

Revised Agreement

060337

ORGANIZATION	
Legal Name of Organization Raymond Chabot Grant Thornton S.E.N.C.R.L.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) N/A	Business Number N/A
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2007/11st-liste-eng.htm 541619	Total number of employees in Canada (Permanent Full-Time and/or Part-Time) 2,500 <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 600, rue De La Gauchetiere Ouest, Bureau 2000, Tour de la Banque Nationale	City Montreal	Province QC	Postal Code H3B 4L8
Telephone Number 514-878-2691			

EMPLOYMENT EQUITY CONTACT			
Name (print) Caroline Lampron	Title Senior Consultant, Human Capital Development		
Telephone Number 514-393-4718	E-mail Address lampron.caroline@rcgt.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

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

SIGNATORY			
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.			
Name (print) Marco Perron	Title Partner		
Telephone Number 613-760-3535	E-mail Address Perron.Marco@rcgt.com	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French	
[REDACTED]		Date (YYYY-MM-DD) 2015-12-23	

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

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

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

Your personal information is administered in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: <http://www.infosource.gc.ca>. *Info Source* may also be accessed online at any Service Canada Centre.



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				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	115	3	0	118	Montréal	872	36	0	908
Québec	2030	106	0	2136	Toronto	2	0	0	2
New Brunswick	20	0	0	20	Vancouver	1	0	0	1
British Columbia	1	0	0	1	Saguenay	88	5	0	93
Total Employees in Canada				2275	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 CMAs	8	0	0	8
					Que. less CMAs	591	42	0	633
					Total Employees in Canada				2275



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	237	193	44	4	3	1	2	2				
	Total	237	193	44	4	3	1	2	2				
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	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 Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	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 Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	30	19	11	1	1					8	3	5
	Total	30	19	11	1	1					8	3	5

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

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

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

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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities		Members of Visible Minorities				
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13	
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	13	2	11				1		1				
	Total	13	2	11				1		1				
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	20	3	17	1		1							
	Total	20	3	17	1		1							
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	3		3										
	Total	3		3										
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1	63	7	56							1			1
	Total	63	7	56							1			1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / National

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	8		8									
	Total	8		8									
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2									
	Total	2		2									
Total Number of Employees		109	12	97	1		1	1		1	1		1



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	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



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

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



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

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



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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / National

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	2		2									
Professionals	6	2	4									
Administrative and Senior Clerical Personnel	11	2	9							2		2
Clerical Personnel	4		4							1		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

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

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

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

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

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

Form 6 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

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

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



**Raymond Chabot Grant Thornton S.E.N.C.R.L. (certificate # 060337)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

Part-Time / National

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

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



Workforce Analysis - Detailed Report

Date: 2018-06-11

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		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
1121 : Human resources professionals	National	43	36	83.7 %	71.1 %	31	5	National
1122 : Professional occupations in business management consulting	National	73	30	41.1 %	42.0 %	31	-1	National
1123 : 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
4021 : College and other vocational instructors	National	1	1	100.0 %	53.8 %	1	0	National
4112 : Lawyers and Quebec notaries	National	1	1	100.0 %	42.5 %	0	1	National
5122 : 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
04 : 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
2282 : 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
5223 : Graphic arts technicians	Québec	3	3	100.0 %	43.5 %	1	2	Québec
05 : 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

Workforce Analysis - Detailed Report

Date: 2018-06-11

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Gap #	Recruitment Area	
			#	%	#	%			
Employment Equity Occupational Group	Québec	2	2	100.0%	52.6%	1	1	Québec	
	Sherbrooke	3	3	100.0%	55.6%	2	1	Sherbrooke	
06 : Supervisors: Crafts and Trades	Québec	2	2	100.0%	38.4%	1	1	Québec	
	7303 : Supervisors, printing and related occupations	2	2	100.0%	38.4%	1	1	Québec	
07 : Administrative and Senior Clerical Personnel	Québec	654	572	87.5%	83.9%	549	23	Québec	
	Montreal	202	166	82.2%	80.8%	163	3	Montreal	
	N.B. less CMA	11	7	63.6%	86.1%	9	-2	N.B. less CMA	
	Ont. less CMAs	3	3	100.0%	87.1%	3	0	Ont. less CMAs	
	Ottawa - Gatineau	25	20	80.0%	77.2%	19	1	Ottawa - Gatineau	
	Que. less CMAs	265	240	90.6%	87.5%	232	8	Que. less CMAs	
	Québec	56	50	89.3%	80.9%	45	5	Québec	
	Saguenay	28	27	96.4%	81.9%	23	4	Saguenay	
	Sherbrooke	52	48	92.3%	84.2%	44	4	Sherbrooke	
	Trois-Rivières	12	11	91.7%	83.5%	10	1	Trois-Rivières	
	10 : Clerical Personnel	Montreal	106	92	86.8%	63.8%	68	24	Montreal
Employment Equity Occupational Group	Montreal	39	28	71.8%	62.5%	24	4	Montreal	
	Ottawa - Gatineau	6	5	83.3%	65.8%	4	1	Ottawa - Gatineau	
	Que. less CMAs	29	29	100.0%	66.8%	19	10	Que. less CMAs	
	Québec	16	14	87.5%	61.6%	10	4	Québec	
	Saguenay	1	1	100.0%	61.8%	1	0	Saguenay	
	Sherbrooke	14	14	100.0%	63.0%	9	5	Sherbrooke	
	Trois-Rivières	1	1	100.0%	64.9%	1	0	Trois-Rivières	
	11 : Intermediate Sales and Service Personnel	Montreal	20	16	80.0%	61.8%	12	4	Montreal
	Employment Equity Occupational Group	Montreal	20	16	80.0%	61.8%	12	4	Montreal

Workforce Analysis - Detailed Report

Date: 2018-06-11

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Women		Availability #	Gap #	Recruitment Area
			Representation #	Availability %			
12 : Semi-Skilled Manual Workers	Quebec	3	2	66.7 %	0	2	
		3	2	66.7 %	0	2	Quebec
13 : Other Sales and Service Personnel	Montreal	1	0	0.0 %	1	-1	
		1	0	0.0 %	1	-1	Montreal
Total		2275	1407	61.9 %	1318	89	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2018-06-11

