 %	64.9 %	_	0	Trois-Rivières
11 : Intermediate Sales and Service Personnel		20	16	80.0 %	61.8 %	12	4	
Employment Equity Occupational Group	Montréal	20	16	80.0 %	61.8 %	12	4	Montréal

Workplace Equity Information Management System - Raymond Chabot Grant Thornton S.E.N.C.R.L.

007960

Workforce Analysis - Detailed Report

Date: 2018-06-11

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Representation	ntation	Avai	Availability	Gap	Recruitment Area
		#	#	%	%	#	#	
12 : Semi-Skilled Manual Workers		ω	2	2 66.7 % 13.2 %	13.2 %	0	2	
Employment Equity Occupational Group	Québec	ω	2	66.7 %	13.2 %	0	2	Québec
13 : Other Sales and Service Personnel		_	0	0.0 %	51.1%	_	_	
Employment Equity Occupational Group	Montréal	_	0	0.0 % 51.1 %	51.1%	_	<u>.</u>	Montréal
Total		2275	1407	61.9% 57.9%	57.9 %	1318	89	

Total may not equal sum of components due to rounding.

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

Workplace Equity Information Management System - Raymond Chabot Grant Thornton S.E.N.C.R.L.

007961

Workforce Analysis - Detailed Report

Date: 2018-06-11

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees	Abo Representation	Aboriç entation	Aboriginal Peoples	bilitv	Gap	Recruitment Area
		#	# 7	%	%	#	# 7	
01 : Senior Managers	National	237	4	1.7 %	2.9 %	7	မ	National
02 : Middle and Other Managers	National	275	6	2.2 %	2.2 %	6	0	National
03 : Professionals		911	10	1.1 %	1.4 %	13	ٺ	
1111 : Financial auditors and accountants	National	671	9	1.3 %	1.3 %	9	0	National
1112 : Financial and investment analysts	National	31	_	3.2 %	0.9 %	0	<u> </u>	National
1121 : Human resources professionals	National	43	0	0.0 %	2.7 %	1	4	National
1122 : Professional occupations in business management consulting	National	73	0	0.0 %	1.6 %	_	<u>.</u>	National
1123 : Professional occupations in advertising, marketing and public relations	National	26	0	0.0 %	2.1 %	_	_	National
2171 : Information systems analysts and consultants	National	35	0	0.0 %	1.1 %	0	0	National
2172 : Database analysts and data administrators	National	_	0	0.0 %	1.3 %	0	0	National
2174 : Computer programmers and interactive media developers	National	9	0	0.0 %	1.0 %	0	0	National
4021 : College and other vocational instructors	National	_	0	0.0 %	2.4 %	0	0	National
4112 : Lawyers and Quebec notaries	National	_	0	0.0 %	1.6 %	0	0	National
5122 : Editors	National	16	0	0.0 %	1.6 %	0	0	National
5125 : Translators, terminologists and interpreters	National	4	0	0.0 %	2.9 %	0	0	National
04 : Semi-Professionals and Technicians		30	_	3.3 %	1.3 %	0	_	
2281 : Computer network technicians	Québec	7	0	0.0 %	1.1 %	0	0	Québec
2282 : User support technicians	Ontario	11	0	0.0 %	1.6 %	0	0	Ontario
2282 : User support technicians	Québec	9	_	11.1 %	1.3 %	0	_	Québec
5223 : Graphic arts technicians	Québec	ω	0	0.0 %	0.4 %	0	0	Québec
05 : Supervisors		36	0	0.0 %	1.1 %	0	0	
Employment Equity Occupational Group	Montréal	24	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	ω	0	0.0 %	2.7 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	4	0	0.0 %	2.8 %	0	0	Que. less CMAs

Workplace Equity Information Management System - Raymond Chabot Grant Thornton S.E.N.C.R.L.

Workforce Analysis - Detailed Report

007962

Date: 2018-06-11

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees	Abo Representation	Aborig entation	Aboriginal Peoples	oility	Gap	Recruitment Area
-		*	# -	%	%	# `	# -	
Employment Equity Occupational Group	Québec	2	0	0.0 %	1.2 %	0	0	Québec
Employment Equity Occupational Group	Sherbrooke	ω	0	0.0 %	0.0 %	0	0	Sherbrooke
06 : Supervisors: Crafts and Trades		2	0	0.0 %	0.0 %	0	0	
7303 : Supervisors, printing and related occupations	Québec	2	0	0.0 %	0.0 %	0	0	Québec
07 : Administrative and Senior Clerical Personnel		654	6	0.9 %	1.8 %	12	å	
Employment Equity Occupational Group	Montréal	202	2	1.0 %	0.7 %	<u> </u>	_	Montréal
Employment Equity Occupational Group	N.B. less CMA	11	0	0.0 %	2.7 %	0	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	ω	0	0.0 %	4.1 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	25	<u> </u>	4.0 %	3.2 %	<u> </u>	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	265	<u> </u>	0.4 %	2.9 %	8	-7	Que. less CMAs
Employment Equity Occupational Group	Québec	56	0	0.0 %	0.7 %	0	0	Québec
Employment Equity Occupational Group	Saguenay	28	_	3.6 %	2.3 %	<u></u>	0	Saguenay
Employment Equity Occupational Group	Sherbrooke	52	_	1.9 %	0.4 %	0	_	Sherbrooke
Employment Equity Occupational Group	Trois-Rivières	12	0	0.0 %	0.4 %	0	0	Trois-Rivières
10 : Clerical Personnel		106	0	0.0 %	1.6 %	2	'n	
Employment Equity Occupational Group	Montréal	39	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	O	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	29	0	0.0 %	3.2 %	<u> </u>	<u> </u>	Que. less CMAs
Employment Equity Occupational Group	Québec	16	0	0.0 %	0.6 %	0	0	Québec
Employment Equity Occupational Group	Saguenay	<u> </u>	0	0.0 %	2.4 %	0	0	Saguenay
Employment Equity Occupational Group	Sherbrooke	14	0	0.0 %	1.0 %	0	0	Sherbrooke
Employment Equity Occupational Group	Trois-Rivières	<u> </u>	0	0.0 %	1.0 %	0	0	Trois-Rivières
11 : Intermediate Sales and Service Personnel		20	0	0.0 %	0.9 %	0	0	
Employment Equity Occupational Group	Montréal	20	0	0.0 %	0.9 %	0	0	Montréal

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Employment and Social Emploi et Développement Development Canada social Canada

Workplace Equity Information Management System - Raymond Chabot Grant Thornton S.E.N.C.R.L.

Workforce Analysis - Detailed Report

Date: 2018-06-11

Aboriginal Peoples

				Aborig	Aboriginal Peoples			
Employment Equity Occupational Group	Internal Location	All Employees	Representation	ntation	Avail	Availability	Gap	Recruitment Area
		#	#	%	%	#	#	
12 : Semi-Skilled Manual Workers		3	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Québec	ω	0	0.0 %	0.8 %	0	0	Québec
13 : Other Sales and Service Personnel		_	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Montréal	_	0	0.0 %	0.8 %	0	0	Montréal
Total		2275	27	27 1.2 % 1.8 %	1.8 %	40	-13	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Raymond Chabot Grant Thornton S.E.N.C.R.L.

007964

Workforce Analysis - Detailed Report

Date: 2018-06-11

Members of Visible Minorities

	•	: : :		Viembers of	Members of Visible Minorities		:
стрюутел ефиту Оссирацина отопр	IIIteriiai Location	#	# xepress	# %	Availability %#	# # #	Recidinient Area
01 : Senior Managers	National	237	0	0.0 %	10.1 %	24 -24	National
02 : Middle and Other Managers	National	275	∞	2.9 %	15.0 %	-33	National
03 : Professionals		911	52	5.7 %	26.3 %	240 -188	
1111 : Financial auditors and accountants	National	671	21	3.1 %	27.5 %	185 -164	National
1112 : Financial and investment analysts	National	31	_	3.2 %	35.4 %	-10	National
1121 : Human resources professionals	National	43	_	2.3 %	14.1 %	6 -5	National
1122 : Professional occupations in business management consulting	National	73	18	24.7 %	21.6 %	16 2	National
1123 : Professional occupations in advertising, marketing and public relations	National	26	2	7.7 %	16.9 %	4 -2	National
2171 : Information systems analysts and consultants	National	35	7	20.0 %	31.4 %	11 -4	National
2172 : Database analysts and data administrators	National	_	0	0.0 %	32.3 %	0 0	National
2174 : Computer programmers and interactive media developers	National	9	2	22.2 %	31.5 %	3 -1	National
4021 : College and other vocational instructors	National	_	0	0.0 %	13.4 %	0 0	National
4112 : Lawyers and Quebec notaries	National	_	0	0.0 %	12.5 %	0 0	National
5122 : Editors	National	16	0	0.0 %	13.2 %	2 -2	National
5125 : Translators, terminologists and interpreters	National	4	0	0.0 %	22.2 %	<u> </u>	National
04 : Semi-Professionals and Technicians		30	∞	26.7 %	22.4 %	7 1	
2281 : Computer network technicians	Québec	7	0	0.0 %	13.1 %	<u>-</u>	Québec
2282 : User support technicians	Ontario	11	Ŋ	45.5 %	35.9 %	4 1	Ontario
2282 : User support technicians	Québec	9	2	22.2 %	18.2 %	2 0	Québec
5223 : Graphic arts technicians	Québec	ω	_	33.3 %	7.3 %	0 1	Québec
05 : Supervisors		36	Ŋ	13.9 %	12.7 %	5 0	
Employment Equity Occupational Group	Montréal	24	4	16.7 %	16.7 %	4 0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	ω	_	33.3 %	14.7 %	0 1	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	4	0	0.0 %	0.7 %	0 0	Que. less CMAs

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Workplace Equity Information Management System - Raymond Chabot Grant Thornton S.E.N.C.R.L.

007965

Workforce Analysis - Detailed Report

Date: 2018-06-11

Members of Visible Minorities

Members of Visible Representation	# # % %	Employment Equity Occupational Group Québec 2 0 0.0 % 2.3 %	Employment Equity Occupational Group Sherbrooke 3 0 0.0 % 2.0 %	06 : Supervisors: Crafts and Trades 2 0 0.0 % 9.6 %	7303 : Supervisors, printing and related occupations Québec 2 0 0.0 % 9.6 %	07 : Administrative and Senior Clerical Personnel 654 25 3.8 % 4.8 %	Employment Equity Occupational Group Montréal 202 15 7.4 % 12.2 %	Employment Equity Occupational Group N.B. less CMA 11 0 0.0% 1.0%	Employment Equity Occupational Group Ont. less CMAs 3 0 0.0% 1.6%	Employment Equity Occupational Group Ottawa - Gatineau 25 1 4.0 % 12.2 %	Employment Equity Occupational Group Que. less CMAs 265 2 0.8 % 0.6 %	Employment Equity Occupational Group Québec 56 5 8.9 % 1.5 %	Employment Equity Occupational Group Saguenay 28 0 0.0 % 0.8 %	Employment Equity Occupational Group Sherbrooke 52 0 0.0% 1.5%	Employment Equity Occupational Group Trois-Rivières 12 2 16.7 % 2.2 %	10 : Clerical Personnel 106 10 9.4 % 8.1 %	Employment Equity Occupational Group Montréal 39 8 20.5 % 17.4 %	Employment Equity Occupational Group Ottawa - Gatineau 6 2 33.3 % 14.7 %	Employment Equity Occupational Group Que. less CMAs 29 0 0.0 % 0.6 %	O. 6450	6.6	Saguenay 1 0 0.0%	Saguenay 1 0 0.0 % Sherbrooke 14 0 0.0 %	Saguenay 1 0 0.0 % Sherbrooke 14 0 0.0 % Trois-Rivières 1 0 0.0 %	Saguenay 1 0 0.0 % Sherbrooke 14 0 0.0 % Trois-Rivières 1 0 0.0 % 20 1 5.0 %
of Visible	٠.				9.6							1.5	0.8		2.2					% 2.0 %		2.6			
Ga	•	0 0 Québec	0 0 Sherbrooke	0 0	0 0 Québec	31 -6	25 -10 Montréal	0 0 N.B. less CMA	0 0 Ont. less CMAs	3 -2 Ottawa - Gatineau	2 0 Que. less CMAs	1 4 Québec	0 0 Saguenay	1 Sherbrooke	0 2 Trois-Rivières	9 1	7 1 Montréal	1 1 Ottawa - Gatineau	0 0 Que. less CMAs	0 0 Québec	0 0 Saguenay	0 0 Sherbrooke	0 0 Trois-Rivières		4 ئ

Date: 2018-06-11

Members of Visible Minorities

1 0 0.0 % 24.3 % Montréal 1 0 0.0 % 24.3 %
1 0 0.0%
1 0 0.0%

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

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Raymond Chabot Grant Thornton S.E.N.C.R.L.

007967

Workforce Analysis - Detailed Report

Date: 2018-06-11

Persons with Disabilities

				Persons v	Persons with Disabilities	es		
Employment Equity Occupational Group	Internal Location	All Employees #	Representation #%	ntation %	Availability % #	bility #	Gap #	Recruitment Area
01/02 : Managers	National	512	4	0.8 %	4.3 %	22	-18	National
03 : Professionals	National	911	2	0.2 %	3.8 %	35	မ	National
04 : Semi-Professionals and Technicians	National	30	0	0.0 %	4.6 %	_	_	National
05 : Supervisors	National	36	0	0.0 %	13.9 %	5	វ៉ា	National
06 : Supervisors: Crafts and Trades	National	2	0	0.0 %	7.8 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	654	ω	0.5 %	3.4 %	22	-19	National
10 : Clerical Personnel	National	106	_	0.9 %	7.0 %	7	÷	National
11 : Intermediate Sales and Service Personnel	National	20	0	0.0 %	5.6 %	1	4	National
12 : Semi-Skilled Manual Workers	National	ω	0	0.0 %	4.8 %	0	0	National
13 : Other Sales and Service Personnel	National	_	0	0.0 %	6.3 %	0	0	National
Total		2275	10	0.4 %	4.1 %	93	-83	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Raymond Chabot Grant Thornton S.E.N.C.R.L.

007968

Workforce Analysis - Detailed Report

Date: 2018-06-11

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

13 : Other Sales and Service Personnel	12 : Semi-Skilled Manual Workers	11 : Intermediate Sales and Service Personnel	10 : Clerical Personnel	07 : Administrative and Senior Clerical Personnel	06 : Supervisors: Crafts and Trades	05 : Supervisors	04 : Semi-Professionals and Technicians	03 : Professionals	02 : Middle and Other Managers	01 : Senior Managers	Employment Equity Occupational Group
EEOG	EEOG	EEOG	EEOG	EEOG	NOC	EEOG	NOC	NOC	EEOG	EEOG	Perform Analysis By
CMA	СМА	СМА	СМА	СМА	Provincial	СМА	Provincial	National	National	National	Recruitment Area

Workplace Equity Information Management System - Raymond Chabot Grant Thornton S.E.N.C.R.L.

Workforce Analysis - Detailed Report

Date: 2018-06-11

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
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National



Workplace Equity Information Management System - Raymond Chabot Grant Thornton S.E.N.C.R.L.

Workforce Analysis - Comparison Detailed Report

Women

												Women								
Employment Equity Occupational Group	Internal Location	Α	II Employees	3			Repres	entation					Availa	ability				Gap		Recruitment Are
		2016-09-26	2018-06-08	Change	2016-09-26	2018-06-08	Change	2016-09-26	2018-06-08	Change	2016-09-26	2018-06-08	Change	2016-09-26	2018-06-08	Change	2016-09-26	2018-06-08	Change	1
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	1
01 : Senior Managers	National	239	237	-2	2 45	44	-1	18.8 %	18.6 %	-0.2 %	27.4 %	27.4 %	0.0 %	65	65	(0 -20	-21	-1	National
02 : Middle and Other Managers	National	286	275	-11	136	127	-9	47.6 %	46.2 %	-1.4 %	38.9 %	38.9 %	0.0 %	111	107	-4	4 25	20	-5	National
03 : Professionals		995	911	-84	581	512	-69	58.4 %	56.2 %	-2.2 %	54.4 %	53.7 %	-0.7 %	541	489	-52	2 40	23	-17	
1111 : Financial auditors and accountants	National	768	671	-97	446	393	-53	58.1 %	58.6 %	0.5 %	55.1 %	55.1 %	0.0 %	423	370	-53	3 23	23	0	National
1112 : Financial and investment analysts	National	30	31	1	9	10	1	30.0 %	32.3 %	2.3 %	50.1 %	50.1 %	0.0 %	15	16		1 -6	-6	0	National
1121 : Human resources professionals	National	43	43	C	37	36	-1	86.0 %	83.7 %	-2.3 %	71.1 %	71.1 %	0.0 %	31	31	(0 6	5	-1	National
1122 : Professional occupations in business management consulting	National	63	73	10	31	30	-1	49.2 %	41.1 %	-8.1 %	42.0 %	42.0 %	0.0 %	26	31		5 5	-1	-6	National
1123 : Professional occupations in advertising, marketing and public relations	National	29	26	-3	3 24	18	-6	82.8 %	69.2 %	-13.6 %	66.4 %	66.4 %	0.0 %	19	17	-3	2 5	1	-4	National
2171 : Information systems analysts and consultants	National	24	35	11	4	4	0	16.7 %	11.4 %	-5.3 %	28.3 %	28.3 %	0.0 %	7	10	;	3 -3	-6	-3	National
2172 : Database analysts and data administrators	National	0	1	1	0	1	1	0.0 %	100.0 %	100.0 %	35.2 %	35.2 %	0.0 %	0	0	(0 0	1	1	National
2174 : Computer programmers and interactive media developers	National	9	9	C	2	1	-1	22.2 %	11.1 %	-11.1 %	17.9 %	17.9 %	0.0 %	2	2	(0 0	-1	-1	National
4021 : College and other vocational instructors	National	1	1	C	1	1	0	100.0 %	100.0 %	0.0 %	53.8 %	53.8 %	0.0 %	1	1	(0 0	0	0	National
4112 : Lawyers and Quebec notaries	National	2	1	-1	2	1	-1	100.0 %	100.0 %	0.0 %	42.5 %	42.5 %	0.0 %	1	0	-	1 1	1	0	National
5121 : Authors and writers	National	1	0	-1	0	0	0	0.0 %	0.0 %	0.0 %	54.9 %	54.9 %	0.0 %	1	0	-	1 -1	0	1	National
5122 : Editors	National	19	16	-3	19	14	-5	100.0 %	87.5 %	-12.5 %	62.7 %	62.7 %	0.0 %	12	10	-2	2 7	4	-3	National
5125 : Translators, terminologists and interpreters	National	6	4	-2	9 6	3	-3	100.0 %	75.0 %	-25.0 %	69.9 %	69.9 %	0.0 %	4	3	-	1 2	0	-2	National
04 : Semi-Professionals and Technicians		17	30	13	1	11	10	5.9 %	36.7 %	30.8 %	20.6 %	23.4 %	2.8 %	4	7	;	3 -3	4	7	*
2281 : Computer network technicians	Québec	7	7	C	0	0	О	0.0 %	0.0 %	0.0 %	18.5 %	18.5 %	0.0 %	1	1	(0 -1	-1	0	Québec
2282 : User support technicians	Ontario	0	11	11	0	8	8	0.0 %	72.7 %	72.7 %	24.2 %	24.2 %	0.0 %	0	3	;	3 0	5	5	Ontario
2282 : User support technicians	Québec	9	9	C	0	0	0	0.0 %	0.0 %	0.0 %	19.6 %	19.6 %	0.0 %	2	2	(0 -2	-2	0	Québec
5223 : Graphic arts technicians	Québec	1	3	2	2 1	3	2	100.0 %	100.0 %	0.0 %	43.5 %	43.5 %	0.0 %	0	1		1 1	2	1	Québec