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	%	Availability %	#		
01 : Senior Managers	National	237	4	1.7 %	2.9 %	7	-3	National
02 : Middle and Other Managers	National	275	6	2.2 %	2.2 %	6	0	National
03 : Professionals								
1111 : Financial auditors and accountants	National	911	10	1.1 %	1.4 %	13	-3	National
1112 : Financial and investment analysts	National	671	9	1.3 %	1.3 %	9	0	National
1121 : Human resources professionals	National	31	1	3.2 %	0.9 %	0	1	National
1122 : Professional occupations in business management consulting	National	43	0	0.0 %	2.7 %	1	-1	National
1123 : Professional occupations in advertising, marketing and public relations	National	73	0	0.0 %	1.6 %	1	-1	National
1125 : Information systems analysts and consultants	National	26	0	0.0 %	2.1 %	1	-1	National
2171 : Database analysts and data administrators	National	35	0	0.0 %	1.1 %	0	0	National
2172 : Computer programmers and interactive media developers	National	1	0	0.0 %	1.3 %	0	0	National
4021 : College and other vocational instructors	National	9	0	0.0 %	1.0 %	0	0	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	2.4 %	0	0	National
5122 : Editors	National	1	0	0.0 %	1.6 %	0	0	National
5125 : Translators, terminologists and interpreters	National	16	0	0.0 %	1.6 %	0	0	National
04 : Semi-Professionals and Technicians								
2281 : Computer network technicians	National	4	0	0.0 %	2.9 %	0	0	National
2282 : User support technicians	Québec	30	1	3.3 %	1.3 %	0	1	Québec
2282 : User support technicians	Ontario	7	0	0.0 %	1.1 %	0	0	Québec
5223 : Graphic arts technicians	Québec	11	0	0.0 %	1.6 %	0	0	Ontario
05 : Supervisors								
Employment Equity Occupational Group	Québec	9	1	11.1 %	1.3 %	0	1	Québec
Employment Equity Occupational Group	Montreal	3	0	0.0 %	0.4 %	0	0	Québec
Employment Equity Occupational Group	Que. less CMAs	36	0	0.0 %	1.1 %	0	0	Québec
Employment Equity Occupational Group	Montreal	24	0	0.0 %	0.8 %	0	0	Montreal
Employment Equity Occupational Group	Ottawa - Gatineau	3	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

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Date: 2018-06-11

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area	
			Representation #	%	Availability #	%			
Employment Equity Occupational Group	Québec	2	0	0.0%	0	1.2%	0	Québec	
	Sherbrooke	3	0	0.0%	0	0.0%	0	Sherbrooke	
06 : Supervisors: Crafts and Trades	Québec	2	0	0.0%	0	0.0%	0	Québec	
	7303 : Supervisors, printing and related occupations	2	0	0.0%	0	0.0%	0	Québec	
07 : Administrative and Senior Clerical Personnel	Québec	654	6	0.9%	12	1.8%	-6	Québec	
	Montreal	202	2	1.0%	1	0.7%	1	Montreal	
	N.B. less CMA	11	0	0.0%	0	2.7%	0	N.B. less CMA	
	Ont. less CMAs	3	0	0.0%	0	4.1%	0	Ont. less CMAs	
	Ottawa - Gatineau	25	1	4.0%	1	3.2%	0	Ottawa - Gatineau	
	Que. less CMAs	265	1	0.4%	8	2.9%	-7	Que. less CMAs	
	Québec	56	0	0.0%	0	0.7%	0	Québec	
	Saguenay	28	1	3.6%	1	2.3%	0	Saguenay	
	Sherbrooke	52	1	1.9%	0	0.4%	1	Sherbrooke	
	Trois-Rivières	12	0	0.0%	0	0.4%	0	Trois-Rivières	
	10 : Clerical Personnel	Trois-Rivières	106	0	0.0%	2	1.6%	-2	Trois-Rivières
	Employment Equity Occupational Group	Montreal	39	0	0.0%	0	0.8%	0	Montreal
Employment Equity Occupational Group	Ottawa - Gatineau	6	0	0.0%	0	2.8%	0	Ottawa - Gatineau	
Employment Equity Occupational Group	Que. less CMAs	29	0	0.0%	1	3.2%	-1	Que. less CMAs	
Employment Equity Occupational Group	Québec	16	0	0.0%	0	0.6%	0	Québec	
Employment Equity Occupational Group	Saguenay	1	0	0.0%	0	2.4%	0	Saguenay	
Employment Equity Occupational Group	Sherbrooke	14	0	0.0%	0	1.0%	0	Sherbrooke	
Employment Equity Occupational Group	Trois-Rivières	1	0	0.0%	0	1.0%	0	Trois-Rivières	
11 : Intermediate Sales and Service Personnel	Montreal	20	0	0.0%	0	0.9%	0	Montreal	
Employment Equity Occupational Group	Montreal	20	0	0.0%	0	0.9%	0	Montreal	

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples		Availability #	Gap #	Recruitment Area
			Representation %	Availability %			
12 : Semi-Skilled Manual Workers Employment Equity Occupational Group	Quebec	3	0	0.0 %	0	0	
			0	0.0 %	0	0	Quebec
13 : Other Sales and Service Personnel Employment Equity Occupational Group	Montreal	1	0	0.0 %	0	0	
			0	0.0 %	0	0	Montreal
Total		2275	27	1.2 %	40	-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

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
01 : Senior Managers	National	237	0	0.0 %	24	-24	National
02 : Middle and Other Managers	National	275	8	2.9 %	41	-33	National
03 : Professionals		911	52	5.7 %	240	-188	
1111 : Financial auditors and accountants	National	671	21	3.1 %	185	-164	National
1112 : Financial and investment analysts	National	31	1	3.2 %	11	-10	National
1121 : Human resources professionals	National	43	1	2.3 %	6	-5	National
1122 : Professional occupations in business management consulting	National	73	18	24.7 %	16	2	National
1123 : Professional occupations in advertising, marketing and public relations	National	26	2	7.7 %	4	-2	National
2171 : Information systems analysts and consultants	National	35	7	20.0 %	11	-4	National
2172 : Database analysts and data administrators	National	1	0	0.0 %	0	0	National
2174 : Computer programmers and interactive media developers	National	9	2	22.2 %	3	-1	National
4021 : College and other vocational instructors	National	1	0	0.0 %	0	0	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	0	0	National
5122 : Editors	National	16	0	0.0 %	2	-2	National
5125 : Translators, terminologists and interpreters	National	4	0	0.0 %	1	-1	National
04 : Semi-Professionals and Technicians		30	8	26.7 %	7	1	
2281 : Computer network technicians	Québec	7	0	0.0 %	1	-1	Québec
2282 : User support technicians	Ontario	11	5	45.5 %	4	1	Ontario
2282 : User support technicians	Québec	9	2	22.2 %	2	0	Québec
5223 : Graphic arts technicians	Québec	3	1	33.3 %	0	1	Québec
05 : Supervisors		36	5	13.9 %	5	0	
Employment Equity Occupational Group	Montreal	24	4	16.7 %	4	0	Montreal
Employment Equity Occupational Group	Ottawa - Gatineau	3	1	33.3 %	0	1	Ottawa - Gatineau
Employment Equity Occupational Group	Que- less CMAs	4	0	0.0 %	0	0	Que- less CMAs

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area	
			Representation #	%				
Employment Equity Occupational Group	Québec	2	0	0.0%	0	0	Québec	
	Sherbrooke	3	0	0.0%	0	0	Sherbrooke	
06 : Supervisors: Crafts and Trades	Québec	2	0	0.0%	0	0	Québec	
	7303 : Supervisors, printing and related occupations	2	0	0.0%	0	0	Québec	
07 : Administrative and Senior Clerical Personnel	Québec	654	25	3.8%	31	-6	Québec	
	Montreal	202	15	7.4%	25	-10	Montreal	
	N.B. less CMA	11	0	0.0%	0	0	N.B. less CMA	
	Ont. less CMAs	3	0	0.0%	0	0	Ont. less CMAs	
	Ottawa - Gatineau	25	1	4.0%	3	-2	Ottawa - Gatineau	
	Que. less CMAs	265	2	0.8%	2	0	Que. less CMAs	
	Québec	56	5	8.9%	1	4	Québec	
	Saguenay	28	0	0.0%	0	0	Saguenay	
	Sherbrooke	52	0	0.0%	1	-1	Sherbrooke	
	Trois-Rivières	12	2	16.7%	0	2	Trois-Rivières	
	10 : Clerical Personnel	Trois-Rivières	106	10	9.4%	9	1	Trois-Rivières
Employment Equity Occupational Group	Montreal	39	8	20.5%	7	1	Montreal	
	Ottawa - Gatineau	6	2	33.3%	1	1	Ottawa - Gatineau	
	Que. less CMAs	29	0	0.0%	0	0	Que. less CMAs	
	Québec	16	0	0.0%	0	0	Québec	
	Saguenay	1	0	0.0%	0	0	Saguenay	
	Sherbrooke	14	0	0.0%	0	0	Sherbrooke	
	Trois-Rivières	1	0	0.0%	0	0	Trois-Rivières	
	11 : Intermediate Sales and Service Personnel	Trois-Rivières	20	1	5.0%	4	-3	Trois-Rivières
	Employment Equity Occupational Group	Montreal	20	1	5.0%	4	-3	Montreal

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area
			Representation #	%	Availability #		
12 : Semi-Skilled Manual Workers	Quebec	3	1	33.3 %	0	1	
	Montreal	1	0	0.0 %	0	0	Quebec
13 : Other Sales and Service Personnel	Quebec	3	1	33.3 %	0	1	
	Montreal	1	0	0.0 %	0	0	Montreal
Total		2275	110	4.8 %	361	-251	

Total may not equal sum of components due to rounding.

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

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Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
01/02 : Managers	National	512	4	0.8 %	4.3 %	22	-18	National
03 : Professionals	National	911	2	0.2 %	3.8 %	35	-33	National
04 : Semi-Professionals and Technicians	National	30	0	0.0 %	4.6 %	1	-1	National
05 : Supervisors	National	36	0	0.0 %	13.9 %	5	-5	National
06 : Supervisors: Crafts and Trades	National	2	0	0.0 %	7.8 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	654	3	0.5 %	3.4 %	22	-19	National
10 : Clerical Personnel	National	106	1	0.9 %	7.0 %	7	-6	National
11 : Intermediate Sales and Service Personnel	National	20	0	0.0 %	5.6 %	1	-1	National
12 : Semi-Skilled Manual Workers	National	3	0	0.0 %	4.8 %	0	0	National
13 : Other Sales and Service Personnel	National	1	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



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WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



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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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Workforce Analysis - Comparison Detailed Report

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

Women

Employment Equity Occupational Group	Internal Location	All Employees			Representation									Women						Recruitment Area	
		Availability			Gap			2016-09-26			2018-06-08			2016-09-26			2018-06-08				
		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	National	239	237	-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	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	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	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	0	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	24	18	-6	82.8 %	69.2 %	-13.6 %	66.4 %	66.4 %	0.0 %	19	17	-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	0	1	1	National
2174 : Computer programmers and interactive media developers	National	9	9	0	2	1	-1	22.2 %	11.1 %	-11.1 %	17.9 %	17.9 %	0.0 %	2	2	0	0	0	-1	-1	National
4021 : College and other vocational instructors	National	1	1	0	1	1	0	100.0 %	100.0 %	0.0 %	53.8 %	53.8 %	0.0 %	1	1	0	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	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	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	7	4	-3	-3	National
5125 : Translators, terminologists and interpreters	National	6	4	-2	6	3	-3	100.0 %	75.0 %	-25.0 %	69.9 %	69.9 %	0.0 %	4	3	-1	2	0	-2	-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	0	0	0	0	0.0 %	0.0 %	0.0 %	18.5 %	18.5 %	0.0 %	1	1	0	-1	-1	0	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	0	Ontario
2282 : User support technicians	Québec	9	9	0	0	0	0	0.0 %	0.0 %	0.0 %	19.6 %	19.6 %	0.0 %	2	2	0	-2	-2	0	0	Québec
5223 : Graphic arts technicians	Québec	1	3	2	1	3	2	100.0 %	100.0 %	0.0 %	43.5 %	43.5 %	0.0 %	0	1	1	1	2	1	0	Québec

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

Women

Employment Equity Occupational Group	Internal Location	All Employees										Representation										Availability										Gap		Recruitment Area
		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				
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
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	2															
Employment Equity Occupational Group	Montreal	21	24	3	15	19	4	71.4%	79.2%	7.8%	50.8%	50.8%	0.0%	11	12	1	4	7	3	Montreal														
Employment Equity Occupational Group	Ottawa - Gatineau	2	3	1	2	2	0	100.0%	66.7%	-33.3%	50.7%	50.7%	0.0%	1	2	1	1	0	-1	Ottawa - Gatineau														
Employment Equity Occupational Group	Que. less CMAs	4	4	0	3	3	0	75.0%	75.0%	0.0%	58.8%	58.8%	0.0%	2	2	0	1	1	0	Que. less CMAs														
Employment Equity Occupational Group	Quebec	2	2	0	2	2	0	100.0%	100.0%	0.0%	52.6%	52.6%	0.0%	1	1	0	1	1	0	Quebec														
Employment Equity Occupational Group	Sherbrooke	3	3	0	3	3	0	100.0%	100.0%	0.0%	55.6%	55.6%	0.0%	2	2	0	1	1	0	Sherbrooke														
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	0															
7303 : Supervisors, printing and related occupations	Quebec	2	2	0	2	2	0	100.0%	100.0%	0.0%	38.4%	38.4%	0.0%	1	1	0	1	1	0	Quebec														
07 : Administrative and Senior Clerical Personnel		631	654	23	555	5/2	17	88.0%	87.5%	-0.5%	83.9%	83.9%	0.0%	529	549	20	26	23	3	Montreal														
Employment Equity Occupational Group	Montreal	197	202	5	165	166	1	83.8%	82.2%	-1.6%	80.8%	80.8%	0.0%	159	163	4	6	3	3	Montreal														
Employment Equity Occupational Group	N.B. less CMA	8	11	3	5	7	2	62.5%	63.6%	1.1%	86.1%	86.1%	0.0%	7	9	2	-2	-2	0	N.B. less CMA														
Employment Equity Occupational Group	Ont. less CMAs	2	3	1	2	3	1	100.0%	100.0%	0.0%	87.1%	87.1%	0.0%	2	3	1	0	0	0	Ont. less CMAs														
Employment Equity Occupational Group	Ottawa - Gatineau	22	25	3	18	20	2	81.8%	80.0%	-1.8%	77.2%	77.2%	0.0%	17	19	2	0	1	0	Ottawa - Gatineau														
Employment Equity Occupational Group	Que. less CMAs	258	265	7	236	240	4	91.5%	90.6%	-0.9%	87.5%	87.5%	0.0%	226	232	6	10	8	2	Que. less CMAs														
Employment Equity Occupational Group	Quebec	60	56	-4	52	50	-2	86.7%	89.3%	2.6%	80.9%	80.9%	0.0%	49	45	-4	3	5	2	Quebec														
Employment Equity Occupational Group	Saguenay	28	28	0	27	27	0	96.4%	96.4%	0.0%	81.9%	81.9%	0.0%	23	23	0	4	4	0	Saguenay														
Employment Equity Occupational Group	Sherbrooke	45	52	7	41	48	7	91.1%	92.3%	1.2%	84.2%	84.2%	0.0%	38	44	6	3	4	1	Sherbrooke														
Employment Equity Occupational Group	Trois-Rivières	11	12	1	9	11	2	81.8%	91.7%	9.9%	83.5%	83.5%	0.0%	9	10	1	0	1	1	Trois-Rivières														
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	3															
Employment Equity Occupational Group	Montreal	32	39	7	26	28	2	81.3%	71.8%	-9.5%	62.5%	62.5%	0.0%	20	24	4	6	4	-2	Montreal														
Employment Equity Occupational Group	Ottawa - Gatineau	4	6	2	4	5	1	100.0%	83.3%	-16.7%	65.8%	65.8%	0.0%	3	4	1	1	1	0	Ottawa - Gatineau														