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Women

				Ī						-									
Employment Equity Occupational Group	Internal Location	All Employees	ď				Se		-	-		1	- 5		1	-	Gap		Recruitment Area
		# # #	8 Change	2016-09-26	#	Change #	_	2016-09-26 2018-06-08 % %	08 Change	le 2016-09-26 %	% 2018-06-08	6-08 Change		2016-09-26 2018-06-08	08 Change	_	2016-09-26 2018-06-08	Change #	
05 : Supervisors		32 3	36	4 25	5 29		4 78.1%	% 80.6 %		2.5 % 52	52.3 % 52	52.2 %	-0.1%	17	19	20	8 10	2	
Employment Equity Occupational Group	Montréal	21 2	24	3 15	5 19		4 71.4%	% 79.2 %		7.8 % 50	50.8 % 5	50.8 %	0.0 %	=	12		4 7	ω.	3 Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	ω		2 2		0 100.0 %	% 66.7 %		-33.3 % 50	50.7 % 5	50.7 %	0.0 %	_	Ν	_	1 0		-1 Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	4	4	0 3	3		0 75.0 %	% 75.0 %		0.0 % 58	58.8 % 5	58.8 %	0.0 %	2	2	0		0	0 Que. less CMAs
Employment Equity Occupational Group	Québec	2	2	0	2 2		0 100.0 %	% 100.0 %		0.0 % 52	52.6 % 52	52.6 %	0.0 %	_	_	0		0	0 Québec
Employment Equity Occupational Group	Sherbrooke	ω	3	0	3		0 100.0 %	% 100.0 %		0.0 % 55	55.6 % 5	55.6 %	0.0%	2	N	0		0	0 Sherbrooke
06 : Supervisors: Crafts and Trades		2	2	0	2 2		0 100.0 %	% 100.0 %		0.0 % 38	38.4 % 3	38.4 %	0.0%		_	0		0	
7303 : Supervisors, printing and related occupations	Québec	2	2	0	2 2		0 100.0 %	% 100.0 %		0.0 % 38	38.4 % 3	38.4 %	0.0 %	_	_	0		0	0 Québec
07 : Administrative and Senior Clerical Personnel		631 654	23	555	572		17 88.0 %	% 87.5 %		-0.5 % 83	83.9 % 8:	83.9 %	0.0%	529	549	20	26 23	ů.	
Employment Equity Occupational Group	Montréal	197 202		5 165	5 166	0,	1 83.8 %	% 82.2 %		-1.6 % 80	80.8 % 81	80.8 %	0.0 %	159	163	4	6 3	ė.	-3 Montréal
Employment Equity Occupational Group	N.B. less CMA	8	3	5	oi .	7	2 62.5 %	% 63.6 %		1.1 % 86	86.1% 8	86.1%	0.0%	7	9	N	-2 -2		0 N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	2	ω		2		1 100.0 %	% 100.0 %		0.0 % 87	87.1% 8	87.1%	0.0 %	2	ω		0 0		0 Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	22 2	25	3 18	8 20		2 81.8 %	% 80.0 %		-1.8% 77	77.2% 7	77.2 %	0.0 %	17	19	N		0	0 Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	258 265	35 7	7 236	6 240		4 91.5%	% 90.6 %		-0.9 % 87	87.5 % 8	87.5 %	0.0 %	226	232	o	10 8		2 Que. less CMAs
Employment Equity Occupational Group	Québec	60 56	66	1 52	2 50		-2 86.7 %	% 89.3 %		2.6 % 80	80.9 % 81	80.9 %	0.0 %	49	<i>\$</i> 5	4	3	2	2 Québec
Employment Equity Occupational Group	Saguenay	28 2	28	0 27	7 27		0 96.4%	% 96.4 %		0.0 % 81	81.9 % 8	81.9 %	0.0%	23	23	0	4	0	0 Saguenay
Employment Equity Occupational Group	Sherbrooke	45 5	52	7 41	1 48		7 91.1%	% 92.3 %		1.2 % 84	84.2 % 8	84.2 %	0.0 %	38	44	o	3	1	1 Sherbrooke
Employment Equity Occupational Group	Trois-Rivières	11	12	9	9 11		2 81.8 %	% 91.7%		9.9 % 83	83.5 % 8:	83.5 %	0.0 %	9	10		0 1	1	Trois-Rivières
10 : Clerical Personnel		93 106	13	86	6 92		6 92.5 %	% 86.8 %		-5.7 % 63	63.8 % 6:	63.8 %	0.0%	59	68	9	27 24	6	
Employment Equity Occupational Group	Montréal	32	39	7 26	6 28		2 81.3 %	% 71.8 %		-9.5 % 62	62.5 % 6;	62.5 %	0.0 %	20	24	4	6 4	2	-2 Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	4 6			'n						878% 678%		000	w	4		_	0	0 Ottawa - Gatineau

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Women

											women							
Employment Equity Occupational Group	Internal Location	All Employees	oyees			Representation	ation					Availability	Ÿ			•	Gap	Recruitment Area
		2016-09-26 2018-06-08	6-08 Change	_	2016-09-26 2018-06-08	Change 20	2016-09-26 20	2018-06-08 C	Change 201	2016-09-26 2018-06-08	$\overline{}$	Change 2016-09-26 2018-06-08	16-09-26 20	-	Change 201	2016-09-26 2018-06-08	-06-08 Change	ıge
		#	#	*	#	#	%	%	%	%	%	%	*	#	#	*	#	
Employment Equity Occupational Group	Que. less CMAs	25	29	4 25	5 29	4	100.0 %	100.0 %	0.0 %	66.8 %	66.8 %	0.0 %	17	19	N	00	10	2 Que. less CMAs
		À	ò			>	3 2 8	07 F 0/	n 0 2	600	64 6 0/	2	>	5		n	_	1 0.655
employment equity Occupational Group	Quebec	ö	ō	<u>=</u>	4	c	93.3 %	87.5%	α %	01.0%	01.0 %	0.0 %	ď	ē	_	U	4	Guebec
Employment Equity Occupational Group	Saguenay	_		0	_	0	100.0 %	100.0 %	0.0 %	61.8 %	61.8 %	0.0%	_	_	0	0	0	0 Saguenay
Employment Equity Occupational Group	Sherbrooke	15	14	-1 15	14	7	100.0 %	100.0 %	0.0 %	63.0 %	63.0 %	0.0 %	9	9	0	6	υ	1 Sherbrooke
Employment Equity Occupational Group	Trois-Rivières	_		0	_	0	100.0 %	100.0 %	0.0 %	64.9 %	64.9 %	0.0 %	_	_	0	0	0	0 Trois-Rivières
11 : Intermediate Sales and Service Personnel		18	20	2 17	16	7	94.4 %	80.0 %	-14.4 %	61.8 %	61.8 %	0.0 %	=	12	_	0	4	7.5
Employment Equity Occupational Group	Montréal	18	20	2 17	7 16	7	94.4%	80.0 %	-14.4 %	61.8 %	61.8 %	0.0%	=	12		6	4	2 Montréal
12 : Semi-Skilled Manual Workers		ω	ω	0	2	_	33.3 %	66.7 %	33.4 %	14.9 %	13.2 %	-1.7 %	0	0	0	_	2	_
Employment Equity Occupational Group	Montréal	_	0	-1 0	0	0	0.0 %	0.0 %	0.0 %	18.4 %	18.4 %	0.0%	0	0	0	0	0	0 Montréal
Employment Equity Occupational Group	Québec	2	ω		2		50.0 %	66.7 %	16.7 %	13.2 %	13.2 %	0.0 %	0	0	0		20	1 Québec
13 : Other Sales and Service Personnel				0	0	0	0.0 %	0.0 %	0.0 %	51.1%	51.1%	0.0 %			0	7	4	0
Employment Equity Occupational Group	Montréal		_	0 0	0	0	0.0 %	0.0 %	0.0 %	51.1%	51.1%	0.0%	_	_	0	<u>.</u>	<u>.</u>	0 Montréal
Total		2317	2275	-42 1449	1407	-42	62.6 %	61.9 %	-0.7 %	57.8 %	57.9 %	0.1 %	1339	1318	-21	110	89	12

Total may not equal sum of components due to rounding.

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

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Aboriginal Peoples

												Apoliginal reoples	reopies							
Employment Equity Occupational Group	Internal Location	2016-09-26 2018-06-08	All Employees	Change	2016-09-26	2018-06-08	3	Representation	26 2018-06-08	\dashv	-	2016-09-26 2018-06-08	_	_ ≣	2016-09-26 2018-06-08	6D8 Change	+	2016-09-26 2018-06-08	DE-DR Change	Recruitment Area
		# :	#	# 0	*	_	_	_	_	%	_	%			#	_	_	# .		
01 : Senior Managers	National	239	237	ń		σı	4	-1 2.1	2.1 % 1.3	1.7 % -0.	-0.4 %	2.9 %	2.9 %	0.0 %	7	7	0	-2	۵	-1 National
02 : Middle and Other Managers	National	286	275	7		6	6	0 2.1	2.1 % 2.2	2.2 % 0.	0.1%	2.2 %	2.2 %	0.0 %	6	6	0	0	0	0 National
03 : Professionals		995	911	-84	14		10	4 1.4	1.4 % 1.1	1.1 % -0.	-0.3 %	1.4 %	1.4 %	0.0 %	14	13	7	0	ω	
1111 : Financial auditors and accountants	National	768	671	-97		12	9	-3 1.6	1.6 % 1.3	1.3 % -0.	-0.3 %	1.3 %	1.3 %	0.0 %	10	9	7	2	0	⊋ National
1112 : Financial and investment analysts	National	30	31			_	_	0 3.3	3.3 % 3.2	3.2 % -0.	0.1%	0.9 %	0.9 %	0.0 %	0	0	0	_	_	0 National
1121 : Human resources professionals	National	43	43	0		0	0	0.0	0.0 % 0.0	0.0 % 0.	0.0%	2.7 %	2.7 %	0.0%	_	_	0	4	4	0 National
1122 : Professional occupations in business management consulting	National	63	73	10		0	0	0.0	0.0 % 0.0	0.0 % 0.	0.0%	1.6 %	1.6 %	0.0 %		_	0	-	-	0 National
1123 : Professional occupations in advertising, marketing and public relations	National	29	26	۵		0	0	0.0	0.0 % 0.0	0.0 % 0.	0.0 %	2.1%	2.1 %	0.0 %			0		4	0 National
2171: Information systems analysts and consultants	National	24	35	=		0	0	0.0	0.0 % 0.0	0.0 % 0.	0.0%	1.1 %	1.1 %	0.0 %	0	0	0	0	0	0 National
2172 : Database analysts and data administrators	National	0	_			0	0	0.0	0.0 % 0.0	0.0 % 0.	0.0 %	1.3 %	1.3 %	0.0 %	0	0	0	0	0	0 National
2174 : Computer programmers and interactive media developers	National	9	9	0			0	-1 11.1%		0.0 % -11.	-11.1 %	1.0 %	1.0 %	0.0 %	0	0	0		0	-1 National
4021 : College and other vocational instructors	National	1	1	0		0	0	0.0	0.0 % 0.0	0.0 % 0.	0.0%	2.4 %	2.4 %	0.0%	0	0	0	0	0	0 National
4112 : Lawyers and Quebec notaries	National	2	1	7		0	0	0.0	0.0 % 0.0	0.0 % 0.	0.0 %	1.6 %	1.6 %	0.0%	0	0	0	0	0	0 National
5121 : Authors and writers	National	1	0			0	0	0.0	0.0 % 0.0	0.0 % 0.	0.0 %	1.9 %	1.9 %	0.0 %	0	0	0	0	0	0 National
5122 : Editors	National	19	16	۵		0	0	0.0	0.0 % 0.0	0.0 % 0.	0.0 %	1.6 %	1.6 %	0.0%	0	0	0	0	0	0 National
5125 : Translators, terminologists and interpreters	National	o	4	ź		0	0	0.0	0.0 % 0.0	0.0 % 0.	0.0%	2.9 %	2.9 %	0.0%	0	0	0	0	0	0 National
04 : Semi-Professionals and Technicians		17	30	13				0 5.9	5.9 % 3.3	3.3 % -2.	-2.6 %	1.1 %	1.3 %	0.2 %	0	0	0	_	_	0
2281 : Computer network technicians	Québec	7	7	0		0	0	0.0	0.0 % 0.0	0.0 % 0.	0.0%	1.1%	1.1 %	0.0%	0	0	0	0	0	0 Québec
2282 : User support technicians	Ontario	0	11	1		0	0	0.0	0.0 % 0.0	0.0 % 0.	0.0%	1.6 %	1.6 %	0.0 %	0	0	0	0	0	0 Ontario
2282 : User support technicians	Québec	9	9	0				0 11.1%	1% 11.1%		0.0%	1.3 %	1.3 %	0.0%	0	0	0		_	0 Québec
5223 : Graphic arts technicians	Québec	_	ω	2		0	0	0.0	0.0 % 0.0	0.0 %	0.0%	0.4 %	0.4 %	0.0%	0	0	0	0	0	0 Québec

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Aboriginal Peoples

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Employment Equity Occupational Group	Internal Location	2016-09-26 2018-06-08	2018-06-08	Change	2016-09-26	2018-06-08	2	Representation ange 2016-09-26	6 2018-06-08)8 Change	_	2016-09-26 2018-06-08	Ava 6-08 Change	_ =	2016-09-26 2018-06-08)6-08 Change	_	Cap 2016-09-26 2018-06-08	Gap 18-06-08 Change	Recruitment Area
		#	#	#	#	_		%		-	_	%	_			-	_	#		
05 : Supervisors		32	36	4	0	0		0 0.0 %	% 0.0 %	% 0.0%		1.1%	1.1 %	0.0 %	0	0	0	0	0	0
Employment Equity Occupational Group	Montréal	21	24	ω	0	0		0 0.0 %	% 0.0 %		0.0 % 0.	0.8 %	0.8 %	0.0 %	0	0	0	0	0	0 Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	ω	_	0	0		0 0.0 %	% 0.0 %		0.0 % 2.	2.7 %	2.7 %	0.0 %	0	0	0	0	0	0 Ottawa - Gatineau
Employment Equity Occupational Group	Que, less CMAs	4	4	0	0	0		0 0.0 %	% 0.0 %	% 0.0%		2.8 %	2.8 %	0.0 %	0	0	0	0	0	0 Que. less CMAs
Employment Equity Occupational Group	Québec	2	2	0	0	0		0 0.0 %	% 0.0 %	% 0.0%		1.2 %	12%	0.0 %	0	0	0	0	0	0 Québec
Employment Equity Occupational Group	Sherbrooke	ω	ω	0	0	0		0 0.0 %	% 0.0 %		0.0 % 0.	0.0 %	0.0 %	0.0%	0	0	0	0	0	0 Sherbrooke
06 : Supervisors: Crafts and Trades		2	2	0	0	0		0 0.0 %	% 0.0 %	% 0.0%		0.0 %	0.0 %	0.0%	0	0	0	0	0	0
7303 : Supervisors, printing and related occupations	Québec	2	2	0	0	0		0 0.0 %	% 0.0 %		0.0 % 0.	0.0 %	0.0 %	0.0 %	0	0	0	0	0	0 Québec
07 : Administrative and Senior Clerical Personnel		631	654	23	4	6		2 0.6 %	% 0.9 %	% 0.3%		1.8 %	1.8 %	0.0 %	=	12		-7	Ь	-
Employment Equity Occupational Group	Montréal	197	202	O1	ω	2		-1 1.5 %	% 1.0 %	% -0.5%		0.7%	0.7 %	0.0%	_		0	2		-1 Montréal
Employment Equity Occupational Group	N.B. less CMA	8	1	ω	0	0		0 0.0 %	% 0.0 %	% 0.0%		2.7 %	2.7 %	0.0%	0	0	0	0	0	0 N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	2	ω	_	0	0		0 0.0 %	% 0.0 %		0.0 % 4.	4.1%	4.1 %	0.0 %	0	0	0	0	0	0 Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	22	25	ω	0			1 0.0 %	% 4.0 %		4.0 % 3.	3.2 %	3.2 %	0.0 %			0	<u>.</u>	0	1 Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	258	265	7	0		_	1 0.0 %	% 0.4 %		0.4 % 2.	2.9 %	2.9 %	0.0 %	7	00		-7	-7	0 Que. less CMAs
Employment Equity Occupational Group	Québec	60	56	4	0	0		0 0.0 %	% 0.0 %		0.0 % 0.	0.7 %	0.7 %	0.0 %	0	0	0	0	0	0 Québec
Employment Equity Occupational Group	Saguenay	28	28	0	0		_	1 0.0 %	% 3.6 %		3.6% 2.	2.3 %	2.3 %	0.0 %		_	0	<u>.</u>	0	1 Saguenay
Employment Equity Occupational Group	Sherbrooke	45	52	7	1			0 2.2%	% 1.9 %	% -0.3%		0.4 %	0.4 %	0.0 %	0	0	0			0 Sherbrooke
Employment Equity Occupational Group	Trois-Rivières	11	12	_	0	0		0 0.0 %	% 0.0 %		0.0 % 0.	0.4 %	0.4 %	0.0%	0	0	0	0	0	0 Trois-Rivières
10 : Clerical Personnel		93	106	13	0	0		0 0.0 %	% 0.0 %		0.0 % 1.	1.5 %	1.6 %	0.1%		20		7	-2	-
Employment Equity Occupational Group	Montréal	32	39	7	0	0		0 0.0 %	% 0.0 %	% 0.0%		0.8 %	0.8 %	0.0%	0	0	0	0	0	0 Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	2	0	0		0 0.0 %	% 0.0 %	% 0.0%		2.8 %	2.8 %	0.0%	0	0	0	0	0	0 Ottawa - Gatineau

Aboriginal Peoples

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Employment Equity Occupational Group	Internal Location	All Employees	ës			Representation						Availability	ity			Gap		Recruitment Area
		2016-09-26 2018-06-08	Change	2016-09-26 20	2018-06-08 CI	Change 2016-09-26		2018-06-08 Ch	Change 201	2016-09-26 2018-06-08	-	Change 20	2016-09-26 2018	2018-06-08 Ch.	Change 2016-	2016-09-26 2018-06-08	6-08 Change	-
		#	#	#	#	# %		%	%	%	%	%	*	#	*	#	**	
Employment Equity Occupational Group	Que. less CMAs	25 2	29 4	0	0	0	0.0 %	0.0 %	0.0 %	3.2 %	3.2 %	0.0%	_	_	0	-	-	0 Que. less CMAs
Employment Equity Occupational Group	Québec	15	16 1	0	0	0	0.0 %	0.0 %	0.0 %	0.6 %	0.6 %	0.0 %	0	0	0	0	0	0 Québec
Employment Equity Occupational Group	Saguenay	_	1 0	0	0	0	0.0 %	0.0 %	0.0%	2.4 %	2.4 %	0.0%	0	0	0	0	0	0 Saguenay
Employment Equity Occupational Group	Sherbrooke	15 1	14 -1	0	0	0	0.0 %	0.0 %	0.0 %	1.0 %	1.0 %	0.0 %	0	0	0	0	0	0 Sherbrooke
Employment Equity Occupational Group	Trois-Rivières		1 0	0	0	0	0.0 %	0.0 %	0.0 %	1.0 %	1.0 %	0.0%	0	0	0	0	0	0 Trois-Rivières
11 : Intermediate Sales and Service Personnel		18 20	0 2	0	0	0	0.0 %	0.0 %	0.0 %	0.9 %	0.9 %	0.0 %	0	0	0	0	0	0
Employment Equity Occupational Group	Montréal	18 20	2	0	0	0	0.0 %	0.0 %	0.0 %	0.9 %	0.9 %	0.0 %	0	0	0	0	0	0 Montréal
12 : Semi-Skilled Manual Workers		ω	3 0	0	0	0	0.0 %	0.0 %	0.0 %	0.8 %	0.8 %	0.0 %	0	0	0	0	0	0
Employment Equity Occupational Group	Montréal		0 -1	0	0	0	0.0 %	0.0 %	0.0 %	0.9 %	0.9 %	0.0 %	0	0	0	0	0	0 Montréal
Employment Equity Occupational Group	Québec	N	ω	0	0	0	0.0 %	0.0 %	0.0 %	0.8 %	0.8 %	0.0 %	0	0	0	0	0	0 Québec
13 : Other Sales and Service Personnel		1	0	0	0	0	0.0 %	0.0 %	0.0 %	0.8 %	0.8 %	0.0 %	0	0	0	0	0	0
Employment Equity Occupational Group	Montréal	_	1 0	0	0	0	0.0 %	0.0 %	0.0 %	0.8 %	0.8 %	0.0 %	0	0	0	0	0	0 Montréal
Total		2317 2275	5 42	30	27	చ	1.3 %	1.2 %	-0.1 %	1.8 %	1.8 %	0.0 %	39	40		-6	-13	4

Total may not equal sum of components due to rounding.