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Women

Employment Equity Occupational Group	Internal Location	All Employees			Representation			Availability			Gap		Recruitment Area	
		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 #
Employment Equity Occupational Group	Que less CMAs	25	29	4	100.0 %	100.0 %	0.0 %	17	19	2	8	10	2	Que less CMAs
Employment Equity Occupational Group	Quebec	15	16	1	93.3 %	87.5 %	-5.8 %	9	10	1	5	4	-1	Quebec
Employment Equity Occupational Group	Saguenay	1	1	0	100.0 %	100.0 %	0.0 %	1	1	0	0	0	0	Saguenay
Employment Equity Occupational Group	Sherbrooke	15	14	-1	100.0 %	100.0 %	0.0 %	9	9	0	6	5	1	Sherbrooke
Employment Equity Occupational Group	Trois-Rivières	1	1	0	100.0 %	100.0 %	0.0 %	1	1	0	0	0	0	Trois-Rivières
11 : Intermediate Sales and Service Personnel	Montreal	18	20	2	94.4 %	80.0 %	-14.4 %	11	12	1	6	4	-2	Montreal
Employment Equity Occupational Group	Montreal	18	20	2	94.4 %	80.0 %	-14.4 %	11	12	1	6	4	-2	Montreal
12 : Semi-Skilled Manual Workers	Montreal	3	3	0	33.3 %	66.7 %	33.4 %	0	0	0	1	2	1	Montreal
Employment Equity Occupational Group	Montreal	1	0	-1	0.0 %	0.0 %	0.0 %	0	0	0	0	0	0	Montreal
Employment Equity Occupational Group	Quebec	2	3	1	50.0 %	66.7 %	16.7 %	0	0	0	1	2	1	Quebec
13 : Other Sales and Service Personnel	Montreal	1	1	0	0.0 %	0.0 %	0.0 %	1	1	0	1	1	0	Montreal
Employment Equity Occupational Group	Montreal	1	1	0	0.0 %	0.0 %	0.0 %	1	1	0	1	1	0	Montreal
Total		2317	2275	-42	62.6 %	61.9 %	-0.7 %	1339	1318	-21	110	89	-21	

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

Employment Equity Occupational Group	Internal Location	All Employees						Representation						Aboriginal Peoples						Gap		Recruitment Area
		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	National	239	2.1%	237	1.7%	-2	4	-1	2.1%	1.7%	-0.4%	2.9%	2.9%	0.0%	7	7	0	-2	-3	-1	National	
02 : Middle and Other Managers	National	286	2.1%	275	2.2%	-11	6	0	2.1%	2.2%	0.1%	2.2%	2.2%	0.0%	6	6	0	0	0	0	National	
03 : Professionals	National	995	1.4%	911	1.1%	-84	10	-4	1.4%	1.1%	-0.3%	1.4%	1.4%	0.0%	14	13	-1	0	-3	-3	National	
1111 : Financial auditors and accountants	National	768	1.6%	671	1.3%	-97	9	-3	1.6%	1.3%	-0.3%	1.3%	1.3%	0.0%	10	9	-1	2	0	-2	National	
1112 : Financial and investment analysts	National	30	3.3%	31	3.2%	1	1	0	3.3%	3.2%	-0.1%	0.9%	0.9%	0.0%	0	0	0	1	1	0	National	
1121 : Human resources professionals	National	43	0.0%	43	0.0%	0	0	0	0.0%	0.0%	0.0%	2.7%	2.7%	0.0%	1	1	0	-1	-1	0	National	
1122 : Professional occupations in business management consulting	National	63	0.0%	73	0.0%	10	0	0	0.0%	0.0%	0.0%	1.6%	1.6%	0.0%	1	1	0	-1	-1	0	National	
1123 : Professional occupations in advertising, marketing and public relations	National	29	0.0%	26	0.0%	-3	0	0	0.0%	0.0%	0.0%	2.1%	2.1%	0.0%	1	1	0	-1	-1	0	National	
2171 : Information systems analysts and consultants	National	24	0.0%	35	0.0%	11	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%	1	0.0%	1	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	11.1%	9	0.0%	0	-1	-1	11.1%	0.0%	-11.1%	1.0%	1.0%	0.0%	0	0	0	1	0	-1	National	
4021 : College and other vocational instructors	National	1	0.0%	1	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	0.0%	1	0.0%	-1	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%	-1	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	0.0%	16	0.0%	-3	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	6	0.0%	4	0.0%	-2	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	5.9%	30	3.3%	13	1	0	5.9%	3.3%	-2.6%	1.1%	1.3%	0.2%	0	0	0	1	1	0	National	
2281 : Computer network technicians	Québec	7	0.0%	7	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	0.0%	11	0.0%	11	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	11.1%	9	11.1%	0	1	0	11.1%	11.1%	0.0%	1.3%	1.3%	0.0%	0	0	0	1	1	0	Québec	
5223 : Graphic arts technicians	Québec	1	0.0%	3	0.0%	2	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

Employment Equity Occupational Group	Internal Location	All Employees			Representation			Aboriginal Peoples			Availability			Gap		Recruitment Area
		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 #	
Employment Equity Occupational Group	Que less CMAs	25	29	4	0	0	0.0%	0.0%	0.0%	1	1	0	-1	-1	0	Que less CMAs
Employment Equity Occupational Group	Quebec	15	16	1	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0	Quebec
Employment Equity Occupational Group	Saguenay	1	1	0	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0	Saguenay
Employment Equity Occupational Group	Sherbrooke	15	14	-1	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0	Sherbrooke
Employment Equity Occupational Group	Trois-Rivières	1	1	0	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0	Trois-Rivières
11 : Intermediate Sales and Service Personnel		18	20	2	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0	
Employment Equity Occupational Group	Montreal	18	20	2	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0	Montreal
12 : Semi-Skilled Manual Workers		3	3	0	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0	
Employment Equity Occupational Group	Montreal	1	0	-1	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0	Montreal
Employment Equity Occupational Group	Quebec	2	3	1	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0	Quebec
13 : Other Sales and Service Personnel		1	1	0	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0	
Employment Equity Occupational Group	Montreal	1	1	0	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0	Montreal
Total		2317	2275	-42	30	27	-3	1.3%	1.2%	-0.1%	39	40	1	-9	-13	

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 Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees						Representation						Members of Visible Minorities						Availability						Gap		Recruitment Area											
		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	National	239	0.0%	237	0.0%	-2	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
02 : Middle and Other Managers	National	286	1.4%	275	2.9%	-11	1.5%	4	8	4	15.0%	15.0%	15.0%	0.0%	43	41	-2	-39	-33	6	National																		
03 : Professionals	National	995	4.5%	911	5.7%	-84	1.2%	45	52	7	26.3%	26.3%	26.3%	0.0%	262	240	-22	-217	-188	29	National																		
1111 : Financial auditors and accountants	National	768	3.5%	671	3.1%	-97	-0.4%	27	21	-6	27.5%	27.5%	27.5%	0.0%	211	185	-26	-184	-164	20	National																		
1112 : Financial and investment analysts	National	30	0.0%	31	3.2%	1	3.2%	0	1	1	35.4%	35.4%	35.4%	0.0%	11	11	0	-11	-10	1	National																		
1121 : Human resources professionals	National	43	4.7%	43	2.3%	0	-2.4%	2	1	-1	14.1%	14.1%	14.1%	0.0%	6	6	0	-4	-5	1	National																		
1122 : Professional occupations in business management consulting	National	63	14.3%	73	24.7%	10	10.4%	9	18	9	21.6%	21.6%	21.6%	0.0%	14	16	2	-5	-2	7	National																		
1123 : Professional occupations in advertising, marketing and public relations	National	29	6.9%	26	7.7%	-3	0.8%	2	2	0	16.9%	16.9%	16.9%	0.0%	5	4	-1	-3	-2	1	National																		
2171 : Information systems analysts and consultants	National	24	12.5%	35	20.0%	11	7.5%	3	7	4	31.4%	31.4%	31.4%	0.0%	8	11	3	-5	-4	1	National																		
2172 : Database analysts and data administrators	National	0	0.0%	1	0.0%	1	0.0%	0	0	0	32.3%	32.3%	32.3%	0.0%	0	0	0	0	0	0	National																		
2174 : Computer programmers and interactive media developers	National	9	11.1%	9	11.1%	0	11.1%	1	2	1	31.5%	31.5%	31.5%	0.0%	3	3	0	-2	-1	1	National																		
4021 : College and other vocational instructors	National	1	0.0%	1	0.0%	0	0.0%	0	0	0	13.4%	13.4%	13.4%	0.0%	0	0	0	0	0	0	National																		
4112 : Lawyers and Quebec notaries	National	2	0.0%	1	0.0%	-1	0.0%	0	0	0	12.5%	12.5%	12.5%	0.0%	0	0	0	0	0	0	National																		
5121 : Authors and writers	National	1	0.0%	0	0.0%	-1	0.0%	0	0	0	10.7%	10.7%	10.7%	0.0%	0	0	0	0	0	0	National																		
5122 : Editors	National	19	5.3%	16	0.0%	-3	-5.3%	1	0	-1	13.2%	13.2%	13.2%	0.0%	3	2	-1	-2	-2	0	National																		
5125 : Translators, terminologists and interpreters	National	6	0.0%	4	0.0%	-2	0.0%	0	0	0	22.2%	22.2%	22.2%	0.0%	1	1	0	-1	-1	0	National																		
04 : Semi-Professionals and Technicians																																							
2281 : Computer network technicians	Québec	7	0.0%	7	0.0%	0	0.0%	0	0	0	13.1%	13.1%	13.1%	0.0%	1	1	0	-1	-1	0	Québec																		
2282 : User support technicians	Ontario	0	0.0%	11	45.5%	11	45.5%	0	5	5	35.9%	35.9%	35.9%	0.0%	0	4	4	0	1	1	Ontario																		
2282 : User support technicians	Québec	9	22.2%	9	22.2%	0	0.0%	2	2	0	18.2%	18.2%	18.2%	0.0%	2	2	0	0	0	0	Québec																		
5223 : Graphic arts technicians	Québec	1	0.0%	3	33.3%	2	33.3%	0	1	1	7.3%	7.3%	7.3%	0.0%	0	0	0	0	1	1	Québec																		