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

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Members of Visible Minorities

Members of Visible Minorities

												members of Algibic millionness							
Employment Equity Occupational Group	Internal Location	AllEr	All Employees			Re	Representation	_					Availability				Gap		Recruitment Area
		2016-09-26 2018-06-08		ige	9-26 2018	오	\perp	9-26 2018	5		9-26 2018	유	\perp	2016-09-26 2018-06-08	오		2016-09-26 2018-06-08	오	
A. C		#	**	#	*		. %	9	9			% %	*	*	#	*	#	#	
01 : Senior Managers	National	239	237	'n	0	0	0	0.0 %	0.0 %	0.0 %	10.1 %	10.1 %	0.0 %	24	24	0	-24 -24		0 National
02 : Middle and Other Managers	National	286	275	7	4	00	4	1.4 %	2.9 %	1.5 %	15.0 %	15.0 %	0.0 %	43	41	<i>b</i>	-39 -33		6 National
03 : Professionals		995	911	-84	45	52	7	4.5 %	5.7 %	1.2 %	26.3 %	26.3 %	0.0 %	262	240	-22 -217	-188	29	
1111 : Financial auditors and accountants	National	768	671	-97	27	21	ტ	3.5 %	3.1 %	-0.4 %	27.5 %	27.5 %	0.0 %	211	185	-26 -184	-164		20 National
1112 : Financial and investment analysts	National	30	31	_	0	_		0.0 %	3.2 %	3.2 %	35.4 %	35.4 %	0.0 %	=======================================	=	0 -	-11 -10		1 National
1121 : Human resources professionals	National	43	43	0	2	_	7	4.7 %	2.3 %	-2.4 %	14.1%	14.1 %	0.0 %	0	6	0	-5		1 National
1122 : Professional occupations in business management consulting	National	63	73	10	9	18	9	14.3 %	24.7 % 1	10.4 %	21.6%	21.6 %	0.0 %	14	16	N	-5 2	7	National
1123 : Professional occupations in advertising, marketing and public relations	National	29	26	ట	2	2	0	6.9 %	7.7 %	0.8 %	16.9 %	16.9 %	0.0 %	55	4	7	ئ ئ		National
2171 : Information systems analysts and consultants	National	24	35	3	ω	7	4	12.5 %	20.0 %	7.5%	31.4 %	31.4 %	0.0%	00	⇉	ω	5		1 National
2172 : Database analysts and data administrators	National	0	_		0	0	0	0.0 %	0.0 %	0.0 %	32.3 %	32.3 %	0.0 %	0	0	0	0 0		0 National
2174 : Computer programmers and interactive media developers	National	9	9	0	_	2		11.1%	22.2 % 1	11.1 %	31.5%	31.5 %	0.0 %	ω	ω	0	-1		National
4021 : College and other vocational instructors	National			0	0	0	0	0.0 %	0.0 %	0.0%	13.4 %	13.4 %	0.0 %	0	0	0	0		0 National
4112 : Lawyers and Quebec notaries	National	2		ᅩ	0	0	0	0.0 %	0.0 %	0.0 %	12.5 %	12.5 %	0.0 %	0	0	0	0 0		0 National
5121 : Authors and writers	National		0	7	0	0	0	0.0 %	0.0 %	0.0%	10.7 %	10.7 %	0.0 %	0	0	0	0		0 National
5122 : Editors	National	19	16	ఓ	_	0	7	5.3 %	0.0 %	5.3 %	13.2 %	13.2 %	0.0 %	ω	N	7	-2		0 National
5125 : Translators, terminologists and interpreters	National	o	4	ń	0	0	0	0.0 %	0.0 %	0.0 %	22.2 %	22.2 %	0.0 %			0	<u> </u>	0	0 National
04 : Semi-Professionals and Technicians		17	30	13	2	00	6	11.8 %	26.7 % 1	14.9 %	15.5 %	22.4 %	6.9 %	ω	7	4		2	
2281 : Computer network technicians	Québec	7	7	0	0	0	0	0.0 %	0.0 %	0.0 %	13.1%	13.1 %	0.0 %	_	_	0	<u> </u>	0	0 Québec
2282 : User support technicians	Ontario	0	3	3	0	СЛ	On .	0.0 %	45.5 %	45.5 %	35.9 %	35.9 %	0.0 %	0	4	4	0	_	Ontario
2282 : User support technicians	Québec	9	9	0	2	2	0 2	22.2 %	22.2 %	0.0 %	18.2 %	18.2 %	0.0 %	2	2	0	0 0		0 Québec
5223 : Graphic arts technicians	Québec		ω	2	0	_	_	0.0 %	33 9	33.3 %	7.3 %	7.3 %	0.0%	0	0	0	0 1	_	1 Québec

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Members of Visible Minorities

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Employment Equity Occupational Group	internal Location	2016-09-26 2018-06-08	- 0	Change 2016	2016-09-26 2018-06-08	유	Š	2016-09-26 2018-06-08	6-08 Change	_	2016-09-26 2018-06-08	_	Change 2016	2016-09-26 2018-06-08	-08 Change	_	2016-09-26 2018-06-08	-08 Change	Recruitment Area
		#			_	-		%	-	_	*			#		_	#	_	
05 : Supervisors		32	36	4	_	51	4	3.1 % 13	13.9 % 10	10.8 %	12.3 %	12.7 %	0.4 %	4	5	_	ယ	0	ω
Employment Equity Occupational Group	Montréal	21	24	ω		4	ω	4.8 % 16	16.7% 11	11.9 %	16.7 %	16.7 %	0.0 %	4	4	0	۵	0	3 Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	ω		0			0.0 % 33	33.3 % 33	33.3 %	14.7 %	14.7 %	0.0 %	0	0	0	0		1 Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	4	4	0	0	0	0	0.0 % 0	0.0 %	0.0 %	0.7 %	0.7 %	0.0 %	0	0	0	0	0	0 Que. less CMAs
Employment Equity Occupational Group	Québec	2	2	0	0	0	0	0.0 % 0	0.0 %	0.0 %	2.3 %	2.3 %	0.0 %	0	0	0	0	0	0 Québec
Employment Equity Occupational Group	Sherbrooke	ω	ω	0	0	0	0	0.0 % 0	0.0 %	0.0%	2.0 %	2.0 %	0.0%	0	0	0	0	0	0 Sherbrooke
06 : Supervisors: Crafts and Trades		N	2	0	0	0	0	0.0 % 0	0.0 %	0.0 %	9.6 %	9.6 %	0.0%	0	0	0	0	0	0
7303 : Supervisors, printing and related occupations	Québec	2	2	0	0	0	0	0.0 % 0	0.0 %	0.0%	9.6 %	9.6 %	0.0 %	0	0	0	0	0	0 Québec
07 : Administrative and Senior Clerical Personnel		631	654	23	18	25	7	2.9 % 3	3.8 %	0.9 %	4.8 %	4.8 %	0.0%	30	31	_	-12	ь	6
Employment Equity Occupational Group	Montréal	197	202	O1	12	5	ω	6.1% 7	7.4 %	1.3 %	12.2 %	12.2 %	0.0%	24	25		-12	-10	2 Montréal
Employment Equity Occupational Group	N.B. less CMA	00	11	ω	0	0	0	0.0 % 0	0.0 %	0.0%	1.0 %	1.0 %	0.0%	0	0	0	0	0	0 N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	2	ω		0	0	0	0.0 % 0	0.0 %	0.0 %	1.6 %	1.6 %	0.0%	0	0	0	0	0	0 Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	22	25	ω	0			0.0 % 4	4.0 %	4.0 %	12.2%	12.2 %	0.0%	ω	ω	0	ယ	₺	1 Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	258	265	7	0	2	N	0.0 % 0	0.8 %	0.8 %	0.6 %	0.6 %	0.0 %	2	2	0	٨	0	2 Que. less CMAs
Employment Equity Occupational Group	Québec	60	56	4	Оī	ъ	0	8.3 %	8.9 %	0.6 %	1.5 %	1.5 %	0.0 %	_	_	0	4	4	0 Québec
Employment Equity Occupational Group	Saguenay	28	28	0	0	0	0	0.0 % 0	0.0 %	0.0 %	0.8 %	0.8 %	0.0 %	0	0	0	0	0	0 Saguenay
Employment Equity Occupational Group	Sherbrooke	45	52	7	0	0	0	0.0 % 0	0.0 %	0.0 %	1.5 %	1.5 %	0.0 %		_	0	-	-	0 Sherbrooke
Employment Equity Occupational Group	Trois-Rivières	1	12		_	Ν		9.1 % 16	16.7 %	7.6 %	2.2 %	2.2 %	0.0 %	0	0	0		2	1 Trois-Rivières
10 : Clerical Personnel		93	106	13	ω	10	7	3.2 % 9	9.4 %	6.2 %	7.6 %	8.1 %	0.5 %	7	9	2	4		Oī
Employment Equity Occupational Group	Montréal	32	39	7	2	00	Ø	6.3 % 20	20.5 % 14	14.2 %	17.4 %	17.4 %	0.0%	6	7	_	4		5 Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	4	o	2	0	N	2	0.0 % 33	33.3 % 33	33.3 %	14.7 %	14.7 %	0.0 %	_	_	0	7	_	2 Ottawa - Gatineau

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Members of Visible Minorities

											11101110110	members of Argibic millionness							_	
Employment Equity Occupational Group	Internal Location	All Em	All Employees				Representation	ation					Availability	bility				Gap	Z.	Recruitment Area
		2016-09-26 2018-06-08	-	Change 2016	2016-09-26 2018-06-08	-	Change 20	2016-09-26 2018-06-08	-	Change 2	2016-09-26 2018-06-08	-	Change 2016-09-26	2016-09-26	2018-06-08	Change 20	2016-09-26 2018-06-08		Change	
		#	*	*	*	*	*	%	%	%	%	%	%	#	*	*	#	*	#	
Employment Equity Occupational Group	Que. less CMAs	25	29	4	0	0	0	0.0 %	0.0 %	0.0 %	0.6 %	0.6 %	0.0 %	0	0	0	0	0	0 Que	0 Que. less CMAs
Employment Equity Occupational Group	Québec	15	16		_	0	۷.	6.7 %	0.0 %	ь.7 %	2.0 %	2.0 %	0.0%	0	0	0	_	0	-1 Québec	bec
Employment Equity Occupational Group	Saguenay	_	_	0	0	0	0	0.0 %	0.0 %	0.0%	0.4 %	0.4 %	0.0%	0	0	0	0	0	0 Sag	0 Saguenay
Employment Equity Occupational Group	Sherbrooke	15	4	٢	0	0	0	0.0 %	0.0 %	0.0%	2.6 %	2.6 %	0.0%	0	0	0	0	0	0 She	0 Sherbrooke
Employment Equity Occupational Group	Trois-Rivières	1	_	0	0	0	0	0.0 %	0.0 %	0.0 %	2.4 %	2.4 %	0.0 %	0	0	0	0	0	0 Troi	0 Trois-Rivières
11 : Intermediate Sales and Service Personnel		18	20	2	0	_		0.0 %	5.0 %	5.0%	22.2%	22.2 %	0.0 %	4	4	0	4	ώ	_	
Employment Equity Occupational Group	Montréal	18	20	2	0			0.0 %	5.0 %	5.0 %	22.2 %	22.2 %	0.0 %	4	4	0	4	۵	1 Montréa	ntréal
12 : Semi-Skilled Manual Workers		ω	ω	0	0	_		0.0 %	33.3%	33 33 3%	9.1%	23%	က် ဘ နှ	0	0	0	0	_	_	
Employment Equity Occupational Group	Montréal	1	0	ᅩ	0	0	0	0.0 %	0.0 %	0.0 %	22.7%	22.7 %	0.0 %	0	0	0	0	0	0 Montréal	ntréal
Employment Equity Occupational Group	Québec	2	ω		0	_		0.0 %	33.3 %	33.3 %	2.3 %	2.3 %	0.0 %	0	0	0	0	_	1 Québec	bec
13 : Other Sales and Service Personnel				0	0	0	0	0.0 %	0.0 %	0.0 %	24.3 %	24.3 %	0.0 %	0	0	0	0	0	0	
Employment Equity Occupational Group	Montréal			0	0	0	0	0.0 %	0.0 %	0.0%	24.3 %	24.3 %	0.0%	0	0	0	0	0	0 Montréa	ntréal
Total		2317	2275	-42	73	110	37	3.2 %	4.8 %	1.7 %	16.3 %	15.9 %	-0.4 %	377	361	-16	-304	-251	53	

Total may not equal sum of components due to rounding.

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

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Workplace Equity Information Management System - Raymond Chabot Grant Thornton S.E.N.C.R.L.

Workforce Analysis - Comparison Detailed Report

Date #1 (YYYY-MM-DD): 2016-09-26 Date #2 (YYYY-MM-DD): 2018-06-08

Persons with Disabilities

											Person	Persons with Disabilities	ities							
Employment Equity Occupational Group	Internal Location	All Employees	S			Repre	Representation						Availability	bility				Gap	9	Recruitment Area
		2016-09-26 2018-06-08	Change	2016-09-26	5 2018-06-08	Change	2016-09-26	26 2018-06-08	-	Change 20	2016-09-26 2018-06-08	-	Change	2016-09-26	2018-06-08	Change	_	2016-09-26 2018-06-08	6-08 Change	ĕ
		#	#	*	*	#	%	%		%	%	%	%	#	#	*	*	#	*	
01/02 : Managers	National	525 512		-13	4		0 0.8	0.8 %	0.8 %	0.0 %	4.3 %	4.3 %	0.0 %	23	22			-19	-18	1 National
03 : Professionals	National	995 911		-84	4 2		-2 0.4	0.4 %	0.2 %	-0.2 %	3.8 %	3.8 %	0.0 %	38	35		ట	-34	-33	1 National
04 : Semi-Professionals and Technicians	National	17 30		13	0 0		0.0	0.0 %	0.0 %	0.0%	4.6 %	4.6 %	0.0 %				0	<u>.</u>	<u>.</u>	0 National
05 : Supervisors	National	32 36	0,	4	0 0		0.0	0.0 %	0.0 %	0.0 %	13.9 %	13.9 %	0.0 %	4		б		4	Ġ	1 National
06 : Supervisors: Crafts and Trades	National	2 2	10	0	0 0		0.0	0.0 %	0.0 %	0.0 %	7.8 %	7.8 %	0.0 %	0		0	0	0	0	0 National
07 : Administrative and Senior Clerical Personnel	National	631 654		23	2 3		1 0.3	0.3 %	0.5 %	0.2 %	3.4 %	3.4 %	0.0%	21		22		-19	-19	0 National
10 : Clerical Personnel	National	93 106		13	_	Ī	0 1.1	1.1 %	0.9 %	-0.2 %	7.0 %	7.0 %	0.0%	7		7	0	გ	6	0 National
11 : Intermediate Sales and Service Personnel	National	18 20		2	0 0		0.0	0.0 %	0.0 %	0.0 %	5.6 %	5.6 %	0.0%	_			0	<u>.</u>	<u>.</u>	0 National
12 : Semi-Skilled Manual Workers	National	ω		0	0 0		0.0	0.0 %	0.0 %	0.0 %	4.8 %	4.8 %	0.0%	0		0	0	0	0	0 National
13 : Other Sales and Service Personnel	National			0	0 0		0.0	0.0 %	0.0 %	0.0 %	6.3 %	6.3 %	0.0 %	0		0	0	0	0	0 National
Total		2317 2275		-42 1	11 10			0.5 %	0.4 %	-0.0 %	4.1%	4.1 %	0.0%	95	93		-2	-84	-83	

Total may not equal sum of components due to rounding.

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

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Workplace Equity Information Management System - Raymond Chabot Grant Thomton S.E.N.C.R.L.

Workforce Analysis - Comparison Detailed Report

Date #1 (YYYY-MM-DD): 2016-09-26 Date #2 (YYYY-MM-DD): 2018-06-08

Ϋ́Ε
Defa
ults - 1
Women,
Aboriginal
Peoples
and v
'isible
Minorities

13 : Other Sales and Service Personnel	12 : Semi-Skilled Manual Workers	11 : Intermediate Sales and Service Personnel	10 : Clerical Personnel	07 : Administrative and Senior Clerical Personnel	06 : Supervisors: Crafts and Trades	05 : Supervisors	04 : Semi-Professionals and Technicians	03 : Professionals	02 : Middle and Other Managers	01 : Senior Managers	Employment Equity Occupational Group
EEOG	EEOG	EEOG	EEOG	EEOG	NOC	EEOG	NOC	NOC	EEOG	EEOG	Perform Analysis By
CMA	CMA	CMA	CMA	CMA	Provincial	CMA	Provincial	National	National	National	Recruitment Area

2018-06-11



Workplace Equity Information Management System - Raymond Chabot Grant Thornton S.E.N.C.R.L.

Workforce Analysis - Comparison Detailed Report Date #1 (YYYY-MM-DD): 2016-09-26 Date #2 (YYYY-MM-DD): 2018-06-08

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
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National

Canada



Workplace Equity Information Management System - Raymond Chabot Grant Thornton S.E.N.C.R.L.

Workforce Analysis - Comparison Summary Report Date #1 (YYYY-MM-DD): 2016-09-26 Date #2 (YYYY-MM-DD): 2018-06-08

Women

											Women							
Employment Equity Occupational Group		All Employee:	s			Repres	entation					Avail	ability				Gap	
	2016-09-26	2018-06-08	Change	2016-09-26	2018-06-08	Change	2016-09-26	2018-06-08	Change	2016-09-26	2018-06-08	Change	2016-09-26	2018-06-08	Change	2016-09-26	2018-06-08	Change
	#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#
01 : Senior Managers	239	237	-2	45	44	-1	18.8 %	18.6 %	-0.2 %	27.4 %	27.4 %	0.0 %	65	65	0	-20	-21	
02 : Middle and Other Managers	286	275	-11	136	127	-9	47.6 %	46.2 %	-1.4 %	38.9 %	38.9 %	0.0 %	111	107	-4	25	20	
03 : Professionals	995	911	-84	581	512	-69	58.4 %	56.2 %	-2.2 %	54.4 %	53.7 %	-0.7 %	541	489	-52	40	23	-1
04 : Semi-Professionals and Technicians	17	30	13	1	11	10	5.9 %	36.7 %	30.8 %	20.6 %	23.4 %	2.8 %	4	7	3	-3	4	
05 : Supervisors	32	36	4	25	29	4	78.1 %	80.6 %	2.5 %	52.3 %	52.2 %	-0.1 %	17	19	2	8	10	
06 : Supervisors: Crafts and Trades	2	. 2	0	2	2	0	100.0 %	100.0 %	0.0 %	38.4 %	38.4 %	0.0 %	1	1	0	1	1	
07 : Administrative and Senior Clerical Personnel	631	654	23	555	572	17	88.0 %	87.5 %	-0.5 %	83.9 %	83.9 %	0.0 %	529	549	20	26	23	
10 : Clerical Personnel	93	106	13	86	92	6	92.5 %	86.8 %	-5.7 %	63.8 %	63.8 %	0.0 %	59	68	9	27	24	
11 : Intermediate Sales and Service Personnel	18	20	2	17	16	-1	94.4 %	80.0 %	-14.4 %	61.8 %	61.8 %	0.0 %	11	12	1	6	4	
12 : Semi-Skilled Manual Workers	3	3	0	1	2	1	33.3 %	66.7 %	33.4 %	14.9 %	13.2 %	-1.7 %	0	0	0	1	2	
13 : Other Sales and Service Personnel	1	1	0	0	0	0	0.0 %	0.0 %	0.0 %	51.1 %	51.1 %	0.0 %	1	1	0	-1	-1	
Total	2317	2275	-42	1449	1407	-42	62.6 %	61.9 %	-0.7 %	57.8 %	57.9 %	0.1 %	1339	1318	-21	110	89	-2

Total may not equal sum of components due to rounding.

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

Canada

Aboriginal Peoples

										Ab	Aboriginal Peoples	les						
Employment Equity Occupational Group	A	All Employees				Representation	itation						Availability				Gap	
	2016-09-26 2018-06-08		Change 2	2016-09-26 2	2018-06-08	Change	2016-09-26	2018-06-08	Change	2016-09-26	2018-06-08	Change	2016-09-26 2018-06-08	2018-06-08	8 Change	_	2016-09-26 2018-06-08	8 Change
	#	#	#	#	#	*	%	%	%	%	%	%	#	#	#	*	#	#
01 : Senior Managers	239	237	'n	ڻ.	4	-	2.1 %	1.7 %	-0.4 %	2.9 %	2.9 %	0.0%			7	0	ź	4
02 : Middle and Other Managers	286	275	-1	6	6	0	2.1 %	2.2 %	0.1%	2.2 %	2.2 %	0.0 %	6		6	0	0	0 0
03 : Professionals	995	911	-84	14	10	4	1.4 %	1.1 %	-0.3%	1.4 %	1.4 %	0.0%	14		13	7	0	3
04 : Semi-Professionals and Technicians	17	30	13	_	_	0	5.9 %	3.3 %	-2.6%	1.1 %	1.3 %	0.2%	0		0	0	_	1 0
05 : Supervisors	32	36	4	0	0	0	0.0 %	0.0 %	0.0 %	1.1 %	1.1 %	0.0%	0		0	0	0	0 0
06 : Supervisors: Crafts and Trades	2	2	0	0	0	0	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0		0	0	0	0 0
07 : Administrative and Senior Clerical Personnel	631	654	23	4	6	2	0.6 %	0.9 %	0.3 %	1.8 %	1.8 %	0.0 %	1		12		-7	-6 1
10 : Clerical Personnel	93	106	13	0	0	0	0.0 %	0.0 %	0.0%	1.5 %	1.6 %	0.1%			2			-2 -1
11 : Intermediate Sales and Service Personnel	18	20	2	0	0	0	0.0 %	0.0 %	0.0 %	0.9 %	0.9 %	0.0%	0		0	0	0	0 0
12 : Semi-Skilled Manual Workers	ω	ω	0	0	0	0	0.0 %	0.0 %	0.0 %	0.8 %	0.8 %	0.0%	0		0	0	0	0 0
13 : Other Sales and Service Personnel		_	0	0	0	0	0.0 %	0.0 %	0.0%	0.8 %	0.8 %	0.0%	0		0	0	0	0 0
Total	2317	2275	-42	30	27	င်	1.3 %	1.2 %	-0.1%	1.8 %	1.8 %	0.0%	39		40		-9	-13

Total may not equal sum of components due to rounding.

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

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Members of Visible Minorities

										Members	Members of Visible Minorities	norities						
Employment Equity Occupational Group	All	All Employees				Representation	ntation					Avail	Availability				Gap	
	2016-09-26 2018-06-08		Change 20	2016-09-26 201	2018-06-08	Change	2016-09-26	2018-06-08	Change	2016-09-26	2018-06-08	Change	2016-09-26	2018-06-08	Change :	2016-09-26 2	2018-06-08	Change
	#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	*	*	#
01 : Senior Managers	239	237	ń	0	0	0	0.0 %	0.0 %	0.0 %	10.1%	10.1 %	0.0%	24	24	0	-24	-24	0
02 : Middle and Other Managers	286	275	7	4	00	4	1.4 %	2.9 %	1.5 %	15.0 %	15.0 %	0.0%	43	41	ń	-39	-33	6
03 : Professionals	995	911	-84	5	52	7	4.5 %	5.7 %	1.2%	26.3 %	26.3 %	0.0%	262	240	-22	-217	-188	29
04 : Semi-Professionals and Technicians	17	30	13	2	00	0	11.8 %	26.7 %	14.9 %	15.5 %	22.4 %	6.9 %	ω	7	4	7	_	2
05 : Supervisors	32	36	4	_	5	4	3.1 %	13.9 %	10.8 %	12.3 %	12.7 %	0.4 %	4	OT.	_	డు	0	ω
06 : Supervisors: Crafts and Trades	2	2	0	0	0	0	0.0 %	0.0 %	0.0%	9.6 %	9.6 %	0.0%	0	0	0	0	0	0
07 : Administrative and Senior Clerical Personnel	631	654	23	18	25	7	2.9 %	3.8 %	0.9 %	4.8 %	4.8 %	0.0 %	30	31		-12	ф	6
10 : Clerical Personnel	93	106	13	ω	10	7	3.2 %	9.4 %	6.2 %	7.6 %	8.1 %	0.5 %	7	9	22	4	_	5
11 : Intermediate Sales and Service Personnel	18	20	2	0	_	_	0.0 %	5.0 %	5.0 %	22.2%	22.2 %	0.0%	4	4	0	4	۵	
12 : Semi-Skilled Manual Workers	ω	ω	0	0	_		0.0 %	33.3 %	33.3 %	9.1%	2.3 %	-6.8 %	0	0	0	0	_	_
13 : Other Sales and Service Personnel			0	0	0	0	0.0 %	0.0 %	0.0%	24.3 %	24.3 %	0.0 %	0	0	0	0	0	0
Total	2317	2275	-42	73	110	37	3.2 %	4.8 %	1.7 %	16.3 %	15.9 %	-0.4 %	377	361	-16	-304	-251	53

Total may not equal sum of components due to rounding.

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

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Workplace Equity Information Management System - Raymond Chabot Grant Thornton S.E.N.C.R.L.

Workforce Analysis - Comparison Summary Report

Date #1 (YYYY-MM-DD): 2016-09-26 Date #2 (YYYY-MM-DD): 2018-06-08

Persons with Disabilities

Employment Equity Occupational Group		VII Employees				Ponrocon	tation				r di oolio witti Disabilities		hility			0	8
Employment Equity Occupational Group		S	-	-		Se		1	-	-		-		1		6	
	2016-09-26	2016-09-26 2018-06-08	Change 20	2016-09-26 201	2018-06-08	Change 2	2016-09-26 2	2018-06-08	Change	2016-09-26	2018-06-08	Change	2016-09-26 2	2018-06-08	Change 201	2016-09-26 2018	2018-06-08 Change
	#	#	#	#	*	*	%	%	%	%	%	%	#	*	*	*	#
01/02 : Managers	525	512	-13	4	4	0	0.8 %	0.8 %	0.0 %	4.3 %	4.3 %	0.0%	23	22	۲	-19	-18
03 : Professionals	995	911	-84	4	2	ź	0.4 %	0.2 %	-0.2 %	3.8 %	3.8 %	0.0 %	38	35	చ	-34	-33
04 : Semi-Professionals and Technicians	17	30	13	0	0	0	0.0 %	0.0 %	0.0%	4.6 %	4.6 %	0.0%	_		0	7	7
05 : Supervisors	32	36	4	0	0	0	0.0 %	0.0 %	0.0 %	13.9 %	13.9 %	0.0 %	4	Уı		4	ζı
06 : Supervisors: Crafts and Trades	2	2	0	0	0	0	0.0 %	0.0 %	0.0 %	7.8 %	7.8 %	0.0 %	0	0	0	0	0
07 : Administrative and Senior Clerical Personnel	631	654	23	N	ω		0.3 %	0.5 %	0.2 %	3.4 %	3.4 %	0.0%	21	8		-19	-19
10 : Clerical Personnel	93	106	13			0	1.1 %	0.9 %	-0.2 %	7.0 %	7.0 %	0.0 %	7	7	0	ь	ტ
11 : Intermediate Sales and Service Personnel	18	20	2	0	0	0	0.0 %	0.0 %	0.0 %	5.6 %	5.6 %	0.0%	_	_	0	7	7
12 : Semi-Skilled Manual Workers	ω	ω	0	0	0	0	0.0 %	0.0 %	0.0%	4.8 %	4.8 %	0.0%	0	0	0	0	0
13 : Other Sales and Service Personnel			0	0	0	0	0.0 %	0.0 %	0.0%	6.3 %	6.3 %	0.0%	0	0	0	0	0
Total	2317	2275	-42	1	10	7	0.5 %	0.4 %	-0.0%	4.1%	4.1%	0.0 %	95	93	r's	-84	-83

Total may not equal sum of components due to rounding.

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

2018-06-11

Page 4 of 6

13 : Other Sales and Service Personnel	12 : Semi-Skilled Manual Workers	11 : Intermediate Sales and Service Personnel	10 : Clerical Personnel	07 : Administrative and Senior Clerical Personnel	06 : Supervisors: Crafts and Trades	05 : Supervisors	04 : Semi-Professionals and Technicians	03 : Professionals	02 : Middle and Other Managers	01 : Senior Managers	Employment Equity Occupational Group	WFA Defaults - Women, Aboriginal Peoples and Visible Minorities
EEOG	EEOG	EEOG	EEOG	EEOG	NOC	EEOG	NOC	NOC	EEOG	EEOG	Perform Analysis By	
CMA	CMA	CMA	CMA	CMA	Provincial	CMA	Provincial	National	National	National	Recruitment Area	

2018-06-11



Workplace Equity Information Management System - Raymond Chabot Grant Thornton S.E.N.C.R.L.

Workforce Analysis - Comparison Summary Report Date #1 (YYYY-MM-DD): 2016-09-26 Date #2 (YYYY-MM-DD): 2018-06-08

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
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National

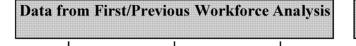
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Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Raymond Chabot Grant Thornton S.E.N.C.R.L.

[Date: 2018-01-18]



Data	from Fi	rst/Previo	ous Work	force Ana	alysis
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Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD
2018	01	01

			Гable 1: Women	l	
		First/Previous Workforce Analysis			
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Wor	nen	
Embio	yment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	235	42	27.40	
02	Middle & Other Managers	415	209	38.90	
03	Professionals	801	521	53.70	
04	Semi-Professionals & Technicians	24	6	19.40	
05	Supervisors	19	13	53.40	
06	Supervisors: Crafts & Trades	0	0	0.00	
07	Administrative & Senior Clerical Personnel	423	389	83.00	
08	Skilled Sales & Service Personnel	0	0	0.00	
09	Skilled Crafts & Trades Workers	0	0	0.00	
10	Clerical Personnel	95	88	63.50	
11	Intermediate Sales & Service Personnel	7	7	61.80	
12	Semi-Skilled Manual Workers	0	0	0.00	
13	Other Sales & Service Personnel	2	0	51.10	
14	Other Manual Workers	0	0	0.00	
Total		2,021	1,275	53.8	

Table 5: Women Subsequent/Current Workforce Analysis					
	Representation	Availability*			
#	#	0/0			
237	44	27.40			
275	127	38.90			
911	512	53.70			
30	11	23.40			
36	29	52.20			
2	2	38.40			
654	572	83.90			
0	o	0.00			
0	0	0.00			
106	92	63.80			
20	16	61.80			
3	2	13.20			
1	0	51.10			
o	0	0.00			
2,275	1,407	0.0			

* Source:			
2011 Natio	nal Household	Survey	

* Source	e:			
2011 Na	itional H	ousehold	Survey	

Federal Contractors Program Achievement Report Raymond Chabot Grant Thornton S.E.N.C.R.L. Part 1: Workforce Analysis [Date: 2018-01-18]

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6	MM	Data from Subsequent/Current Workforce Analysis	+	Data from Subsequent/Current Workforce Analysis
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1.8	30	2.021	
0.00	0	0	Other Manual Workers
0.80	0	2	Other Sales & Service Personnel
0.00	0	0	Semi-Skilled Manual Workers
0.90	0	7	Intermediate Sales & Service Personnel
1.40	0	95	Clerical Personnel
0.00	0	0	Skilled Crafts & Trades Workers
0.00	0	0	Skilled Sales & Service Personnel
1.50	(J)	423	Administrative & Senior Clerical Personnel
0.00	0	0	Supervisors: Crafts & Trades
1.40		19	Supervisors
1.20	2	24	Semi-Professionals & Technicians
1.40	10	801	Professionals
2.20	10	415	Middle & Other Managers
2.90	4	235	Senior Managers
%	#	#	
Availability*	Representation		of ment Equity Occupational Group (EEGo)
d Peoples	Aboriginal Peoples	All Employees	ovment Fauity Occupational Group (FFOG)
\nalysis	First/Previous Workforce Analysis	First/Pr	
eoples	Table 2: Aboriginal Peoples	Table	

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All Employees	mployees Aboriginal Peoples	l Peoples
	Representation	Availability*
#	#	0%
237	4	2.90
275	6	2.20
911	10	1.40
30		1.30
36	0	1.10
2	0	0.00
654	6	1.80
0	0	0.00
0	0	0.00
106	0	1.60
20	0	0.90
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2,275	27	0.0

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* Source:

Federal Contractors Program Achievement Report Raymond Chabot Grant Thornton S.E.N.C.R.L. Part 1: Workforce Analysis [Date: 2018-01-18]

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8	DD	Data from Subsequent/Current Workforce Analysis
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	Takla 2. Ma	Table 3. Members of Visible Minorities	Minorities
	First/Pr	First/Previous Workforce Analysis	nalysis
	All Employees	Members of Visible Minorities	ble Minorities
by ment Equity Occupational Group (EEOG)		Representation	Availability*
	#	#	9%
Senior Managers	235	0	10.10
Middle & Other Managers	415	5	15.00
Professionals	801	33	26.40
Semi-Professionals & Technicians	24	4	17.10
Supervisors	19	0	8.50
Supervisors: Crafts & Trades	0	0	0.00
Administrative & Senior Clerical Personnel	423	11	5.20
Skilled Sales & Service Personnel	0	0	0.00
Skilled Crafts & Trades Workers	0	0	0.00
Clerical Personnel	95	2	8.60
Intermediate Sales & Service Personnel	7	0	22.20
Semi-Skilled Manual Workers	0	0	0.00
Other Sales & Service Personnel	2	0	24.30
Other Manual Workers	0	0	0.00

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Employment Equity

Subsequent All Employees	Subsequent/Current Workforce Analysis Employees Members of Visible Minorities	e Analysis ible Minorities
	Representation	Availability*
#	#	9/0
237	0	
275	∞	15.00
911	52	26.30
30	∞	22.40
36	S	12.70
2	0	
654	25	
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Federal Contractors Program Achievement Report Raymond Chabot Grant Thornton S.E.N.C.R.L. Part 1: Workforce Analysis [Date: 2018-01-18]

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Table 4: Persons with Disabilities First/Previous Workforce Analysis

Employment Equity Occupation

01/02

2018	YYYY	Data from Subse
6	MM	Data from Subsequent/Current Workforce Analysis
8	DD	orkforce Analysis

The same state of the same sta	All Employees	Persons with Disabilities	Disabilities
Symetric Edució Occubational Group (EEOG)		Representation	Availability*
	#	#	0/0
Managers	650	4	4.30
Professionals	801	4	3.80
Semi-Professionals & Technicians	24	0	4.60
Supervisors	19	0	13.90
Supervisors: Crafts & Trades	0	0	0.00
Administrative & Senior Clerical Personnel	423	2	3.40
Skilled Sales & Service Personnel	0	0	0.00
Skilled Crafts & Trades Workers	0	0	0.00
Clerical Personnel	95	_	7.00
Intermediate Sales & Service Personnel	7	0	5.60
Semi-Skilled Manual Workers	0	0	0.00
Other Sales & Service Personnel	2	0	6.30
Other Manual Workers	0	0	0.00

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Table 8: 1	Table 8: Persons with Disabilities	sabilities
Subsequent All Employees	Subsequent/Current Workforce Analysis mployees Persons with Disabilities	e Analysis Disabilities
-	Representation	Availability*
#	#	0/6
512	4	4.30
911	2	3.80
30	0	4.60
36	0	13.90
2	0	7.80
654	υ.	3.40
0	0	0.00
0	0	0.00
106	1	7.00
20	0	5.60
3	0	4.80
1	0	6.30
0	0	0.00
2,275	10	0.0

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Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Raymond Chabot Grant Thornton S.E.N.C.R.L.

[Date: 2018-01-18]

Start	Date of Flov	v Data
YYYY	MM	DD
2016	09	21

End I	Date of Flow	Data
YYYY	MM	DD
2018	06	08

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

	Tah	ole 2: Abor	iginal Pec	nles
		/ National		/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
01 Senior Managers	2	0	0	0
02 Middle & Other Managers	47	1	2	0
03 Professionals	275	0	0	0
04 Semi-Professionals & Technicians	27	0	0	0
05 Supervisors	17	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	209	3	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	42	0	4	0
11 Intermediate Sales & Service Personnel	11	0	0	0
12 Semi-Skilled Manual Workers	3	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	633	4	6	0

Full-time	/ National	Part-time	/ National
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
0	0	0	0
51	2	1	0
380	1	2	0
3	1	0	0
11	0	1	0
1	0	0	0
31	0	6	0
0	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
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0	0	0	0
478	4	10	0

Tabl	e 10: Abo	riginal Par	v v v v v v v v v v v v v v v v v v v
Full-time		Part-time	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
4	1	0	
60	1	1	0
356	4	11	1
14	1	1	0
13	0	0	0
0	0	0	0
182	1	15	0
0	0	0	0
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667	8	34	1

Total	01 Senior Managers 02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Technicians 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Senior Clerical Personnel 08 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers 10 Clerical Personnel 11 Intermediate Sales & Service Personnel 12 Semi-Skilled Manual Workers 13 Other Sales & Service Personnel 14 Other Manual Workers		Employment Equity Occupational Group (EEOG)								
633 2	2 47 275 275 27 17 17 0 0 0 0 11 11 11 3 3	#	All Persons with Employees Disabilities Hired	Full-time / National	↓ ↓ ↓ Table 3: Person	Data from Form 4-	Start YYYY 2016		R		Fec
6		# #	All Persons with Employees Disabilities Hired	Part-time / National	$\begin{array}{cccc} \downarrow & \downarrow & \downarrow & \downarrow \\ \text{Table 3: Persons with Disabilities} \end{array}$	Hired		[Da	Raymond Chabot Grant Thornton S.E.N.C.R.L.	Part 2:	Federal Contractors Program Achievement
0 478	51 0 380 0 111 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	#		=		Data	YY 20	Date: 2018-01-18]	Grant Thornton	Part 2: Flow Data Analysis	s Program Achie
1	0000000000-00	#		\dashv	Table 7: Persons with	Promoted	Data		S.E.N.C.R.L.	/sis	vement Report
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667	356 60 356 114 113 113 0 1182 0 0 0 28 3 3	##	All Persor Employees Disab Terminated Termin	Full-time / National	↓ ↓ ↓ ↓ ↓ Table 11: Persons with	Data Iron					
3 34	0000-0000000000	# #			↓ ↓ ersons with Disz	Terminated	F				
0		#	Persons with Disabilities Terminated	Part-time / National	↓ Disabilities	loyees					

Total 633 103 6 3	Wembers of Visible Minorities	Data from Form 4 - Employees Hired	Start Date of Flow Data Example 1 YYYY MM DD YYYY 2016 09 21 2018	[Date: 2018-01-18]	Raymond Chabot Grant Thornton S.E.N.C	Fart 2: Flow Data Analysis	
478 22 10	# # # O O O O O O O O O O O O O O O O O	Data from Form 5 - Employees Promoted	d Date of Flox MM 06	-18]	rnton S.E.N.C.R.L.	Analysis	
1 667 65	Table 12: Full-time All Employees Terminated # 4 0 1182 0 182 0 0 288 0 0 0 0 0 0 0 0 0 0 0 0						
34 2	of Visible Minoritie Part-time / National All Visible Minorities Employees Minorities Terminated # # 1 1 1 1 1 1 1 1 4 4 4 4 4 6 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Data from Form 6 - Employees Terminated					

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[Date: 2018-01-18]

Data for First/Previous Goals

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Total	14 Othe	13 Othe	12 Semi	11 Inter.	10 Cleri	09 Skill	08 Skill	07 Adm	06 Supe	05 Supe	04 Semi	03 Profe	02 Mide	01 Senio			Group (EEOG)	Employme	
	Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	Supervisors	Semi-Professionals & Tech	Professionals	Middle & Other Managers	Senior Managers			(OG)	Employment Fauity Occupational	
2,021	0	2	0	7	95	0	0	423	0	19	24	801	415	235	#	2014-12-01	AAAA-WW-DD	Number	
4.0%	0.0%	-20.6%	0.0%	41.9%	3.7%	0.0%	0.0%	15.6%	0.0%	23.7%	7.7%	4.4%	-12.8%	0.3%	9%	Annually	Actual	Grow	
															9%	Annually	Projected	Growth (New Positions)	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years	fed		
32.6%	0.0%	0.0%	200.0%	66.7%	31.8%	0.0%	0.0%	36.6%	0.0%	47.3%	55.6%	42.9%	17.7%	1.7%	%	Annually A	Actual	Furnover (Replacement of Terminated Employees)	
															%	Annually	Projected	placement of Terr Employees)	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years		1	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	1021N 2	3	Anticipated	
1,275	0	0	0	7	88	0	0	389	0	13	6	521	209	42	#	2014-12-01	AAAA WW.DD	Number 1	_
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	%	Annually		Turnover (Replacement of Terminated Employees)	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years	<u> </u>		
-188	0		0	చ	-28	0	0	-38	0	చ	<u>_</u>	-91	-48	22	#	Years	Over 3	Hires	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	# '	2014 21	YYYY-YYYY	From To	•
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63.1%	#DIV/0!	0.0%	#DIV/0!	100.0%	92.6%	#DIV/0!	#DIV/0!	92.0%	#DIV/0!	68.4%	25.0%	65.0%	50.4%	17.9%	9%	ICHIN	Representation in 3	Projected	

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

Total	14 Other	13 Other	12 Semi-	11 Interm	10 Cleric	09 Skilled	08 Skilled	07 Admir	06 Super	05 Supervisors	04 Semi-l	03 Professionals	02 Middl	01 Senior Managers	or and (mmoor)	Employmen		
	14 Other Manual Workers	13 Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	10 Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	isors	04 Semi-Professionals & Tech	sionals	02 Middle & Other Managers	Managers	70)	Employment Equity Occupational Grams (FFOC)		
6				0	0	0	0	0	s 0	0	0	0	0	6	#	П		
5	0.0	0.0	0.0	0.0		0.0		0.0					0.0	0.0	%	Short-term Goals	Waman	
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Raymond Chabot Grant Thornton S.E.N.C.R.L.