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Employment Equity Occupational Group	Internal Location	All Employees						Representation						Members of Visible Minorities						Availability						Gap		Recruitment Area					
		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			
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
05 : Supervisors		32	3.1%	36	4.8%	4	12.3%	1	13.9%	5	14.7%	4	12.7%	4	12.3%	4	12.7%	0.4%	0.0%	4	12.3%	4	12.7%	0.4%	0.0%	4	12.3%	4	12.7%	0.4%	0.0%	3	Montreal
Employment Equity Occupational Group	Montreal	21	16.7%	24	11.9%	3	16.7%	3	11.9%	4	16.7%	16.7%	16.7%	0.0%	0.0%	4	16.7%	0.0%	0.0%	4	16.7%	4	16.7%	0.0%	0.0%	4	16.7%	4	16.7%	0.0%	0.0%	3	Montreal
Employment Equity Occupational Group	Ottawa - Gatineau	2	33.3%	3	33.3%	1	14.7%	1	33.3%	1	14.7%	14.7%	14.7%	0.0%	0.0%	0	0.0%	0.0%	0.0%	0	0.0%	0	0.0%	0.0%	0.0%	0	0.0%	0	0.0%	1	Ottawa - Gatineau		
Employment Equity Occupational Group	Que. less CMAs	4	0.0%	4	0.0%	0	0.0%	0	0.0%	0	0.0%	0.0%	0.0%	0	0.0%	0	0.0%	0.0%	0.0%	0	0.0%	0	0.0%	0.0%	0.0%	0	0.0%	0	0.0%	0	Que. less CMAs		
Employment Equity Occupational Group	Quebec	2	0.0%	2	2.3%	0	2.3%	0	0.0%	0	2.3%	2.3%	2.3%	0.0%	0.0%	0	2.3%	0.0%	0.0%	0	2.3%	0	2.3%	0.0%	0.0%	0	2.3%	0	2.3%	0.0%	0.0%	0	Quebec
Employment Equity Occupational Group	Sherbrooke	3	0.0%	3	2.0%	0	2.0%	0	0.0%	0	2.0%	2.0%	2.0%	0.0%	0.0%	0	2.0%	0.0%	0.0%	0	2.0%	0	2.0%	0.0%	0.0%	0	2.0%	0	2.0%	0.0%	0.0%	0	Sherbrooke
06 : Supervisors: Crafts and Trades		2	0.0%	2	0.0%	0	9.6%	0	0.0%	0	9.6%	9.6%	9.6%	0.0%	0.0%	0	9.6%	0.0%	0.0%	0	9.6%	0	9.6%	0.0%	0.0%	0	9.6%	0	9.6%	0.0%	0.0%	0	0
7303 : Supervisors, printing and related occupations	Quebec	2	0.0%	2	0.0%	0	9.6%	0	0.0%	0	9.6%	9.6%	9.6%	0.0%	0.0%	0	9.6%	0.0%	0.0%	0	9.6%	0	9.6%	0.0%	0.0%	0	9.6%	0	9.6%	0.0%	0.0%	0	0
07 : Administrative and Senior Clerical Personnel		631	2.9%	654	3.8%	23	4.8%	7	0.9%	30	4.8%	4.8%	4.8%	0.0%	0.0%	30	4.8%	0.0%	0.0%	30	4.8%	31	4.8%	0.0%	0.0%	30	4.8%	31	4.8%	0.0%	0.0%	6	0
Employment Equity Occupational Group	Montreal	197	6.1%	202	7.4%	5	12.2%	3	1.3%	24	12.2%	12.2%	12.2%	0.0%	0.0%	24	12.2%	0.0%	0.0%	24	12.2%	25	12.2%	0.0%	0.0%	24	12.2%	25	12.2%	0.0%	0.0%	2	Montreal
Employment Equity Occupational Group	N.B. less CMA	8	0.0%	11	0.0%	3	1.0%	0	0.0%	0	1.0%	1.0%	1.0%	0.0%	0.0%	0	1.0%	0.0%	0.0%	0	1.0%	0	1.0%	0.0%	0.0%	0	1.0%	0	1.0%	0.0%	0.0%	0	N.B. less CMA
Employment Equity Occupational Group	Ont. less CMAs	2	0.0%	3	0.0%	1	1.6%	0	0.0%	0	1.6%	1.6%	1.6%	0.0%	0.0%	0	1.6%	0.0%	0.0%	0	1.6%	0	1.6%	0.0%	0.0%	0	1.6%	0	1.6%	0.0%	0.0%	0	0
Employment Equity Occupational Group	Ottawa - Gatineau	22	4.0%	25	4.0%	3	12.2%	1	4.0%	3	12.2%	12.2%	12.2%	0.0%	0.0%	3	12.2%	0.0%	0.0%	3	12.2%	3	12.2%	0.0%	0.0%	3	12.2%	3	12.2%	0.0%	0.0%	1	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	258	0.8%	265	0.8%	7	0.6%	2	0.8%	2	0.6%	0.6%	0.6%	0.0%	0.0%	2	0.6%	0.0%	0.0%	2	0.6%	2	0.6%	0.0%	0.0%	2	0.6%	2	0.6%	0.0%	0.0%	2	2
Employment Equity Occupational Group	Quebec	60	8.3%	56	8.9%	-4	1.5%	0	0.6%	1	1.5%	1.5%	1.5%	0.0%	0.0%	1	1.5%	0.0%	0.0%	1	1.5%	1	1.5%	0.0%	0.0%	1	1.5%	1	1.5%	0.0%	0.0%	4	0
Employment Equity Occupational Group	Saguenay	28	0.0%	28	0.0%	0	0.8%	0	0.0%	0	0.8%	0.8%	0.8%	0.0%	0.0%	0	0.8%	0.0%	0.0%	0	0.8%	0	0.8%	0.0%	0.0%	0	0.8%	0	0.8%	0.0%	0.0%	0	0
Employment Equity Occupational Group	Sherbrooke	45	0.0%	52	0.0%	7	1.5%	0	0.0%	1	1.5%	1.5%	1.5%	0.0%	0.0%	1	1.5%	0.0%	0.0%	1	1.5%	1	1.5%	0.0%	0.0%	1	1.5%	1	1.5%	0.0%	0.0%	-1	0
Employment Equity Occupational Group	Trois-Rivières	11	9.1%	12	16.7%	1	2.2%	1	7.5%	0	2.2%	2.2%	2.2%	0.0%	0.0%	0	2.2%	0.0%	0.0%	0	2.2%	0	2.2%	0.0%	0.0%	0	2.2%	0	2.2%	0.0%	0.0%	1	Trois-Rivières
10 : Clerical Personnel		93	3.2%	106	3.2%	13	7.6%	7	6.2%	7	7.6%	7.6%	7.6%	0.5%	0.5%	7	7.6%	0.5%	0.5%	7	7.6%	9	8.1%	0.5%	0.5%	7	7.6%	9	8.1%	0.5%	0.5%	5	5
Employment Equity Occupational Group	Montreal	32	6.3%	39	6.3%	7	17.4%	6	14.2%	6	17.4%	17.4%	17.4%	0.0%	0.0%	6	17.4%	0.0%	0.0%	6	17.4%	7	17.4%	0.0%	0.0%	6	17.4%	7	17.4%	0.0%	0.0%	5	Montreal
Employment Equity Occupational Group	Ottawa - Gatineau	4	0.0%	6	0.0%	2	14.7%	2	33.3%	1	14.7%	14.7%	14.7%	0.0%	0.0%	1	14.7%	0.0%	0.0%	1	14.7%	1	14.7%	0.0%	0.0%	1	14.7%	1	14.7%	0.0%	0.0%	2	Ottawa - Gatineau

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees			Representation			Members of Visible Minorities			Availability			Gap			Recruitment Area		
		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 #
Employment Equity Occupational Group	Que less CMAs	25	29	4	0	0	0.0%	0.0%	0.0%	0.6%	0.6%	0.0%	0	0	0	0	0	0	0
Employment Equity Occupational Group	Quebec	15	16	1	1	0	6.7%	0.0%	-6.7%	2.0%	2.0%	0.0%	0	0	0	0	1	0	-1
Employment Equity Occupational Group	Saguenay	1	1	0	0	0	0.0%	0.0%	0.0%	0.4%	0.4%	0.0%	0	0	0	0	0	0	0
Employment Equity Occupational Group	Sherbrooke	15	14	-1	0	0	0.0%	0.0%	0.0%	2.6%	2.6%	0.0%	0	0	0	0	0	0	0
Employment Equity Occupational Group	Trois-Rivières	1	1	0	0	0	0.0%	0.0%	0.0%	2.4%	2.4%	0.0%	0	0	0	0	0	0	0
11 : Intermediate Sales and Service Personnel		18	20	2	0	1	0.0%	5.0%	5.0%	22.2%	22.2%	0.0%	4	4	0	0	-4	-3	1
Employment Equity Occupational Group	Montreal	18	20	2	0	1	0.0%	5.0%	5.0%	22.2%	22.2%	0.0%	4	4	0	0	-4	-3	1
12 : Semi-Skilled Manual Workers		3	3	0	0	1	0.0%	33.3%	33.3%	9.1%	2.3%	-6.8%	0	0	0	0	0	0	1
Employment Equity Occupational Group	Montreal	1	0	-1	0	0	0.0%	0.0%	0.0%	22.7%	22.7%	0.0%	0	0	0	0	0	0	0
Employment Equity Occupational Group	Quebec	2	3	1	0	1	0.0%	33.3%	33.3%	2.3%	2.3%	0.0%	0	0	0	0	0	0	1
13 : Other Sales and Service Personnel		1	1	0	0	0	0.0%	0.0%	0.0%	24.3%	24.3%	0.0%	0	0	0	0	0	0	0
Employment Equity Occupational Group	Montreal	1	1	0	0	0	0.0%	0.0%	0.0%	24.3%	24.3%	0.0%	0	0	0	0	0	0	0
Total		2317	2275	-42	73	110	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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Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees						Representation						Persons with Disabilities						Availability						Gap		Recruitment Area			
		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	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
0102 : Managers	National	525		512		-13		4	0.8%	4	0.8%	0	0.0%	4.3%	4.3%	0.0%	23	0.0%	22	0.0%	-1	-19	-18	1	National						
03 : Professionals	National	995		911		-84		4	0.4%	2	0.2%	-2	-0.2%	3.8%	3.8%	0.0%	38	0.0%	35	0.0%	-3	-34	-33	1	National						
04 : Semi-Professional and Technicians	National	17		30		13		0	0.0%	0	0.0%	0	0.0%	4.6%	4.6%	0.0%	1	0.0%	1	0.0%	0	-1	-1	0	National						
05 : Supervisors	National	32		36		4		0	0.0%	0	0.0%	0	0.0%	13.9%	13.9%	0.0%	4	0.0%	5	0.0%	1	-4	-5	1	National						
06 : Supervisors: Crafts and Trades	National	2		2		0		0	0.0%	0	0.0%	0	0.0%	7.8%	7.8%	0.0%	0	0.0%	0	0.0%	0	0	0	0	National						
07 : Administrative and Senior Clerical Personnel	National	631		654		23		2	0.3%	3	0.5%	1	0.2%	3.4%	3.4%	0.0%	21	0.0%	22	0.0%	1	-19	-19	0	National						
10 : Clerical Personnel	National	93		106		13		1	1.1%	1	0.9%	0	-0.2%	7.0%	7.0%	0.0%	7	0.0%	7	0.0%	0	-6	-6	0	National						
11 : Intermediate Sales and Service Personnel	National	18		20		2		0	0.0%	0	0.0%	0	0.0%	5.6%	5.6%	0.0%	1	0.0%	1	0.0%	0	-1	-1	0	National						
12 : Semi-Skilled Manual Workers	National	3		3		0		0	0.0%	0	0.0%	0	0.0%	4.8%	4.8%	0.0%	0	0.0%	0	0.0%	0	0	0	0	National						
13 : Other Sales and Service Personnel	National	1		1		0		0	0.0%	0	0.0%	0	0.0%	6.3%	6.3%	0.0%	0	0.0%	0	0.0%	0	0	0	0	National						
Total		2317		2275		-42		11	0.5%	10	0.4%	-1	-0.0%	4.1%	4.1%	0.0%	95	0.0%	93	0.0%	-2	-84	-83	1	National						