[Date: 2018-01-18]

Data for First/Previous Goals

Total 2.021 4.0%		13 Other Sales & Service 2 -20.6%	12 Semi-Skilled Manual 0 0.0%	11 Intermediate Sales & Service 7 41.9%	10 Clerical Personnel 95 3.7%		08 Skilled Sales & Service 0 0.0%	07 Administrative & Sr Clerical 423 15.6%	06 Supervisors: Crafts & Trades 0 0.0%	19	04 Semi-Professionals & Tech 24 7.7%	03 Professionals 801 4.4%	02 Middle & Other Managers 415 -12.8%	01 Senior Managers 235 0.3%	# % % #	2014-12-01 Annually Annually Years	Group (EEOG) VYYY-MM-DD Actual Projected	Employment Fauity Occupational Growth (New Positions)	All			<u> </u>	Prom From From Pata Sources: From Analysis Analysis Analysis Analysis Analysis	A B C D E F
0 32.6% 0 0	0 0.0% 0 0	0 0.0% 0 0	0 200.0% 0 0	0 66.7% 0 0	0 31.8% 0 0	0 0.0% 0 0	0 0.0% 0 0	0 36.6% 0 0	0 0.0% 0 0	0 47.3% 0 0	0 55.6% 0 0	0 42.9% 0 0	0 17.7% 0 0	0 1.7% 0 0	9% % # # #	Annually Annually Over 3 rems 201+12-01	Actual Projected Hires Over 3 YYYY-MM-DD	Turnover (Replacement of Terminated	All Employees				Data CxHx3 F+1	G H I J K
30 0.0% 0 6	0 0.0% 0 0	0 0.0% 0 0	0 0.0% 0 0	0 0.0% 0 0	0 0.0% 0 1	0 0.0% 0 0	0 0.0% 0 0	3 0.0% 0 3	0 0.0% 0 0	1 0.0% 0 -1	2 0.0% 0 -2	10 0.0% 0 1	10 0.0% 0 -1	4 0.0% 0 3	1 0% # #	Annually Over 3 Years		ber Turnover (Replacement of Hires Terminated Employees) Beautied		First/Previous Short-term Goals	Fable 3: Aboriginal Peoples	,	From Equivalent K x L x 3 (F x Q) - Analysis to H R + M	C L M N
0 1.8% -6	0,0% 0	0 0.8% 0	0 0.0% 0	0 0.9% 0	0 1.4% -1	0 0.0% 0	0.0% 0	0 1.5% -3	0.0% 0	0 1.4% 1	0 1.2% 2	0 1.4% -1	0 2.2% 1	0 2.9% -3	# % % # #		YYYY-YYYY Availability Present Gap Gap		Aboriginal Peoples			↓	J x P Data Entry Workforce Workforce O) - ((C + Analysis Analysis F) x Q)	O P Q R S
-6 1.5% 1.5%	#I	0 0.0% 0.0%	0 #DIV/0! #DIV/0!	0 0.0% 0.0%	-1 0.0% 0.0%	0 #DIV/0! #DIV/0!	0 #DIV/0! #DIV/0!	-3 0.7% 0.7%	0 #DIV/0! #DIV/0!		2 8.3% 8.3%		1 2.4% 2.4%	-3 1.7% 1.7%	# % %		Representation Repr					+	M+ (((C+ xQ)) K+C (K-M+O)+(C +F)	S T U

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

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

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Total	14 0	13 0	12 S	11 In	10 C	09 SI	08 SI	07 A	06 Sı	05 Sı	04 S	03 P.	02 N	01 S	Employ Group (
	14 Other Manual Workers	Other Sales & Service	12 Semi-Skilled Manual	termediate Sa	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	dministrative	ipervisors: Ci	Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers	Employment Equity Group (EEOG)	
	Workers	Service	lanual	Intermediate Sales & Service	nel	k Trades	Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades		nals & Tech		r Managers	rs	Employment Equity Occupational Group (EEOG)	
									3.							
2	0	0	0	0	0	0	0		0	0	0	0	0		Aborigi Short-term Goals # %	
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4	0	0	0	0		0	0		0	0	0		0	1	Peoples 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	0.0	0.0	x	
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Federal Contractors Program Achievement Report Part 3: Goals Raymond Chabot Grant Thornton S.E.N.C.R.L. [Date: 2018-01-18]

									Data	for First/F	revious (Goals								
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A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U	
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	: / '' :	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	1	Ţ	1	↓	1	1	↓	Table 5: Parsons with Disabilities											
										Table 5: Persons with Disabilities First/Previous Short-term Goals										
									First	Previous Sh	iort-term G	oals								
				All En	aployees				1					Persons w	ith Disabilitie	S				
	Number	Crow	vth (New Posi	tione)	Turnover (Re		f Terminated		Number				3 Yea	r Goals						
Employment Equity Occupational		Gro		uonsy		Employees)		Anticipated	(Manager		eplacement of LEmployees)	Hires Required	From	n - To					Projected	
Group (EEOG)	I YYYY-MM-DD Actual Projected				Actual	Pro	jected	Hires Over 3	YYYY-MM-DD]		Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3	
5.c., (6.5.5)	2014-12-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2014-12-01	Annually	Over 3 Years	Years	2014	2017]				Years	
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01/02 Managers	650	-6.3%		C	9.7%		0	0	4	0.0%	0	24	0		4.3%	-24	-24	0.6%	0.6%	
03 Professionals	801	4.4%		C	42.9%		0	0	4	0.0%	0	26	0		3.8%	-26	-26	0.5%	0.5%	
04 Semi-Professionals & Tech	24	7.7%		C	55.6%		0	0	0	0.0%	0	1	0		4.6%	-1	-1	0.0%	0.0%	
05 Supervisors	19	23.7%		0	47.3%		0	0	0	0.0%	0	3	0		13.9%	-3	-3	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%		(0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	423	15.6%		C	36.6%		0	0	2	0.0%	0	12	0		3.4%	-12	-12	0.5%	0.5%	
08 Skilled Sales & Service	0	0.0%		(0.0%		0	0	[c	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		(0.0%		0	0	[c	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	95	3.7%		C	31.8%		0	0	1	0.0%	0	6	0		7.0%	-6	-6	1.1%	1.1%	
11 Intermediate Sales & Service	7	41.9%		(66.7%		0	0	[c	0.0%	0	0	0		5.6%	0	0	0.0%	0.0%	
12 Semi-Skilled Manual	0	0.0%		(200.0%		0	0	[c	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	2	-20.6%			0.0%		0	0	[c	0.0%	0	0	0		6.3%	0	0	0.0%	0.0%	
14 Other Manual Workers	0	0.0%			0.0%		0	0	[c	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
Total	2,021	4.0%		C	32.6%		0	0	11	0.0%	0	72	0		4.1%	-72	-72	0.5%	0.5%	

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

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

Workforce Analysis + 2) x 100

Workforce	e Analysis) ÷ 2) x 10	0.				
						Table 6: Persons with Disabilities
F1		P	ersons with	Disabilitie	s	
Group (EEOG)	quity Occupational	Short-ter	rm Goals	Long-te	rm Goals	Comments
Group (EEOG)		#	%	#	%	
01/02 Managers		8	0.0	8	0.0	
03 Professiona	nals	16	0.0	2	0.0	
04 Semi-Profe	fessionals & Tech	- 1	0.0	(0.0	
05 Supervisors	rs	- 1	0.0	(0.0	
06 Supervisors	rs: Crafts & Trades	0	0.0	(0.0	
07 Administra	ative & Sr Clerical	2	0.0	3	0.0	
08 Skilled Sale	les & Service	0	0.0	(0.0	
09 Skilled Cra	afts & Trades	0	0.0	(0,0	
10 Clerical Per	ersonnel	- 1	0.0	- 1	0.0	
11 Intermediat	ate Sales & Service	0	0.0	(0.0	
12 Semi-Skille	led Manual	0	0.0	(0.0	
13 Other Sales	es & Service	0	0.0	(0.0	
14 Other Man	nual Workers	0	0.0	(0.0	
Total		29		14	i I	

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Raymond Chabot Grant Thornton S.E.N.C.R.L. [Date: 2018-01-18]

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Data for First/Previous Goals

Total	14 Ot	13 Ot	12 Ser	11 Int	10 Cl	09 Ski	08 Sk		06 Suj	05 Suj	04 Ser	03 Pro	02 Mi	01 Ser			Group (EEOG)	Findows					Data sources:	A
	Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	ermediate Sa	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	ministrative	pervisors: C:	Supervisors	Semi-Professionals & Tech	Professionals	Middle & Other Managers	Senior Managers			EOG)						rces:	АВ
	Workers	Service	(anual	Intermediate Sales & Service	mel	& Trades	Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades		mals & Tech		r Managers	TS			Group (EEOG)	Occumation						В
2,021				<u>e</u>	95			1 423		19	24	801	415	235	#	2014-12-01	DO-WW-AAAA	Number				←	From Workforce Analysis	С
1 4.0%	0.0%	2 -20.6%	0.0%	7 41.9%	5 3.7%		0.0%	3 15.6%	0.0%	9 23.7%	4 7.7%		5 -12.8%	5 0.3%	%	Annually	Actual	Gro				←		D
0	6	5	0	5	0.			<u> </u>	0	<u> </u>	3.	3.	0.	5	%	Annually	Projected	Growth (New Positions)				←	Data Entry	E
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years	ected	ions)	All Employees			←	From Flow Pota Workforce Data Entry C x E x 3 Analysis & Analysis † Analysis†	F
32.6%	0.0%	0.0%	200.0%	66.7%	31.8%	0.0%	0.0%	36.6%	0.0%	47.3%	55.6%	42.9%	17.7%	1.7%	%	Annually	Actual	Turnover (Re	oloyees			←	From Flow Data Analysis & Workforce Analysis‡	G
															%	Annually	Projected	Turnover (Replacement of Terminated Employees)				←	Data Entry	Н
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years		erminated				←	СхНх3	I
0	0	0	•	•	0	0	0	0	0	0	0	0	0	0	#	rears	Hires Over 3	Anticipated				←	F; + I	J
								_				<u>-</u>			#	2014-12-01	YYYY-MM-DD	Number		Firs	Table 7: [←	From Workforce Analysis	К
55 0.0%	0 0.0%	0 0.0%	0.0%	0.0%	2 0.0%	0.0%	0.0%	1 0.0%	0.0%	0 0.0%	4 0.0%	33 0.0%	5 0.0%	0.0%	%	Annually		Turnover Terminat		t/Previous	able 7: Members of Visib	←	Equivalent to H	L
-	%	<u>%</u>	<u>%</u>	<u>~</u>	<u>~</u>	<u>%</u>	<u>%</u>	<u>~</u>	<u>%</u>	<u>~</u>	<u>~</u>	<u>~</u>	<u>~</u>	<u>~</u>	*	Over 3 Years		Turnover (Replacement of Terminated Employees)		First/Previous Short-term Goals			nt KxLx3	3
0 280	0	0	0 0	0	0 6	0	0	0 1:	0 0	0 2	0 0	0 178	0 5:	0 24	#:	Years	Over 3			Goals	le Minorities	←	(F x Q) - R + M	1
0	0 (<u> </u>	2	6	<u> </u>	<u> </u>			2	<u> </u>	<u>~</u>	7 (#	2014	1111	3 Yea	-		es	←	JχP	1
)			<u> </u>											%	2017	AAAA-AAAA	3 Year Goals From - To	lembers of			←		P
16.6%	0.0%	24.3%	0.0%	22.2%	8.6%	0.0%	0.0%	5.2%	0.0%	8.5%	17.1%	26.4%	15.0%	10.1%	%		Availability	7	Members of Visible Minorities			←	From Data Entry Workforce Analysis	O P Q R
% -280	%	<u>~</u>	<u>%</u>	<u>~</u> -	<u>~</u>	<u>%</u>	<u>~</u>	-1	%			-178		% -24	72:		Present Gap		rities			←	From Workforce Analysis	R
0 -280	0	0	<u> </u>	2	5	<u> </u>	0	<u></u>	0	-2 -2	0		7 -57		4:		Gap	-				←	(K - M + e O) - ((C + F) x Q)	1
0	0 #	0	0 #	2	6	0 #	0 #		0 #	2	0	∞	7	4	9%		Representation	3				←	+ K + C	T
2.7%	#DIV/0!	0.0%	#DIV/0!	0.0%	2.1%	#DIV/0!	#DIV/0!	2.6%	#DIV/0!	0.0%	16.7%	4.1%	1.2%	0.0%									C (K	
2.7%	#DIV/0!	0.0%	#DIV/0!	0.0%	2.1%	#DIV/0!	#DIV/0!	2.6%	#DIV/0!	0.0%	16.7%	4.1%	1.2%	0.0%	%	rears	Representation in 3	Projected				←	K + C (K - M + O) + (C + F)	f S $f T$ $f U$

[|] Itotal | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000

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Total	14 Othe	13 Othe	12 Sem	11 Inter	10 Cleri	09 Skill	08 Skill	07 Adm	06 Supe	05 Supervisors	04 Sem	03 Professionals	02 Mide	01 Seni	or other	Employment Eq		
	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	Intermediate Sales & Service	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	07 Administrative & Sr Clerical	Supervisors: Crafts & Trades	ervisors	04 Semi-Professionals & Tech	essionals	02 Middle & Other Managers	01 Senior Managers	500	Employment Equity Occupational Group (FFOG)		
												-			#	Sho		
133	0	0	0	0		0	0	4	0	0	0	106	14	8	8	Short-term Goals	Members of Visible Minorities	
	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		Ш	Visible N	
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	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	%	Goals	va .	
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Federal Contractors Program Achievement Report Part 3: Goals

Raymond Chabot Grant Thornton S.E.N.C.R.L.

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[Date: 2018-01-18]

Data for Subsequent/Current Goals

		Data sources:	A
		From From Workforce Workforce Analysis	A B C D E F G H I J K L M N O P Q R S T U
	←	From Workforce Analysis	С
	←	From Workforce Analysis [†]	D
	←	Data Entry C >	E
	←	From I Dat C x E x 3 Analys Workf Analy	F G
	←	Flow ta Data sis & Entry orce Entry	H
	←	СхНх3	1
	←	F+1	J
Tab	←	From Eq Workforce Analysis	К
ble 9: Wo	←	luivalent to H	L
omen	←	xLx3 (F	×
	←	F x Q) - J	Z
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	<u></u>	Trom Varkforce Wards Analysis	, Q
	←	m Fromorce Workfo	R
	←	From (K - M + Workforce O) - ((C + Analysis F) x Q)	s
	←	K 3 (F x Q) - J x P Data Entry Workforce Workforce O) - ((C + K + C + F)) + (C + F)	T
		(K - M ·	
	←	⟨ - M + O) ÷ (C	U

				All Employees	lovees									Women	nen				
	Number	Grow	Growth (New Positions)		er (Re	placement of T Employees	erminated	Anticipated	Number	Turnover (R	Turnover (Replacement of	Hires	3 Year Goals From - To						Projected
Employment Equity Occupational Group (FFOG)	GG-WW-XXXX	Actual	Projected	cted	Actual	Projected	ted		AAAA WW-DD	•	a communication and projectory	Over 3	1111-1111		Availability	Present Gap	Projected	Present Representation	Representation in 3
(10000)	2018-01-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2018-01-01	Annually	Over 3 Years	Years	2018	2021	,				Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	237	0.3%	0.5%	4	1.7%	0.5%	4	8	44	0.5%	_	23	2	27.4%	27.4%	-21	-21	18.6%	18.7%
02 Middle & Other Managers	275	-12.8%	0.0%	0	17.7%	1.0%	∞	8	127	1.0%	4	-16	0	0.0%	38.9%	20	16	46.2%	44.7%
03 Professionals	911	4.4%	1.0%	27	42.9%	30.0%	820	847	512	30.0%	461	453	0	0.0%	53.7%	23	-453	56.2%	5.4%
04 Semi-Professionals & Tech	30	7.7%	2.0%	2	55.6%	0.0%	0	2	=	0.0%	0	-4	0	0.0%	23.4%	4	4	36.7%	34.4%
05 Supervisors	36	23.7%	2.0%	2	47.3%	10.0%	=	13	29	10.0%	9	0	0	0.0%	52.2%	10	0	80.6%	52.6%
06 Supervisors: Crafts & Trades	2	0.0%	0.0%	0	0.0%	0.0%	0	0	2	0.0%	0	<u>.</u>	0	0.0%	38.4%		1	100.0%	100.0%
07 Administrative & Sr Clerical	654	15.6%	0.0%	0	36.6%	0.0%	0	0	572	0.0%	0	-23	0	0.0%	83.9%	23	23	87.5%	87.5%
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	106	3.7%	1.0%	ယ	31.8%	1.0%	s	6	92	1.0%	ω	-19	0	0.0%	63.8%	24	19	86.8%	81.7%
11 Intermediate Sales & Service	20	41.9%	0.0%	0	66.7%	0.0%	0	0	16	0.0%	0	4	0	0.0%	61.8%	4	4	80.0%	80.0%
12 Semi-Skilled Manual	3	0.0%	0.0%	0	200.0%	0.0%	0	0	2	0.0%	0	-2	0	0.0%	13.2%	2	2	66.7%	66.7%
13 Other Sales & Service		-20.6%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0		0	50.0%	51.1%			0.0%	0.0%
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total	2,275	4.0%		0	32.6%		0	0	1,407	0.0%	0	-1,407	0		0.0%	1,407	1,407	61.8%	61.8%
† Calculated by using the following formula: ((Current number of employees from Workforce Analysis) 1.3 -	ving formula: (Current nu	nber of emp	lovees from	Workforce /	\nalvsis ÷ P	revious num	ber of emplo	vees from W	orkforce An	_	x 100.							

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

Total	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate Sales & Service	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers	Employment Equity Occupational Group (EEOG)	
				rice				cal	des)h		S		mai Short-term Goals	
0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	27.4		
		50.0% Le												27.4% W	Long-term Goals	
		50.0% Less women apply to these positions, based on the nature of the work. This present												We have a program in place "Access to Partnership" which takes in consideration the number of years of experience and compentencies. We are working towards an equal number of women and men. The future favours this ratio, since the acceounting field attracts more women.		
		, based on the nature of the work												nce the acccounting field attracts		Table
		This present a very small tea												onsideration the number of ye more women.	Comments	Table 10: Women
		m. Unsure of the future ne												ars of experience and comp	nents	
		a very small team. Unsure of the future needs in this business for this team.												sentencies. We are working		
		team.												towards an equal number		
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Raymond Chabot Grant Thornton S.E.N.C.R.L.

[Date: 2018-01-18]

Data for Subsequent/Current Goals

	Data sources	Α
		В
←	From Workforc Analysis	A B C D E F G H I J K L M
←	From e Workforc Analysis	D
←	e Data Entry	Е
←	CxEx3	5
←	From Flow Data Analysis & Workforce Analysis‡	G
←	Data Entry	н
←	СхНх3	-
←	F + I	J
←	From Workforce Analysis	K
←	Equivalent to H	Г
←	KxLx3	3
←	(F x Q) - R + M	z
←	JхР	0
←	Data Entry	P
←	From Workforce Analysis	Q
←	From Workforce Analysis	R
←	(K - M + O) - ((C + F) x Q)	s
←	K + C	T
	From From Workforce Workforce Analysis Analysis Analysis Analysis Analysis Analysis Prom Network Prom Analysis Prom Network Prom Analysis Prom Network (K-M+O)+(C (K-	A B C D E F G H I J K L M N O P Q R S T U
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							Table	Fable 11: Aboriginal P	iginal Peo	eoples						
							Subsequ	Subsequent/Current Short-ter		m Goals						
			All Em	All Employees							Aborigi	Aboriginal Peoples				
	Number	Growth (New Positions)	ons)	Turnover (Turnover (Replacement of Terminated Employees)	ted	Number	Turnover (Replacement	placement of	Hires	3 Year Goals From - To					Desired
Employment Equity Occupational F	AAAA WW-DD	Actual Projected	cted	Actual	Projected	Hires Over 3	GG-WW-AAAA	- I seemman company	Continuing	Over 3	XXXX-XXXX	Availability	Present Gap	Projected	Present I	Representation in 3
	2018-01-01	Annually Annually	Over 3 Years	Annually	Annually Over 3	3 Years	2018-01-01	Annually	Over 3 Years		2018 2021					Years
	#	% %	#	%	% #	#	#	%	#	#	# %	%	#	#:	%	%
01 Senior Managers	237	0.3% 0.5%	4	1.7%	6 0.5%	4 8	7	0.5%	0	3	0 3.0%	2.9%	-3	-3	1.7%	1.7%
02 Middle & Other Managers	275	-12.8% 0.0%	0	17.7%	6 1.0%	8	6	1.0%	0	0	0 0.0%	2.2%	0	0	2.2%	2.2%
03 Professionals	911	4.4% 1.0%	27	42.9%	30.0%	820 847	10	30.0%	9	12	12 1.4%	1.4%	చ	0	1.1%	1.4%
04 Semi-Professionals & Tech	30	7.7% 2.0%	2	55.6%	6 0.0%	0 2		0.0%	0	<u>.</u>	0.0%	1.3%	_	_	3.3%	3.1%
05 Supervisors	36	23.7% 2.0%	2	47.3%	6 10.0%	11 13	0	10.0%	0	0	0 0.0%	1.1%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	2	0.0% 0.0%	0	0.0%	6 0.0%	0 0	0	0.0%	0	0	0 0.0%	0.0%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	654	15.6% 0.0%	0	36.6%	6 0.0%	0 0	6	0.0%	0	6	0 1.8%	1.8%	-6	-6	0.9%	0.9%
08 Skilled Sales & Service	0		0	0.0%	6 0.0%	0 0	0	0.0%	0	0	0 0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0% 0.0%	0	0.0%	6 0.0%	0 0)	0.0%	0	0	0 0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	106	3.7% 1.0%	3	31.8%	6 1.0%	3 6)	1.0%	0	2	0 1.6%	1.6%	-2	-2	0.0%	0.0%
11 Intermediate Sales & Service	20	41.9% 0.0%	0	66.7%	6 0.0%	0 0)	0.0%	0	0	0.0%	0.9%	0	0	0.0%	0.0%
12 Semi-Skilled Manual	3	0.0% 0.0%	0	200.0%	6 0.0%	0 0		0.0%	0	0	0 0.0%	0.8%	0	0	0.0%	0.0%
13 Other Sales & Service	_	-20.6% 0.0%	0	0.0%	6 0.0%	0 0	0	0.0%	0	0	0 0.0%	0.8%	0	0	0.0%	0.0%
14 Other Manual Workers	0	0.0% 0.0%	0	0.0%	6 0.0%	0 0)	0.0%	0	0	0 0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total	2,275	4.0%	0	32.6%		0 0	27	7 0.0%	0	-27	0	0.0%	27	27	1.2%	1.2%
† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) ^{1/3}	ing formula:	((Current number of emp	loyees fron	1 Workforc	e Analysis ÷ Previou	s number of emplo	yees from W	orkforce An		1) x 100.						
- Carculated by using the following	ing romma.	((стители пшппы от ептр	noyees non	I WOLKLOIC	e Analysis = Pieviou	s immost of embro	yees nom w	OIKTOICE AIL	•	X 100.						

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

Total	14 Other	13 Other	12 Semi-S	11 Interm	10 Clerica	09 Skilled	08 Skilled	07 Admin	06 Superv	05 Supervisors	04 Semi-l	03 Professionals	02 Middle	01 Senior	Employment Eq Group (EEOG)	
	Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	isors	04 Semi-Professionals & Tech	sionals	Middle & Other Managers	Senior Managers	Employment Equity Occupational Group (EEOG)	
				vice				ical	ades		ch		rs			
0.0	0.0	0.0	0.0	0.0	1.6	0.0	0.0	1.8	0.0	0.0	0.0	1.4	0.0	3.0	Aboriginal Peoples Short-term Goals Long	
															l Peoples Long-term Goals	
	0.0%	0.0%	0.0%	0.0%	1.6%	0.0%	0.0%	1.8%	0.0%	0.0%	0.0%	1.4% Mo	0.0%	3.0% We	Goals	
												st of our accou		have an accou professional s		
												Most of our accounting services has the necessary compentencies		ting practice s ervices. That b		
												need CPA cer		erving servera eing said, mos		
												Most of our accounting services need CPA certification. To maintain a good relat has the necessary compentencies.		3.0% We have an accouting practice serving serveral Cri and Inuit communities in various our professional services. That being said, most of our accounting services need a		Tabl
												naintain a goo		communities i		Table 12: Aborigina
												I relation and o		n various locat need a CPA ce		iginal Peoples
												expand our bus		ions. We do fa rtification. At a	Comments	les
												iness and serv		wour hiring an equal compent	ls.	
												ing the aborgir		d promoting So		
												al communitie		mior managers education we		
												s we would far		of this group t		
Pago												ion and expand our business and serving the aborginal communities we would favour hiring a aborginal person who		We have an accouting practice serving serveral Cri and Inuit communities in various locations. We do favour hiring and promoting Senior managers of this group to maintain relations and expand our professional services. That being said, most of our accounting services need a CPA certification. At equal compentency level and education we would favour an aborginal person.		
Page 14 of 31												borginal perso		ations and exp		
												n who		nand		

Federal Contractors Program Achievement Report Part 3: Goals Raymond Chabot Grant Thornton S.E.N.C.R.L. [Date: 2018-01-18]

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷(C + F)
,		1	1		1	1	1	\	1	1	\	1	1	\	1	1	\		
										: Persons									
									Subsequ	ent/Current	Short-tern	n Goals							
				All En	ployees									Persons wi	th Disabilitie	S			
	Number	Grov	vth (New Posit	ions)	Turnover (Re		Terminated		Number	Turnover (Re	onto coment of		3 Year	· Goals					
Employment Equity Occupational						Employees)		Anticipated		Terminated		Hires Required	Fron	1 - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proje	ected	Hires Over 3	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3
	2018-01-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2018-01-01	Annually	Over 3 Years	Years	2018	2021					Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	512	-6.3%	0.5%	8	1 1	1.5%	23	31	4	1.5%	0	18	1	4.3%	4.3%	-18	-17	0.8%	1.0%
03 Professionals	911	4.4%	1.0%	27	42.9%	30.0%	820	847	2	30.0%	2	36	32	3.8%	3.8%	-33	-4	0.2%	3.4%
04 Semi-Professionals & Tech	30	7.7%	2.0%	2		0.0%	0	2	0	0.0%	0	1	0	4.6%	4.6%	-1	-1	0.0%	0.0%
05 Supervisors	36	23.7%	2.0%	2	1 1	10.0%	11	13	0	10.0%	0	5	2	13.9%	13.9%	-5	-3	0.0%	5.3%
06 Supervisors: Crafts & Trades	2	0.0%	0.0%	0	0.070	0.0%	0	0	0	0.0%	0	0	0	0.0%	7.8%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	654	15.6%		0	1 20,0,0	0.0%	0	0	3	0.0%	0	19	0	3.4%	3.4%	-19	-19	0.5%	0.5%
08 Skilled Sales & Service	0	0.0%	0.0%	0		0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0,0,0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	106	3.7%	1.0%	3	1 1	1.0%	3	6	1	1.0%	0	7	0	7.0%	7.0%	-6	-7	0.9%	0.9%
11 Intermediate Sales & Service	20	41.9%	0.0%	0		0.0%	0	0	0	0.0%	0	1	0	5.6%	5.6%	-1	-1	0.0%	0.0%
12 Semi-Skilled Manual	3	0.0%	0.0%	0	200.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	4.8%	0	0	0.0%	0.0%
13 Other Sales & Service	1	-20.6%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	6.3%	0	0	0.0%	0.0%
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total	2,275	4.0%		0	32.6%		0	0	10	0.0%	0	-10	0		0.0%	10	10	0.4%	0.4%

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

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

						Table 14: Persons with Disabilities
Emn	loyment Equity Occupational	Po	ersons with I	Disabilities		
	p (EEOG)	Short-ter	m Goals	Long-ter	m Goals	Comments
	F ()		%		%	
01/02	2 Managers		4.3		4.3%	There are a lots of movement to client sites that is required in our business. Some of our employees do not declare as a person with a disability, for personal reasons, we believe this number should be higher in our stats. Depending on the role, lots of movement is required. We are accommodating to people with disabilities.
03	Professionals		3.8		3.8%	
04	Semi-Professionals & Tech		4.6		4.6%	
05	Supervisors		13.9		13.9%	
	Supervisors: Crafts & Trades		0.0		0.0%	
07	Administrative & Sr Clerical		3.4		3.4%	
08	Skilled Sales & Service		0.0		0.0%	
09	Skilled Crafts & Trades		0.0		0.0%	
10	Clerical Personnel		7.0		7.0%	
11	Intermediate Sales & Service		5.6		5.6%	
12	Semi-Skilled Manual		0.0		0.0%	
	Other Sales & Service		0.0		0.0%	
14	Other Manual Workers		0.0		0.0%	
Total			0.0			

Federal Contractors Program Achievement Report Part 3: Goals

Raymond Chabot Grant Thornton S.E.N.C.R.L.

[Date: 2018-01-18]

Data for Subsequent/Current Goals

		Data sources:	Α	
			A B C D E F G H I J K L M	
	←	From Workforce Analysis	С	
	←	From Workforce [Analysis*	D	
	↓	Data Entry C x	E	
	↓ ↓	From F Date 2 x E x 3 Analysi Workfo Analys	F G	
	+	low t t Data s & Entry rce is‡	Н	
	←	СхНх3	I	
Tabl	←	F+1 W(J	
e 15: Mei	←	From Ecorkforce	K	
15: Members of Visit	←	quivalent k	L	
Visible N	+	KxLx3	M	
linorities	↓	(F x Q) - R + M	Z	
		J x P Dai	0	
	←	P Data Entry Workforce Analysis	P	
	←	From Workforce W Analysis	Q	
	←	From (K - M + Workforce O) - ((C + Analysis F) x Q)	R	
	←	(K - M +)) - ((C + F) x Q)	s	
	←	K÷C	T	
	←	From Flow Workforce Workforce Analysis	A B C D E F G H I J K L M N O P Q R S T U	

											The same of the same of							
				All Employees	es							M	embers of V	Members of Visible Minorities	ities			
		,			over (Replaceme	Turnover (Replacement of Terminated						3 Yea	3 Year Goals					
	Number	GRA	Growth (New Positions)		Employees)	pes)	Anticipated	Number	Turnover (Turnover (Replacement of		Fro	From - To					Projected
Grain (FFOG)	YYYY-MM-DD	Actual	Projected		Actual	Projected	Hires Over 3	YYYY-MM-DD			Over 3	1444	1111 - 1111	Availability	Present Gap	Gan	Representation	Representation in 3
	2018-01-01	Annually	Annually	Over 3 Anz	Annually Annually	Over 3 Years	Years	2018-01-01	Annually	Over 3 Years	Years	2018	2021					Years
	#	%	%	#	% %	#	#	#	%	#	#	#	%	%	#	#	9%	%
01 Senior Managers	237	0.3%	0.5%	4	1.7% 0.	0.5% 4	8	0	0.5%	o`	24	1	10.1%	10.1%	-24	-23	0.0%	0.4%
02 Middle & Other Managers	275	-12.8%	0.0%	0	17.7%	1.0% 8	8	8	1.0%	•	33		15.0%	15.0%	-33	-32	2.9%	3.3%
03 Professionals	911	4.4%	1.0%	27	42.9% 30.	30.0% 820	847	52	30.0%	<u>6</u>	7 242	223	26.3%	26.3%	-188	-19	5.7%	24.3%
04 Semi-Professionals & Tech	30	7.7%	2.0%	2	55.6% 0.	0.0% 0	2	8	0.0%	<u> </u>		0	0.0%	22.4%	1		26.7%	25.0%
05 Supervisors	36	23.7%	2.0%	2	47.3% 10.	11 00%	13	5	10.0%	<u>•`</u>	2		0.0%	12.7%	0	-2	13.9%	7.9%
06 Supervisors: Crafts & Trades	2	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	•	<u> </u>		0.0%	9.6%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	654	15.6%	0.0%	0	36.6% 0.	0.0% 0	0	25	0.0%	<u>o`</u>	0	0	4.8%	4.8%	-6	-6	3.8%	3.8%
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	<u> </u>	0		0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	•	0 (0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	106	3.7%	1.0%	ω	31.8%	1.0% 3	6	10	1.0%	•	<u>-</u>		0.0%	8.1%	_	_	9.4%	9.2%
11 Intermediate Sales & Service	20	41.9%	0.0%	0	66.7% 0.	0.0% 0	0		0.0%	<u> </u>	3	0	22.2%	22.2%	చ	చ	5.0%	5.0%
12 Semi-Skilled Manual	3	0.0%	0.0%	0 2	200.0% 0	0.0%	0		0.0%	<u> </u>	<u>-</u>		0.0%	2.3%	1	_	33.3%	33.3%
13 Other Sales & Service	1	-20.6%	0.0%	0	0.0%	0.0% 0	0	0	0.0%	•	0		0.0%	24.3%	0	0	0.0%	0.0%
14 Other Manual Workers	0	0.0%	0.0%	0	0.0% 0.	0.0% 0	0	0	0.0%	o`	0 ((0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total	2,275	4.0%	-	0	32.6%	0	0	110	0.0%		0 -110			0.0%	110	110	4.8%	4.8%
† Calculated by using the following formula: ((Current number of employees from Worldorse Analysis)																		

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

Table 16: Membe part of this group in the most part do no centers, does not attract this group with the most part do not be part of the group with	Table 16: Members of Visible Minorities Comments We believe that those who are part of this group in the most part do not see themselves a visible minoritie and volunatarily do not declare themselves. Also, our geographical locations throughout 10.1% Quebec outside of the urban centers, does not attract this group with the professional titles required. We also face the challenge of recognizing the professional titles or diplomas coming from outside of Canada.
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	Federal Contractors Program Achievement Report	

Part 4: Results - Women

Raymond Chabot Grant Thornton S.E.N.C.R.L.

008004

[Date: 2018-01-18]

	S	,	202	_	04 S	-	22		3	r	21		(E.E.C	CCL	Emp			Data sources	A
Trades	Supervisors: Crafts &	Suber visors	inervisors	Technicians	Semi-Professionals &	1 TOTCSSIONALS	rofessionals	Managers	Middle & Other	ocinoi ivianagei s	01 Senior Managers		<i>(</i> G)	Occupational Group	Employment Equity			ata sources:	В
2018	2014	2018	2014	2018	2014	2018	2014	2018	2014	2018	2014	#			Year				С
		36	19	30	24	911	801	275	415	237	235	¥	Employees	All			←	Part 1: Workforce Analysis	D
2 2	0 0	5 29	9 13	0 11	4 6	1 512	1 521	5 127	5 209		5 42	#	Repres				←	Part 1: Workforce Analysis	E
100.0	0.0	80.6	68.4	36.7	25.0	56.2	65.0	46.2	50.4	18.6	17.9	9%	Representation		 -	Workf	←	E+D x 100	Ę
38.4	0.0	52.2	53.4	23.4	19.4	53.7	53.7	38.9	38.9	27.4	27.4	9/6	Avai	W	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	G
	0	19	10	7	5	489	430	107	161	65	64	#	Availability	Women	e	nalysis	←	D x G + 100	Н
	0	10	3	4		23	91	20	48	-21	-22	#	Gap				←	Е-Н	I
260.4	0.0	154.3	128.1	156.7	128.9	104.7	121.1	118.7	129.5	67.8	65.2	9/6	EE Result				←	E+H x100	J
0		17		27		281		49		2		#	Employees	All			←	Part 2: Flow Data Analysis	K
0		1		14		153		34		2		#	Ac				←	Part 2: Flow Data Analysis	T
0.0		5.9		51.9		54.4		69.4		100.0		%	Actual	=	Hires		←	L÷K x 100	Z
0		9		6		151		. 19		1		#	Expected	Women			←	K x G + 100	z
0		-8		8		2		15		1		#	Difference				←	L-N	0
						382		52				#	Employees	<u></u>			←	Part 2: Flow Flow Data Data Analysis Analysis	P Q
		12 9		3		2 185		2 24		0		#		Г		Flow	←	Part 2: Flow Data S Analysis	Q
100.0		9 75.0		1 33.3		5 48.4		46.2		0.0		9/6	Actual		Promotions	Flow Data Analysis	←	Q÷Px 100	\$
0		8		1		248		. 26		0		#	Expected	Women	ns	nalysis	←	Q+Px 100 PxF+100 Q-S	S
						-63		-2				#	Difference				←	Q-S	T
_		1 13		0 1		3 367		2 61		0		#	Employees	<u>`</u>			←	Part 2: Flow Flow Data Data Analysis Analysis	\mathbf{S} T U V
0		3 12		15		7 200		1 26		4		#		Г	I		←	Part 2: Flow Date s Analysis	V
0.0		2 92.3		3 20.0		0 54.5		5 42.6		2 50.0		9/6	Actual	_	Terminations		←	V ÷ U	
)		239		5 31				#	Expected	Women	ons		←	V + Ux	
0		9		+		9 -39				_		#	Difference				←	0 V-X	

	3	3	3	_	2		2		3		21		(EEUG)	Occ	Emp	
Trades	Supervisors: Crafts &	Supervisors	Simericore	Technicians	Semi-Professionals &	I IOICSSIOIIAIS	Drofessionals	Managers	Middle & Other	Ocinor ividiagors	Senior Managers		JG)	Occupational Group	Employment Equity	
2021	2018	2021	2018	2021	2018	2021	2018	2021	2018	2021	2018	#1:			Year	
_	1	16	16	15	15	296	296	40	40	-2	-2	#	Employees	AII -	Flo	New
	_	-2	-2	12	12	138	138	32	32	0	0	*	Actual	Women	Flow Data	New Entrants
100.0	100.0	-12.5	-12.5	80.0	80.0	46.6	46.6	80.0	80.0	0.0	0.0	%				<i>y</i> .
	0		0		0		0		0		6	#	Goal			
	0.0		0.0		0.0		0.0		0.0		0.0	%	Goal Met		Short-te	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	27.4	0.0	9/6	Goal	Women	Short-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	9%	Goal Met		s	<u>و</u>
												#	Geal			Goals
	0.0		0.0		0.0		0.0		0.0		10 0.0	9/6	Goal Met	Wo	Long-te	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.0	%	Goal	Women	Long-term Goals	
												%	Goal Met		ľ	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		4 =	<u>. </u>	1	
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														Comments		
														neni		
														36		
										•						

Data sources:

Part 2: Flow Part 2: E + D x
Data Analysis Analysis 100

Part 3: Goals

E + G x 100

Part 3: F + I x 100 Part 3: Goals E + K x
Goals 100

Part 3: F + M x 100 Goals

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	Federal Contractors Program Achievement Report	

Part 4: Results - Women

Raymond Chabot Grant Thornton S.E.N.C.R.L.

008005

[Date: 2018-01-18]

Workers	12 Semi-	Servi	11 Intern	Clotik	10 Cleric	—	00 Skille		08 Skille		07 Admii		(EEOG)	Occupan	Employn			Data sources:	Α
ers	Semi-Skilled Manual	Service Personnel	Intermediate Sales &	di i ci somici	10 Clarical Personnel	Trades Workers	Skilled Crafts &	Service Personnel	Skilled Sales &	Senior Clerical	Administrative &			Occupational Group	Employment Equity			Data sources:	В
2018	2014	2018	2014	2018	2014	2018	2014	2018	2014	2018	2014	#			Year				C
		20		106	95					654	423	#	Employees	All				Part 1: Workforce Analysis	D
3 2	0 0	0 16	7 7	6 92	5 88	0	0 0	0 0	0 0	4 572	3 389	*					←	Part 1: Workforce Analysis	E
66.7	0.0	80.0	100.0	86.8	92.6	0.0	0.0	0.0	0.0	87.5	92.0	9,6	Representation			Work	←	E + D x 100	দ
.7 13.2	.0 0.0	.0 61.8	.0 61.8	.8 63.8	.6 63.5	0.0	0.0	.0 0.0	0.0	.5 83.9	.0 83.0	9,6	Avai	W	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	G
0	0	12	4	68	60	0	0	0	0	549	351	#	Availability	Women	e	nalysis	←	D x G + 100	Н
2	0	4	3	24	28	0	0	0	0	23	38	#	Gap				←	Е-Н	Т
505.1	0.0	129.4	161.8	136.0	145.9	0.0	0.0	0.0	0.0	104.2	110.8	9,6	EE Result				 ←	E + H x 100	J
1 3	0	4 1:	8	0 46	9	0	0	0 0	0	2 220	<u>«</u>	#	Employees	<u>4</u>			-	Part 2: Flow Data Analysis	K
3 2		3		5 15		0		0) 54		#	Actual	Г			←	Part 2: Flow Data Analysis	L
66.7		27.3		32.6		0.0		0.0		24.5		%	wal	4	Hires		←	L + K x 100	Z
0		7		29		0		0		185		#	Expected	Women			←	K x G + 100	z
				-14						-131		*	Difference				←	۲-	0
2		-4		4		0		0		1 37		#	Employees	All			←	Part 2: Flow Flow Data Data Analysis Analysis	P
0		0		1		0		0				#		Г		Flow	 ←	Part 2: Flow Data s Analysis	0
0 (0 (1 100.0		0		0 (32 86		%	Actual		Promotions	v Data	 ←	ta Q+Px 100	R
0.0		0.0).0		0.0		0.0		86.5 3		#	Expected	Women	ions	Flow Data Analysis	←	x PxF÷100	s
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0		0		0		0		0		-2		*	e Employees	<u> </u>			←	N Part 2: Flow Flow Data Analysis Analysis Analysis P x F + 100 Q - S Data Analysis	U
ယ		9		32 2		0		0		197 156		#			1		←	ļ	
00		9 100.0		28 87.5		0		0 0		6 79.2		9%	Actual		Terminations		←	V + U x 100	¥
0.0						0.0		0.0).2 181		#	Expected	Women	tions		←	Part 2: V + U x U x F + 100 V - X Analysis 100 V x F + 100 V - X	X
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Workers	12 Semi-Skilled Manual	Service Personnel	Intermediate Sales &	Clerical i cisomici	Clarical Descennel	Trades Workers	Skilled Crafts &	Service Personnel	Skilled Sales &	Senior Clerical	Administrative &		(EEOG)	Occupational Group	Employment Equity	
2021	2018	2021	2018	2021	2018	2021	2018	2021	2018	2021	2018	#		ICHI	V	
												#	Employees	<u> </u>		
0	0	2	2	15	15	0	0	0	0	60	60		yees	_	Flo	New I
2	2	6	6	-12	-12	0	0	0	0	-70	-70	#	Actual	Women	Flow Data	New Entrants
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	0		0		0		0		0		0				Sho	
	0.0		0.0		0.0		0.0		0.0		0.0	%	Percent of Goal Met	Women	rt-teri	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	%	Goal	33	Short-term Goals	
												%	Percent of Goal Met		S	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0					Goals
	0		0		0		0		0		0	#	Goal			•
	0.0		0.0		0.0		0.0		0.0		0.0	%	Percent of Goal Met	¥	ong-te	
												%	Goal	Women	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				als	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	%	Percent of Goal Met			
														Ω		
														Comments		
														nts		

Data sources:

Part 2: Flow Flow Data Analysis Analysis 100

Part 3: Goals

E + G x 100

 Part 3:
 F + I x 100
 Part 3: Goals
 E + K x 100
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Part 4: Results - Women

Raymond Chabot Grant Thornton S.E.N.C.R.L.