Total may not equal sum of components due to rounding.

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

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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

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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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Women

Employment Equity Occupational Group	All Employees			Representation									Women			Availability			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	-1			
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	-5			
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	-17			
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			
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	2			
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	0			
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	-3			
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	-3			
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	-2			
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	1			
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	0			
Total	2317	2275	-42	1449	1407	-42	62.6 %	61.9 %	-0.7 %	57.8 %	57.9 %	0.1 %	1339	1318	-21	110	89	-21			

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.
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Employment Equity Occupational Group	All Employees			Representation			Aboriginal Peoples			Availability			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 #
01 : Senior Managers	239	237	-2	5	4	-1	2.1%	1.7%	-0.4%	7	7	0	-2	-3	-1
02 : Middle and Other Managers	286	275	-11	6	6	0	2.1%	2.2%	0.1%	6	6	0	0	0	0
03 : Professionals	995	911	-84	14	10	-4	1.4%	1.1%	-0.3%	14	13	-1	0	-3	-3
04 : Semi-Professionals and Technicians	17	30	13	1	1	0	5.9%	3.3%	-2.6%	0	0	0	1	1	0
05 : Supervisors	32	36	4	0	0	0	0.0%	0.0%	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
07 : Administrative and Senior Clerical Personnel	631	654	23	4	6	2	0.6%	0.9%	0.3%	11	12	1	-7	-6	1
10 : Clerical Personnel	93	106	13	0	0	0	0.0%	0.0%	0.0%	1	2	1	-1	-2	-1
11 : Intermediate Sales and Service Personnel	18	20	2	0	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0
12 : Semi-Skilled Manual Workers	3	3	0	0	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0
13 : Other Sales and Service Personnel	1	1	0	0	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0
Total	2317	2275	-42	30	27	-3	1.3%	1.2%	-0.1%	39	40	1	-9	-13	-4

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.
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Members of Visible Minorities

Employment Equity Occupational Group	All Employees			Representation			Members of Visible Minorities			Availability			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 #
01 : Senior Managers	239	237	-2	0	0	0.0 %	0.0 %	0.0 %	0.0 %	24	24	0	-24	-24	0
02 : Middle and Other Managers	286	275	-11	4	8	1.4 %	2.9 %	1.5 %	15.0 %	43	41	-2	-39	-33	6
03 : Professionals	995	911	-84	45	52	4.5 %	5.7 %	1.2 %	26.3 %	262	240	-22	-217	-188	29
04 : Semi-Professionals and Technicians	17	30	13	2	8	11.8 %	26.7 %	14.9 %	15.5 %	3	7	4	-1	1	2
05 : Supervisors	32	36	4	1	5	3.1 %	13.9 %	10.8 %	12.3 %	4	5	1	-3	0	3
06 : Supervisors: Crafts and Trades	2	2	0	0	0	0.0 %	0.0 %	0.0 %	9.6 %	0	0	0	0	0	0
07 : Administrative and Senior Clerical Personnel	631	654	23	18	25	2.9 %	3.8 %	0.9 %	4.8 %	30	31	1	-12	-6	6
10 : Clerical Personnel	93	106	13	3	10	3.2 %	9.4 %	6.2 %	7.6 %	7	9	2	-4	1	5
11 : Intermediate Sales and Service Personnel	18	20	2	0	1	0.0 %	5.0 %	5.0 %	22.2 %	4	4	0	-4	-3	1
12 : Semi-Skilled Manual Workers	3	3	0	0	1	0.0 %	33.3 %	33.3 %	9.1 %	0	0	0	0	1	1
13 : Other Sales and Service Personnel	1	1	0	0	0	0.0 %	0.0 %	0.0 %	24.3 %	0	0	0	0	0	0
Total	2317	2276	-42	73	110	3.2 %	4.8 %	1.7 %	16.3 %	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

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

Employment Equity Occupational Group	All Employees				Representation				Persons with Disabilities				Availability				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 #
01/02 : Managers	525	512	-13	0.8%	4	4	0	0.8%	4.3%	4.3%	0.0%	23	22	-1	0.0%	23	22	-1
03 : Professionals	995	911	-84	0.4%	4	2	-2	0.2%	3.8%	3.8%	0.0%	38	35	-3	0.0%	38	35	-3
04 : Semi-Professional and Technicians	17	30	13	0.0%	0	0	0	0.0%	4.6%	4.6%	0.0%	1	1	0	0.0%	1	1	0
05 : Supervisors	32	36	4	0.0%	0	0	0	0.0%	13.9%	13.9%	0.0%	4	5	1	0.0%	4	5	1
06 : Supervisors: Crafts and Trades	2	2	0	0.0%	0	0	0	0.0%	7.8%	7.8%	0.0%	0	0	0	0.0%	0	0	0
07 : Administrative and Senior Clerical Personnel	631	654	23	0.3%	2	3	1	0.5%	3.4%	3.4%	0.0%	21	22	1	0.0%	21	22	1
10 : Clerical Personnel	93	106	13	1.1%	1	1	0	0.9%	7.0%	7.0%	0.0%	7	7	0	0.0%	7	7	0
11 : Intermediate Sales and Service Personnel	18	20	2	0.0%	0	0	0	0.0%	5.6%	5.6%	0.0%	1	1	0	0.0%	1	1	0
12 : Semi-Skilled Manual Workers	3	3	0	0.0%	0	0	0	0.0%	4.8%	4.8%	0.0%	0	0	0	0.0%	0	0	0
13 : Other Sales and Service Personnel	1	1	0	0.0%	0	0	0	0.0%	6.3%	6.3%	0.0%	0	0	0	0.0%	0	0	0
Total	2317	2275	-42	0.5%	11	10	-1	0.4%	4.1%	4.1%	0.0%	95	93	-2	0.0%	95	93	-2

Total may not equal sum of components due to rounding.