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[Date: 2018-01-18]

Data sources:	Total	14 Other Manual Workers	Other Sales & Service Personnel		(EEOG)	Occupational Group	Employment Equity			Data sources:	А В С
	2014	2014	1	#			Year				С
Part 2: Flow Data Analysis	2,021	0 0	2	#	Employees	All	•		←	Part 1: Workforce Analysis	Ð
Part 2: Flow Data Analysis	1,275 1,407	0 0	0 0	#	Representation			•	←	Part 1: Workforce Analysis	E
E+Dx 100	61.8	0.0	0.0	%	ntation		M	Norkf	←	E÷D x 100	Ŧ
Part 3: Goals	53.8 0.0	0.0	,, ,,	%	Availability	Women	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	G
E ÷ G x 100	1,087	0 0	1	#	bility	nen		alysis	←	D x G + 100	Н
Part 3: Goals	1,407	0 0	<u></u>	#	Gap				←	Е-Н	_
F + I x 100	117.3	0.0	0.0	%	EE Result				←	E ÷ H x 100	I J
Part 3: F + 1 x 100 Part 3: Goals	3 0 656	0	0	#		All			←	Part 2: Flow Data Analysis	K
E+Kx 100	5 278			#	2				←	Part 2: Flow Data Analysis	L
Part 3: Goals	8 42.4	0.0	0.0	%	Actual		Hires		←	L÷K x100	3
F ÷ M x 100	0	0	0	#	Expected	Women			←	K x G + 100	z
	278			#	Difference				←	[-]	0
	8 488	0	0	#	5	AΠ			←	Part 2: Flow Property	O P Q R
		0	0	#				Flov	←	Part 2: Flow Data Analysis Part 2: Plow Data Px F + 100 Q + Px Px F + 100 Q - S	O
	253 5	0	0	9,6	Actual		Promotions	Flow Data Analysis	←	Q+P 	R
	51.8	0.0	0.0	#	Expected	Women	tions	Analy	_	x PxF + 100	
	308	0	0					sis		+ 100	
	-55	0	0	#	Difference					Q-S	Т
	701	0	0	#	Employees	ΛII			←	Part 2: Flow Part 2: V+Ux Data Analysis Analysis 100	U
	436	0	0	#	4		T		←	Part 2: Flow Data Analysis	V
	62.2	0.0	0.0	9%	Actual		Terminations			V ÷ U x 100	¥
	2 442	0	0	#	Expected	Women	ions		←	V + U x 100 U x F + 100	X
	2 -6	0	0	#	Difference					V+Ux UxF+100 V-X	S T U V W X Y

TOTAL	2	\ \		P	<u></u>		(EEOG))ccuj	<u> </u>	
		Workers	Other Manual	Personnel	Other Sales & Service		Đ.	Occupational Group	oyment Equity	
2021	2018	2021	2018	2021	2018	#		1631		
443	443	0	0	0	0	#	Employees	<u> </u>	F	New
95	95	0	0	0	0	#	Actual	Women	Flow Data	New Entrants
21.4	21.4	0.0	0.0	0.0	0.0	%		-		S
	6		0		0	#	Goal		S	
	1583.3		0.0		0.0	%	Percent of Goal Met	Women	Short-term Goals	
0.0	0.0	0.0	0.0	50.0	0.0	%	Goal		Goals	
0.0	0.0	0.0	0.0	0.0	0.0	%	Percent of Goal Met			Ge
	11		0		1	7#:	Goal		_	Goals
	863.6		0.0		0.0	%	Percent of Goal Met	Women	Long-term Goals	
0.0	0.0	0.0	0.0	0.5	0.0	9%	Goal	-	Goals	
						9/9	Percent of Goal Met		_	
0.0	0.0	0.0	0.0	0.0	0.0		of.	<u> </u>	<u> </u>	L
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Raymond Chabot Grant Thornton S.E.N.C.R.L. Part 5: Results - Aboriginal Peoples

008007

[Date: 2018-01-18]

Employment Equity Occupational Group (EEOG) 90 05 94 03 02 01 Data sources Professionals Senior Managers Supervisors: Crafts & Trades Middle & Other Supervisors Semi-Professionals & Managers Technicians ₩ Year 2014 2018 2014 2014 2018 2014 2018 2018 2014 2014 2018 C Part 1: Workforce Analysis Employees ΑH U 415 275 801 911 235 237 24 30 19 Part 1: Workforce Analysis Representation Œ 5 5 6 0 Workforce Analysis E + D x 100 8 Ŧ 0.0 8.3 3.3 0.0 1.2 Workforce Part 1: Workforce Analysis **Aboriginal Peoples** % Availability ଦ 0.0 1.4 2.2 2.2 2.9 2.9 1.4 1.2 D x G + 100 Ξ E - H Gap EE Result E + H x 100 375.9 0.0 694.4 256.4 109.5 99.2 8 89.2 78.4 58.7 58.2 0.0 Part 2: Flow Flow Data
Data Analysis Analysis Employees **≜** \mathbf{z} 281 49 17 27 Actual x 100 Hires % Z Aboriginal Peoples \leftarrow 0.0 0.0 0.0 0.0 2.0 Expected K x G + 100 Z Difference L-N 0 Part 2: Flow Flow Data
Data Analysis Analysis All Employees ٦ 382 52 Flow Data Analysis 0 Actual **Promotions** Q ÷ P x 100 % Aboriginal Peoples æ 33.3 0.0 0.3 3.8 0.0 Expected P x F + 100 S Difference Q-S Part 2: Flow Flow Data
Data Analysis Analysis Employees ≟ \Box 367 61 ← < Actual Terminations 0 V + U x 100 % Aboriginal Peoples ¥ 25.0 6.7 Expected $UxF \div 100$ × Difference V - X ~

5		0	<u>ر</u>		2	[5	 3		3	9			(EF	0%	Em			Data
Trades	Supervisors: Crafts &	Supervisors	Companience	Technicians	Semi-Professionals &	TIOICSSIONALS	Drofessionals	Managers	Middle & Other	Scillor ivialiagers	Canior Managers		(EEOG)	Occupational Group	Employment Equity		↓	Data sources:
2021	2018	2021	2018	2021	2018	2021	2018	2021	2018	2021	2018	#		Icai				
1	1	16	16	15	15	296	296	40	40	-2	-2	¥	Employees	AH.	E	New		vs .
0	0	0	0	0	0	4	-4	2	2	-1	-1	#	Λι	Aborigir	Flow Data	New Entrants	←	Part 2: Flow Data Analysis
0.0	0.0	0.0	0.0	0.0	0.0	-1.4	-1.4	5.0	5.0	50.0	50.0	9,6	Actual	Aboriginal Peoples	-	nts	←	E+Dx 100
0		0		0		4		0		0	0	#	Goal				←	Part 3: Goals
	0.0		0.0		0.0		0.0		0.0		1 -100.0	%	Percent of Goal Met	Aborigir	Short-term Goals		↓	E÷Gx 100
0.0	0.0	0.0	0.0	0.0	0.0	1.4	0.0	0.0	0.0	3.0	0.0	9/6	Goal	Aboriginal Peoples	rm Goa		←	Part 3: Goals
0.0	0.0	0.0	0.0	0.0	0.0	4 -96.5	0.0	0.0	0.0	0 1666.7	0.0	%	Percent of Goal Met		İs		←	F ÷ I x 10
0	0	0	0	0	0	5	0	0	0	7	0	#	Goal			Goals	↓ ↓	F÷1x 100 Part 3: Goals
	0.0		0.0		0.0		1 -400.0		0.0		1 -100.0	%	Percent of Goal Met	Aborigi	Long-te		←	ls E+Kx 100
0		0		0		0		0		0		%	f Goal	Aboriginal Peoples	Long-term Goals		↓	Part 3: Goals
0.0	0.0	0.0	0.0	0.0	0.0	0.0 -9652.5	0.0	0.0	0.0	0.0 166666.7	0.0	%	Percent of Goal Met		ls		←	
0.0	0.0	0.0	0.0	0.0	0.0	2.5	0.0	0.0	0.0	6.7	0.0		taf Jet	Comments				100

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Raymond Chabot Grant Thornton S.E.N.C.R.L. Part 5: Results - Aboriginal Peoples

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[Date: 2018-01-18]

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Workers	Semi-Skilled Manual	Service Personnel	Intermediate Sales &	Cicilea i ci somici	10 Clerical Personnel	Trades Workers	Skilled Crafts &	Service Personnel	Skilled Sales &	Senior Clerical	Administrative &		(EEOG)	Occupational Group	Employment Equity			Data sources:	В
2018	2014	2018	2014	2018	2014	2018	2014	2018	2014	2018	2014	#			Year				С
3	0	20	7	106	95	0	0	0	0	654	423	#	Employees	All			←	Part 1: Workforce Analysis	D
0	0	0	0	0	0	0	0	0	0	6	3	#	Repres				←	Part 1: Workforce Analysis	E
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.9	0.7	9%	Representation		<u> </u>	Workf	←	E÷D x 100	F
0.8	0.0	0.9	0.9	1.6	1.4	0.0	0.0	0.0	0.0	1.8	1.5	%	Availability	Aboriginal Peoples	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	G
0	0	0	0	2	_	0	0	0	0	12	6	#	bility	Peoples		alysis	←	D x G + 100	н
0	0	0	0	-2	_	0	0	0	0	-6	-3	#	Gap				←	Е-Н	_
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	51.0	47.3	%	EE Result				←	E÷H x 100	J
3		11		46		0		0		220		¥	Employees	A			←	Part 2: Flow Data Analysis	K
0		0		0		0		0		3		#	Actual				←	Part 2: Flow Data Analysis	T
0.0		0.0		0.0		0.0		0.0		1.4		%	al	Aborigi	Hires		←	L + K x 100	Z
0		0		1		0		0		4		#	Expected	Aboriginal Peoples			←	K x G + 100	z
0		С		<u>.</u>		0		0		<u>.</u>		#	Difference				←	L-N	0
0		0		1		0		0		37		#	Employees	All			←	Part 2: Flow Flow Data Analysis Analysis	P
0		0		0		0		0		0		#	λc		P	Flow	←	Part 2: Flow Data Analysis	
0.0		0.0		0.0		0.0		0.0		0.0		%	Actual	Aborigi	Promotions	Flow Data Analysis	←	Q ÷ P x 100	R
0		0		0		0		0		0		#	Expected	Aboriginal Peoples	ns	nalysis	←	P x F ÷ 100	s
												#	Difference				←	Q-S	T
0		0 9		0 32		0 (0 (0 197		#	Employees	<u> </u>			←	Q+Px PxF+100 Q-S Part 2: Flow Flow Data Analysis Analysis Analysis	T U
3 (0 (0 (7		#			L		←	Part 2: Flow Data S Analysis	V
0.0		0.0		0.0		0.0		0.0		1 0.5		%	Actual	Aborig	Ferminations		←	a V÷Ux 100	
) 0) 0		0		0		0		5 1		#	Expected	Aboriginal Peoples	ions		←	V+Ux 100 UxF+100 V-X	X
0		0		0		0		0		0		#	Difference				←	V - X	Y

	5	-	=	5	5		6		08 70		27		(EEOG)	Occı	Emp	
Workers	Semi-Skilled Manual	Service Personnel	Intermediate Sales &	Cichem i ci sonnei	Clarical Darsonnal	Trades Workers	Skilled Crafts &	Service Personnel	Skilled Sales &	Senior Clerical	Administrative &		0G)	Occupational Group	Employment Equity	
2021	2018	2021	2018	2021	2018	2021	2018	2021	2018	2021	2018	#=		ICAL		
0	0	2	2	15	15	0	0	0	0	60	60	#:	Employees	ΑΠ		Nev
0	0	0	0	0	0	0	0	0	0	2	2	#	Actual	Aboriginal Peoples	Flow Data	New Entrants
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.3	3.3	%	-	Peoples		S
	0		0		0		0		0		_	#	Goal			
	0.0		0.0		0.0		0.0		0.0		200.0	9%	Percent of Goal Met	Aborigin	Short-te	
0.0	0.0	0.0	0.0	1.6	0.0	0.0	0.0	0.0	0.0	1.8	0.0	%	Goal	Aboriginal Peoples	Short-term Goals	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	185.2	0.0	9,6	Percent of Goal Met		S	
))						#	Goal			Goals
	0.0		0.0		0.0		0.0		0.0		200.0	%	Percent of Goal Met	Aboriginal Peoples	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	9/6	Goal	Peoples	n Goals	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	18518.5	0.0	%	Percent of Goal Met			
														Comments		
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Data sources:

Part 2: Flow Part 2: E + D x
Data Analysis Analysis 100

Part 3: Goals

E+Gx 100

Part 3: Goals

 $F+I \times 100 \quad \text{Part } 3 \colon \text{Goals} \quad \begin{array}{c} E+K \times \\ 100 \\ \end{array} \quad \begin{array}{c} \text{Part } 3 \colon \\ \text{F}+M \times 100 \\ \end{array}$

IDate: 2018-01-181	Raymond Chabot Grant Thornton S.E.N.C.R.L.	Part 5: Results - Aboriginal Peoples	Federal Contractors Program Achievement Report

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10131	<u> </u>	Workers	14 Other	Personnel	Other		(EEOG)	ccupan	mployn			Data sources:	_
		ers	Other Manual	nnel	Other Sales & Service			Occupational Group	Employment Equity			Data sources:	А В С
2018	2014	2018	2014	2018	2014	#			Year				С
2,275	2,021	0	0	1	2	#	Employees	All			←	Part 1: Workforce Analysis	D
						#	Rep				←	Part 1: Workforce Analysis	E
27	30	0	0.	0	0.	%	Representation			Wor	←	ce E÷D s x100	F
1.2	1.5	0.0	0.0	0.0	0.0		-	À	Work	kfore			i
0.0	1.8	0.0	0.0	0.8	0.8	%	Availability	Aboriginal Peoples	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	ļ
0	36	0	0	0	0	#	lity	³ eoples		lysis	←	D x G + 100	Н
27	-6	0	0		0	*	Gap				←	DxG E-H	_
0.0	82.5	0.0	0.0	0.0	0.0	9/6	EE Result				←		,
0 656	5	0	0	0		#	Employees	A.			←	E÷H Part 2: Flow Flow Date x 100 Data Analysis Analysis	KL
<u>6</u>		0		0		#	-				←	Part 2: Flow Data Analysis	Т
4		0		0.			Actual	À	≡			<u>-</u>	ļ
0.6		0.0		0.0		%	Е	Aboriginal Peoples	Hires		┝		
0		0		0		#	Expected	Peoples			←		
4		0		0		#1.	Difference				←	L - N	0
488						#	Employees	All			←	Part 2: Flow Part 2: Q + P x Data Analysis Analysis 100	0 P Q
∞)				#				Flov	←	Part 2 Flow Da S Analys	Q
4		0		0.		%	Actual	Ab	Promotions	Flow Data Analysis	 	1ta Q+	R
0.8		0.0		0.0			Exp	Aboriginal Peoples	tions	Anal		Px Pxl	, ,
7		0		0		#	Expected I	oples		ysis	←	P x F ÷ 100	S
-5		0		0		#	Difference				←	Q-S	Т
701		0		0		#	Employees	All .			←		S T U V W X Y
						#	خلا				←	Part 2: Flow Data Analysis	V
9 1		0 (0		9/0	Actual	Abo	erminations		 ←	a V÷Ux 100	¥
1.3		0.0		0.0		#	Expected	Aboriginal Peoples	utions		←	¹ x UxF + 100	X
10		0		0				iles				-100	
<u>.</u>		0		0		#	Difference				←	V - X	Y

5	Total) 171) *!		(EE	Occi	Emp			Data sources:
		Workers	Other Manual	Personnel	Other Sales & Service		(EEOG)	Occupational Group	Employment Equity		+ +	ources:
2021	2018	2021	2018	2021	2018	#		1631				
443	443	0	0	0	0	11:	Employees	<u>A</u>	¥	New	←	Part 2: Flow Flow Data Data Analysis Analysis
<u>-</u>	-1	0	0	0	0	#	Actual	Aboriginal Peoples	Flow Data	New Entrants	31 1	
-0.2	-0.2	0.0	0.0	0.0	0.0	%	=	Peoples		ts	←	E+Dx 100
	2		0		0	#	Goal				←	Part 3: Goals
	-50.0		0.0		0.0	9,6	Percent of Goal Met	Aborigi	Short-to		←	E + G x 100
0.0	0.0	0.0	0.0	0.0	0.0	%	Goal	Aboriginal Peoples	Short-term Goals		←	
0.0	0.0	0.0	0.0	0.0	0.0	0,0	Percent of Goal Met		5		←	
0	0	0	0	0	0	7#:	f Goal			Goals	←	
	4 -25.0		0 0		0 0	9/6	Percent of Goal Met	Aborig	Long-t		←	
0		(0.0) (0.0	9/0	of Goal	Aboriginal Peoples	Long-term Goals		←	
0.0	0.0	0.0	0.0	0.0	0.0	%	Percent of Goal Met		ls		←	
0.0	0.0	0.0	0.0	0.0	0.0		nt of Met					v 100
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Part 6: Results - Persons with Disabilities
Raymond Chabot Grant Thornton S.E.N.C.R.L.

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[Date: 2018-01-18]

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Trades	Supervisors: Crafts &	Subcivisors	Cimerateore	Technicians	Semi-Professionals &	1 TOTE 3 STORIGHT	Professionals	1vianago13	Managere		EEOG)	Occupational Group	Employment Equity			Data sources:	A B
2018	2014	2018	2014	2018	2014	2018	2014	2018	2014	#			Year				С
	0	36	19	30	24	911	801	512	650	#	Employees	≱			<u></u>	Part 1: Workforce Analysis	D
0	0	0	0	0	0	2	4	2 4	4	#	Repres				←	Part 1: Workforce Analysis	E
0.0	0.0	0.0	0.0	0.0	0.0	0.2	0.5	0.8	0.6	%	Representation		W	Workfo	←	E+D x 100	Ŧ
7.8	0.0	13.9	13.9	4.6	4.6	3.8	3.8	4.3	4.3	9,6	Availability	Persons with Disabilities	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	G
0	0	5	3	_	_	35	30	22	28	#	lity	disabilities		lysis	←	D x G + 100	н
0	0	-5	င်း	<u>-</u>	<u>.</u>	-33	-26	-18	-24	#	Gap				←	Е-Н	-
0.0	0.0	0.0	0.0	0.0	0.0	5.8	13.1	18.2	14.3	9%	EE Result				←	E+H x100 I	J
0		17		27		281		51		¥	Employees	ΔII			←	Part 2: Flow Data Analysis	x
0		0		0		0		0		#	Actual				←	Part 2: Flow Data Analysis	L
0.0		0.0		0.0		0.0		0.0		%	=	ersons w	Hires		←	L + K x 100	3
0		2				11		2		#	Expected	Persons with Disabilities			<u></u>	K x G + 100	z
0		-2		<u>.</u>		-11		-2		#	Difference				←	L-N	0
1		12		3		382		52		#	Employees	All			←	Part 2: Flow Flow Data Data Analysis Analysis	P
0		0		0		_		0		#	Actual		Pr	Flow Data Analysis	←	Part 2: Flow Data Analysis	Q
0.0		0.0		0.0		0.3		0.0		%	a	Persons w	Promotions	ata A	←	Q + P x 100	R
0		0		0		2		0		#	Expected	Persons with Disabilities	18	nalysis	←	P x F ÷ 100	S T U
0		0		0		-1		0		#	Difference				←	Q-S	Ŧ
0		13		15		367		65		*	Employees	ΔII			<u></u>	Part 2: Flow Flow Data Data Analysis Analysis	С
0		0		0		2		0		#	Actual		Ter		Ļ	•	V
0.0		0.0		0.0		0.5		0.0		9/0	a	Persons w	Terminations		←	V ÷ U x 100	¥
0		0		0		2		0		#	Expected	Persons with Disabilities	Suc		<u></u>	UxF÷100	W X Y
0		0		0		0		0		#	Difference				←	V - X	Y

_	<u> </u>	3	<u>, </u>		2	3	2	28	02		(EEOG)	Occi	7] 3	
Trades	Supervisors: Crafts &	op Supervisors	Companieore	Technicians	Semi-Professionals &	i ioicasionaia	03 Drofaccionale	02 Managers			OG)	Occupational Group	Movment Fauity	
2021	2018	2021	2018	2021	2018	2021	2018	2021	2018	#		Year		
1		16	16	15	15	296	296	38	38	#	Employees	≟	Εlo	New
0	0	0	0	0.	0	<u></u>	-1	0	0	#	Actual	Persons with Disabilities	Flow Data	New Entrants
0.0	0.0	0.0	0.0	0.0	0.0	-0.3	-0.3	0.0	0.0	%		* =		
	0		_		_		16		∞	#	Goal		7.0	
	0.0		0.0		0.0		-6.3		0.0	%	Percent of Goal Met	Persons with Disabilities	Short-term Goals	
0.0	0.0	13.9	0.0	4.6	0.0	3.8	0.0	4.3	0.0	%	Goal	Disabilitie	m Goal	
0.0	0.0	0.0	0.0	0.0	0.0	-8.9	0.0	0.0	0.0	%	Percent of Goal Met	1	S	
0		0	0	0	0	9) 2)	8	#	Goal			Goals
	0.0		0.0		0.0		-50.0		0.0	%	Percent of Goal Met	Persons with Disabilities	Long-term Goals	
0.00	0.00	0.14	0.00	0.05	0.00	0.04	0.00	0.04	0.00	9/9	Goal	Disabilities	m Goals	
0.0	0.0	0.0	0.0	0.0	0.0	-889.0	0.0	0.0	0.0	%	Percent of Goal Met		-	
0	0	0	0	0	0	0	0	0	0			<u> </u>	<u> </u>	<u> </u>
												Comments		
												nents		

Data sources:

Part 2: Flow Flow Data Plow Data Analysis Analysis 100

Part 3: Goals

E ÷ G x 100

Part 3: Goals

F + I x 100 Part 3: Goals E + K x 100

Part 3: Goals

F + M x 100

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Raymond Chabot Grant Thornton S.E.N.C.R.L. Part 6: Results - Persons with Disabilities

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[Date: 2018-01-18]

Employment Equity Occupational Group (EEOG) Ξ 9 8 07 Data sources 10 Skilled Crafts & Trades Workers Administrative & Senior Clerical Skilled Sales & Intermediate Sales & Clerical Personnel Service Personnel Service Personnel ₿ Year 2014 2018 2018 2014 2014 2018 2018 2014 2014 2018 C Part 1: Workforce Analysis Employees ≗ U 423 654 95 106 20 Part 1: Workforce Analysis Œ Representation Workforce Analysis E + D x 100 Ŧ 0.0 0.0 0.0 0.0 0.5 0.5 Workforce Persons with Disabilities Part 1: Workforce Analysis % G Availability 5.6 5.6 7.0 7.0 0.0 0.0 3.4 3.4 D x G + 100 Η 14 22 Е-Н Gap EE Result E + H x 100 13.9 13.5 15.0 13.5 0.0 0.0 0.0 0.0 Part 2: Flow Flow Data
Data Analysis Analysis Employees **≜** $\overline{}$ 220 46 Actual Persons with Disabilities Hires x 100 % Z \leftarrow 0.0 0.5 0.0 2.2 0.0 K x G + 100 Expected Difference Z L-N 0 Part 2: Flow Flow Data
Data Analysis Analysis All Employees ٦ Flow Data Analysis 0 Actual Promotions Persons with Disabilities Q ÷ P x 100 % æ 0.0 0.0 0.0 0.0 0.0 Expected P x F + 100 S Q-S Part 2: Flow Flow Data
Data Analysis Analysis Employees È \Box 197 ← < Actual Terminations V + U x 100 Persons with Disabilities % ¥ $U \times F + 100$ Expected × Difference V - X ~

_		Servic	11 Intern		10 Claric	-	no Skiller		08 Skilled		07 Admir		(EEOG)	Occupation				Data sources:
Workers	Semi-Skilled Manual	Service Personnel	Intermediate Sales &	on a croomica	Clerical Personnel	Trades Workers	Skilled Crafts &	Service Personnel	Skilled Sales &	Senior Clerical	Administrative &			Occupational Group	ant Fauity			
2021	2018	2021	2018	2021	2018	2021	2018	2021	2018	2021	2018	#		Year				
0	0	2	2	15	15	0	0	0	0	60	60	#	Employees	≧	Ŧ	Nev	←	Part 2: Flow Data Analysis
0	0	0	0	0	0	0	0	0	0	1	1	#	Actual	Persons with Disabilities	Flow Data	New Entrants	←	_
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.7	1.7	9/4	181	s with lities		its	←	E + D x 100
	0		0		_		0		0		2	#	Goal				←	Part 3: Goals
	0.0		0.0		0.0		0.0		0.0		50.0	%	Percent of Goal Met	Persons with Disabilities	Short-term Goals		←	E + G x 100
0.0	0.0	5.6	0.0	7.0	0.0	0.0	0.0	0.0	0.0	3.4	0.0	96	Goal	h Disabilitic	rm Goal		←	Part 3: Goals
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	49.0	0.0	9/6	Percent of Goal Met	u	S		←	F÷1x100
))					0)	*	Goal			Goals	←	F÷1x 100 Part 3: Goals
	0 (0 (1 (0 (0 (3 3	9,6	Percent of Goal Met	Persons v	Long-		←	als E+Kx 100
	0.0		0.0		0.0		0.0		0.0		33.3	%	t of Goal let	Persons with Disabilities	Long-term Goals		←	x Part 3: Goals
0.0	0.0	0.1	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0 49	0.0	%	Percent of Goal Met	ties	als		←	3: F÷M×100
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4902.0	0.0	•	nt of Met					x 100
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Semi-Skilled Manual Workers

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[Date: 2018-01-18]	Raymond Chabot Grant Thornton S.E.N.C.R.L.	Part 6: Results - Persons with Disabilities	Federal Contractors Program Achievement Report
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Total		14 W			0		(EEOG)	Occur	F			Data sources:		TOTAL	Tatal	W		13 Pe			(EEOG)	Occup	Empl			Data sources:	Α					
	OIACIS	Workers	Other Manual	Personnel	Other Sales & Service		6	Occupational Group	Employment Family			rces:				Workers	Other Manual	Personnel	Other Sales & Service		G	Occupational Group	Employment Equity			rces:	В					
2021	2021	2021	2018	2021	2018	#		Year						2018	2014	2018	2014	2018	2014	#			Year				С					
443		0	0	0	0	#	Employees	41			←	Part 2: Flow Data Analysis		2,275	2,021	0	0	_	2	¥	Employees	All			←	Part 1: Workforce Analysis	D					
0 0			0	0	0	#	Actual	Persons with Disabilities	Flow Data	New Entrants	←	***************************************		10	11	0	0	0	0	#	Representation				←	Part 1: Workforce Analysis	E	*				
0.0	0.0	0 0	0.0	0.0	0.0	9,6	al	s with lities		its	←	E + D x 100		0.4	0.5	0.0	0.0	0.0	0.0	%	ntation		=	Workf	←	E ÷ D x 100	দ					
29			0		0	#	Goal				Part 3: Goals	Part 3: Goals		0.0	4.1	0.0	0.0		6.3	%	Availability	Persons with Disabilities	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	G					
0.0			0.0		0.0	9,6	Percent of Goal Met	Persons with Disabilities	Short-term Goals		←	E÷Gx 100		0	83	0	0	0	0	Ħ	ability	Disabilities		alysis	←	D x G + 100	H					
0.0	0.0	0 :	0.0	0.0	0.0	9/6	Goal F	Disabilities	m Goals		←	Part 3: F		10	-72	0	0	0	0	#	Gap F				←	E-H	I	i l				
0.0	0.0	0.0	0.0	0.0	0.0	%	Percent of Goal Met			Ge	←	.÷1×100		0.0	13.3	0.0	0.0	0.0	0.0	%	EE Result				←	E÷H x100	J					
14			0		0	#	Goal	9	_	Goals	←	F÷1x100 Part 3: Goals		Part 3: Goals	Part 3: Goals	Part 3: Goals	Part 3: Goals	656		0		0		#	Employees	À			←	Part 2: Flow Data Analysis	K	
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Part 7: Results - Members of Visible Minorities
Raymond Chabot Grant Thornton S.E.N.C.R.L.

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[Date: 2018-01-18]

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0 <u>0</u> 0.0	0.0	0.0	0.0	0.0	0.0	3 3596.8	0.0	2 8333.3	0.0	1 0.0	0.0	%	Goal Met	P		S	
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Data sources:

Part 2: Flow Flow Data Analysis Analysis 100

Part 3: Goals

E + G x 100

Part 3: Goals

 $F+I \times 100 \quad \text{Part } 3 \cdot \text{Goals} \quad \begin{array}{c} E+K \times \\ 100 \\ \end{array} \quad \begin{array}{c} \text{Part } 3 \cdot \\ \text{Goals} \end{array} \quad F+M \times 100$

	Part 7: Results - Members of Visible Minorities																							
	Raymond Chabot Grant Thornton S.E.N.C.R.L.																							
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F	Tours Provide		Workforce Analysis												T		Data A			· · · · · · · · · · · · · · · · · · ·				
	ployment Equity upational Group	Year			·······································	orkforce	2 Ainorities					Hires	Minorities			P	romotio Visible	Minorities			Tei	rminatio	Ons Minorities	
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08	Service Personnel	2014	0	0	0.0			0	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
09	Skilled Crafts &	2014	0	0	0.0			0	0.0															
	Trades Workers	2018	95	0 2	0.0 2.1			-6	0.0 24.5	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
10	Clerical Personnel	2014	106	10	9.4			1	116.5	46	12	26.1	4	8	1	0	0.0	0	0	32	4	12.5	1	3
11	Intermediate Sales &	2014	7	0	0.0			-2	0.0															
	Service Personnel Semi-Skilled Manual	2018	20	0	5.0			-3	22.5 0.0	11	1	9.1	2	-1	0	0	0.0	0	0	9	0	0.0	0	0
12	Workers	2014	3	1	33.3				1,449.3	3	2	66.7	0	2	0	0	0.0	0	C) 3	1	33.3	0	1
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	.og)		All Employees	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
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07	Administrative &	2018	60	9	15.0	510000510005100051000	225.0	0.0	0.0	0	0.0	0.0	0.0											
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08	Service Personnel	2018	0	0	0.0		0.0	0.0	0.0	U	0.0	0.0												
09	Skilled Crafts &	2018	0	0	0.0	8000108000108001180001	0.0		0.0	0	0.0	0.0	0.0											
Ě	Trades Workers	2021	0 15	0	53.3	99001099001099001099001	800.0	0.0	0.0	1	800.0	0.0												
10	Clerical Personnel	2018	15	8	53.3		800.0	0.0	0.0	1	800.0	0.0	 											
11	Intermediate Sales &	2018	2	1	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Ë	Service Personnel Semi-Skilled Manual	2021	2	1 1	50.0		0.0	22.2 0.0	225.2 0.0	0	0.0	0.2												
12	Workers	2018	0	1	0.0	00110010001100100110010011001	0.0	0.0	0.0	U	0.0	0.0	 											
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Federal Contractors Program Achievement Report

Federal Contractors Program Achievement Report																							
	Part 7: Results - Members of Visible Minorities																						
	Raymond Chabot Grant Thornton S.E.N.C.R.L.																						
	[Date: 2018-01-18]																						
A B	A B C D E F G H I J K L M N O P Q R S T U V W X Y																						
Data sources:		Part 1: Workforce Analysis		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
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(EEOG)		Employees	Represent	ation	Availa		Gap	EE Result	Employees	Act		Expected	Difference	Employees	Acti		Expected	Difference	Employees	Actua		Expected	Difference
Other Sales & Service	# 2014	# 2	# 0	0.0	% 24.3	#	#	0.0	#	#	%	#	Ħ	#	#	%	#	#	#	#	%	Ħ	#
Personnel	2014	1	0	0.0	24.3	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2014 2018	0	0	0.0	0.0	0	0	0.0			0.0	0	0	0		0.0					0.0	0	0
	2018	2,021	55	0.0 2.7	0.0 16.6	335	-280	0.0 16.4	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total	2018	2,275	110	4.8	0.0	0	110	0.0	656	106	16.2	0	106	488	23	4.7	13	10	701	67	9.6	19	48
Data sources:		Part 2: Flow Data Analysis	Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Goals		Part 3: Goals	100	Part 3: Goals	F ÷ M x 100											
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Occupational Group	Year	All	Visible Min	orities		Visible N	linorities			Visible M							C	ommen	ts				
(EEOG)		Employees	Actua		Coal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
Other Sales & Service	# 2018	# 0	# 0	0.0	# 0	0.0	0.0	0.0	# 0	0.0	% 0.0	0.0											
Personnel	2021	0	0	0.0			0.0	0.0			0.0	0.0											
14 Other Manual Workers	2018 2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Total	2018	443	62	14.0	133	46.6	0.0	0.0	11	563.6	0.0	0.0											
Total	2021	443	62	14.0			0.0	0.0			0.0	0.0											

Federal Contractors Program Achievement Report Part 8: Reasonable Efforts Raymond Chabot Grant Thornton S.E.N.C.R.L. [Date: 2018-01-18]

Efforts

equity.

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	check the appropriate boxes next to the efforts that your organization made to implement the Federal ctors Program.
Requi	red measures:
J	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
✓	Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
/	Adjusted survey results to reflect hires, promotions and terminations.
✓	Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
✓	Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
V	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
/	Ensured that any new gaps identified are addressed accordingly.
/	Maintained appropriate records in all required areas.
Other	measures:
	Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
	Ensured ongoing senior-level support for employment equity and its implementation.
	Established accountability mechanisms to ensure that the short-term goals would be met.
	Communicated the goals to relevant managers as well as monitored and recorded the results.
	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
	Consulted employee/union representatives on communication and implementation of employment

	Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
	Put in place a strategy to ensure a barrier-free workplace.
	Undertook initiatives to increase representation where gaps in representation were found.
	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance ment.
✓	Impact of economic and industrial conditions on the organization.
	Difficulties to hire in this industry, unemployment rates are very low. Professional services are mainly in accounting.
√	Any reorganization or other corporate structural changes.
	There has been reorganization within our in house shared services structure (IT, Marketing, Finance, HR). The marketing as well as the finance divison have been reorganized.
✓	Acquisitions, mergers or transfers of employees.
	A few new acquisitions were made. Between 9 new mergers have been made during the past 2 years.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	n/a - we are not a unionized organization.
	Other.
Addi	tional Details
Please	provide any additional information (optional):
	Shared Services is centralized since September 2015 where the sames processes and paperwork as used thorughout the network. This adds a level of control with the stats.

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Raymond Chabot Grant Thornton S.E.N.C.R.L.

Primary Location: Montréal (Québec)

Number of Employees: 2275

Ontario: 118 Québec: 2136 New Brunswick: 20 British Columbia: 1

Organization Overview:

NAICS 5416 – Management, Scientific and Technical Consulting Services Raymond Chabot Grant Thornton provides services in the areas of assurance, tax, advisory services and business recovery and reorganization. The company's line of business includes providing accounting, bookkeeping, and related auditing services.

Key Dates – First Year Assessment

Initiated: 2016-06-01 Received: 2016-10-25 Closed: 2016-11-01 Workforce Analysis: 2016-10-19

Key Dates – Subsequent Assessment

Initiated: 2018-07-22 2018-07-19 Received: Workforce Analysis: 2018-06-08

DATA VERIFICATION

in Forms 1 to 6:

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

Comments: None
I have verified that the data provided in the Achievement Report is consistent with that found

Comments:

Major discrepancies were noted in the Achievement Report for the current assessment. Corrections were made in the flow data analysis based on the forms 1 to 6. The data from the current workforce analysis included in the Achievement Report is now consistent with that found in Forms 1 to 6 in WEIMS.

ASSESSMENT OF REASONABLE PROGRESS

• The organization established goals in number and not in percentages for the previous assessment.

Women

01	Senior Managers	Goal not met (0% achieved)
13	Other Sales & Service Personnel	No goal set

Assessment/Observations

• EEOG 01: There were two new entrants and none were women. This is to be expected given the labour market availability (LMA) of 27.4%.

Aboriginal Peoples

01	Senior Managers	Goal not met (0% achieved)
03	Professionals	No goal set
07	Administrative & Senior Clerical Personnel	Goal met at 300%
10	Clerical Personnel	No goal set

Assessment/Observations

EEOG 01: There were two new entrants and none were Aboriginal persons. This is to be expected given the labour market availability (LMA) of 2.9%.

Persons with Disabilities

01/02	Managers	Goal not met (0% achieved)
03	Professionals	Goal not met (6% achieved)
04	Semi-Professionals & Technicians	Goal not met (0% achieved)
05	Supervisors	Goal not met (0% achieved)
07	Administrative & Senior Clerical Personnel	Goal not met (50% achieved)
10	Clerical Personnel	Goal met at 100%

Assessment/Observations

• EEOG 01/02: There were two new entrants and none were persons with disabilities. This is to be expected given the labour market availability (LMA) of 4.3%.

- EEOG 03: There were 644 new entrants including one person with disabilities. This represents a hiring rate of 0.15%. At LMA rate of 3.8%, at least 24 persons with disabilities would have been expected.
- EEOG 04: There were 29 new entrants and none were persons with disabilities. At LMA rate of 4.6%, at least one person with disabilities would have been expected.
- EEOG 05: There were 29 new entrants and none were persons with disabilities. At LMA rate of 13.9%, at least four persons with disabilities would have been expected.
- EEOG 07: There were 247 new entrants including one person with disabilities. This represents a hiring rate of 0.4%. At LMA rate of 3.4%, at least eight persons with disabilities would have been expected.

Members of Visible Minorities

01	Senior Managers	Goal not met (0% achieved)
02	Middle & Other Managers	Goal not met (57% achieved)
03	Professionals	Goal not met (55% achieved)
05	Supervisors	No goal set
07	Administrative & Senior Clerical Personnel	Goal met at 775%
10	Clerical Personnel	Goal met at 1100%
11	Intermediate Sales & Service Personnel	No goal set

Assessment/Observations

- EEOG 01: There were two new entrants and none were members of visible minorities. This is to be expected given the labour market availability (LMA) of 10.1%.
- EEOG 02: There were 100 new entrants including eight members of visible minorities. This represents a hiring rate of 8.0%. At LMA rate of 10.1%, at least ten people would have been expected.
- EEOG 03: There were 644 new entrants including 58 members of visible minorities. This represents a hiring rate of 9.0%. At LMA rate of 26.4%, at least 170 members of visible minorities would have been expected.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
 - The previous compliance assessment revealed a total of 19 gaps. However, only 14 short-term goals were set and the company was found in compliance without setting goals for all the area of under-representation.
 - Out of 14 goals set, only four were met.
 - For six instances where the goals were not met, there were sufficient hiring and promotion opportunities in each respective occupational group to expect treasonable progress. In four instances where the goals were not met, there were insufficient hiring and promotion opportunities to expect reasonable progress would be made.

- The organization has had 32 months between the two compliance assessments to achieve reasonable progress. At this pace, the organization would not have been able to meet its goals after 36 months.
- The organisation shows that they made all the required efforts to implement the Federal Contractors Program. They explained that they experienced difficulties to hire in their industry due to low unemployment rates.
- The organization has not put in place specific measures to supplement the required measures.

ASSESSMENT OF GOALS

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

Women

Workforce Analysis Results				als		
		Gap	Short- term	Long- term	Representation	LMA
Employ	Employment Equity Occupational Group (EEOG)		(1 to 3	(+3		
			years)	years)		
#	Description	#	%	%	%	%
01	Senior Managers	-21	27.4	27.4	18.6	27.4
13	Other Sales & Service Personnel	-1	50	50	0.0	51.1

Observations: None

Aboriginal Peoples

Workforce Analysis Results				als		
5 L 5			Short- term	Long- term	Representation	LMA
Employment Equity Occupational Group (EEOG)	Gap	(1 to 3	(+3			
			years)		years)	
#	Description	#	%	%	%	%
01	Senior Managers	-3	3.0	3.0	1.7	2.9
03	Professionals	-3	1.4	1.4	1.1	1.4
07	Admin & Senior Clerical Personnel	-6	1.8	1.8	0.9	1.8
10	Clerical Personnel	-2	1.6	1.6	0.0	1.6

Observations: None

Members of Visible Minorities

Workforce Analysis Results				als		
			Short- term	Long- term	Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	(1 to 3	(+3		
			years)	years)		
#	Description	#	%	%	%	%
01	Senior Managers	-24	10.1	10.1	0.0	10.1
02	Middle & Other Managers	-33	15.0	15.0	2.9	15.0
03	Professionals	-188	26.3	26.3	5.7	26.3
07	Admin & Senior Clerical Personnel	-6	4.8	4.8	3.8	4.8
11	Intermediate Sales & Service Personnel	-3	22.2	22.2	5.0	22.2

Observations: None

Persons with Disabilities

Workforce Analysis Results			Goals			
Employment Equity Occupational Group (EEOG)		Gap	Short- term	Long- term	Representation	LMA
			(1 to 3	(+3		
			years)	years)		
#	Description	#	%	%	%	%
01/02	Managers	-18	4.3	4.3	0.8	4.3
03	Professionals	-33	3.8	3.8	0.2	3.8
04	Semi-Professionals & Technicians	-1	4.6	4.6	0.0	4.6
05	Supervisors	-5	13.9	13.9	0.0	13.9
07	Admin & Senior Clerical Personnel	-19	3.4	3.4	0.5	3.4
10	Clerical Personnel	-6	7.0	7.0	0.9	7.0
11	Intermediate Sales & Service Personnel	-1	5.6	5.6	0.0	5.6

Observations: None

RECOMMENDATION

I recommend that	the employer be found:
⊠in compliance	☐ in non-compliance

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

- Nous avons constaté que Raymond Chabot Grant Thornton a éprouvé des difficultés à respecter ses engagements d'embauche et de promotion dans les groupes désignés des personnes handicapées et des minorités visible. Étant donné que l'organisation présente encore plusieurs écarts dans ces deux groupes, Raymond Chabot Grant Thornton pourrait envisager de procéder à une étude des systèmes d'emploi afin d'identifier les obstacles au recrutement et à la rétention des employés de ces groupes. Des conseils sur la conduite d'une étude des systèmes d'emploi sont disponibles sur la page d'aide du Système de gestion de l'information sur l'équité en milieu de travail (Étape 2-2 des modules de formation).
- Nous recommandons que Raymond Chabot Grant Thornton se concentre sur les premières étapes du processus de recrutement afin de s'assurer qu'il n'existe aucun obstacle empêchant l'équité en matière d'emploi, en particulier dans le groupe désigné des personnes handicapés et des minorités visibles, qui affichent plusieurs écarts dont certains sont élevés. Nous vous encourageons également à mettre en place des mesures supplémentaires ou des initiatives spécifiques à ces groupes pour vous permettre de rencontrer les objectifs à court terme que vous avez fixés.

Date: 2018-11-05

From: Yakibonge, Maurice [NC] Sent: November 16, 2018 8:53 AM

To: 'Ali.Tasnim@rcgt.com' <Ali.Tasnim@rcgt.com>

Subject: Government of Canada Agreement Number: 060337 - Notification of Compliance with the

Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Marco Perron:

I am writing to inform you that the subsequent compliance assessment initiated on July 22, 2018 has been completed. As a result of the assessment, Raymond Chabot Grant Thornton S.E.N.C.R.L. has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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 Raymond Chabot Grant Thornton S.E.N.C.R.L.'s employment equity program.

- We observed that Raymond Chabot Grant Thornton has experienced challenges in meeting its
 hiring and promotion goals for the persons with disabilities and for the visible minorities
 designated groups. Given that the organization still has several gaps for these two groups,
 Raymond Chabot Grant Thornton may want to consider conducting an employment systems
 review to identify any potential barriers to the recruitment and retention of these groups.
 Guidance on conducting an employment systems review is available on the Workplace Equity
 Information Management System help page (Step 2-2 of the training modules).
- We recommend that Raymond Chabot Grant Thornton focus on the early stages of the
 recruitment process to ensure that there are no barriers to employment equity, particularly for
 persons with disabilities and for visible minorities designated groups, which show several gaps,
 some of which are high. We also encourage you to put in place additional measures or initiatives
 specific to these groups to enable you to meet the short-term goals that you have set.

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 July 22, 2021. 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, Raymond Chabot Grant Thornton S.E.N.C.R.L. 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 underrepresented; 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 Raymond Chabot Grant Thornton S.E.N.C.R.L. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada ee-eme@hrsdc-rhdcc.gc.ca

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!