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

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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

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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

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 First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2014	12	01

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	01

Table 1: Women

Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Women	
			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		
		All Employees	Women	
			Representation	Availability*
		#	#	%
		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	0	0.00
		0	0	0.00
		106	92	63.80
		20	16	61.80
		3	2	13.20
		1	0	51.10
		0	0	0.00
		2,275	1,407	0.0

*** Source:**
2011 National Household Survey

*** Source:**
2011 National Household Survey

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 First/Previous Workforce Analysis

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2014	12	01

Data from Subsequent/Current Workforce Analysis

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

Table 2: Aboriginal Peoples

	First/Previous Workforce Analysis			Availability*
	All Employees	Aboriginal Peoples	Representation	
	#	#	%	
01 Senior Managers	235	4	2.90	
02 Middle & Other Managers	415	10	2.20	
03 Professionals	801	10	1.40	
04 Semi-Professionals & Technicians	24	2	1.20	
05 Supervisors	19	1	1.40	
06 Supervisors: Crafts & Trades	0	0	0.00	
07 Administrative & Senior Clerical Personnel	423	3	1.50	
08 Skilled Sales & Service Personnel	0	0	0.00	
09 Skilled Crafts & Trades Workers	0	0	0.00	
10 Clerical Personnel	95	0	1.40	
11 Intermediate Sales & Service Personnel	7	0	0.90	
12 Semi-Skilled Manual Workers	0	0	0.00	
13 Other Sales & Service Personnel	2	0	0.80	
14 Other Manual Workers	0	0	0.00	
Total	2,021	30	1.8	

Table 6: Aboriginal Peoples

	Subsequent/Current Workforce Analysis			Availability*
	All Employees	Aboriginal Peoples	Representation	
	#	#	%	
237	4	2.90		
275	6	2.20		
911	10	1.40		
30	1	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		
3	0	0.80		
1	0	0.80		
0	0	0.00		
2,275	27	0.0		

* Source: 2011 National Household Survey

* Source: 2011 National Household Survey

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 First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2014	12	01

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

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

Employment Equity Occupational Group (EEOG)

Table 3: Members of Visible Minorities

	First/Previous Workforce Analysis		
	All Employees	Members of Visible Minorities Representation	Availability*
	#	#	%
01 Senior Managers	235	0	10.10
02 Middle & Other Managers	415	5	15.00
03 Professionals	801	33	26.40
04 Semi-Professionals & Technicians	24	4	17.10
05 Supervisors	19	0	8.50
06 Supervisors: Crafts & Trades	0	0	0.00
07 Administrative & Senior Clerical Personnel	423	11	5.20
08 Skilled Sales & Service Personnel	0	0	0.00
09 Skilled Crafts & Trades Workers	0	0	0.00
10 Clerical Personnel	95	2	8.60
11 Intermediate Sales & Service Personnel	7	0	22.20
12 Semi-Skilled Manual Workers	0	0	0.00
13 Other Sales & Service Personnel	2	0	24.30
14 Other Manual Workers	0	0	0.00
Total	2,021	55	16.6

Table 7: Members of Visible Minorities

	Subsequent/Current Workforce Analysis		
	All Employees	Members of Visible Minorities Representation	Availability*
	#	#	%
01 Senior Managers	237	0	10.10
02 Middle & Other Managers	275	8	15.00
03 Professionals	911	52	26.30
04 Semi-Professionals & Technicians	30	8	22.40
05 Supervisors	36	5	12.70
06 Supervisors: Crafts & Trades	2	0	9.60
07 Administrative & Senior Clerical Personnel	654	25	4.80
08 Skilled Sales & Service Personnel	0	0	0.00
09 Skilled Crafts & Trades Workers	0	0	0.00
10 Clerical Personnel	106	10	8.10
11 Intermediate Sales & Service Personnel	20	1	22.20
12 Semi-Skilled Manual Workers	3	1	2.30
13 Other Sales & Service Personnel	1	0	24.30
14 Other Manual Workers	0	0	0.00
Total	2,275	110	0.0

* Source:

2011 National Household Survey

* Source:

2011 National Household Survey

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 First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2014	12	01

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

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

Employment Equity Occupational Group (EEOG)

Table 4: Persons with Disabilities

	All Employees	Persons with Disabilities		Availability*
		Representation	#	
01/02 Managers	650	4	4	4.30
03 Professionals	801	4	4	3.80
04 Semi-Professionals & Technicians	24	0	0	4.60
05 Supervisors	19	0	0	13.90
06 Supervisors: Crafts & Trades	0	0	0	0.00
07 Administrative & Senior Clerical Personnel	423	2	2	3.40
08 Skilled Sales & Service Personnel	0	0	0	0.00
09 Skilled Crafts & Trades Workers	0	0	0	0.00
10 Clerical Personnel	95	1	1	7.00
11 Intermediate Sales & Service Personnel	7	0	0	5.60
12 Semi-Skilled Manual Workers	0	0	0	0.00
13 Other Sales & Service Personnel	2	0	0	6.30
14 Other Manual Workers	0	0	0	0.00
Total	2,021	11	11	4.1

Table 8: Persons with Disabilities

	All Employees	Persons with Disabilities		Availability*
		Representation	#	
	512	4	4	4.30
	911	2	2	3.80
	30	0	0	4.60
	36	0	0	13.90
	2	0	0	7.80
	654	3	3	3.40
	0	0	0	0.00
	0	0	0	0.00
	106	1	1	7.00
	20	0	0	5.60
	3	0	0	4.80
	1	0	0	6.30
	0	0	0	0.00
	2,275	10	10	0.0

* Source:

2012 Canadian Survey on Disability

* Source:

2012 Canadian Survey on Disability

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 Flow Data			
YYYY	MM	DD	
2016	09	21	

End 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

Employment Equity Occupational Group (EEOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired #	Women Hired #	All Employees Hired #	Women Hired #	All Employees Promoted #	Women Promoted #	All Employees Promoted #	Women Promoted #	All Employees Terminated #	Women Terminated #	All Employees Terminated #	Women Terminated #
01 Senior Managers	2	2	0	0	0	0	0	0	4	1	0	1
02 Middle & Other Managers	47	32	2	2	51	23	1	1	60	26	1	0
03 Professionals	275	149	6	4	380	184	2	2	356	189	11	11
04 Semi-Professionals & Technicians	27	14	0	0	3	1	0	0	14	3	1	0
05 Supervisors	17	1	0	0	11	8	1	1	13	12	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	1	1	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	209	45	11	9	31	27	6	6	182	142	15	14
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	42	11	4	4	1	1	0	0	28	24	4	4
11 Intermediate Sales & Service Personnel	11	3	0	0	0	0	0	0	7	7	2	2
12 Semi-Skilled Manual Workers	3	2	0	0	0	0	0	0	3	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	633	259	23	19	478	245	10	8	667	404	34	32

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 Flow Data		
YYYY	MM	DD
2016	09	21

End Date of Flow Data		
YYYY	MM	DD
2018	06	08

Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓

Table 2: Aboriginal Peoples

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓

Table 6: Aboriginal Peoples

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	2	0	0	0	0	0	0	0	4	1	0	0
02 Middle & Other Managers	47	1	2	0	51	2	1	0	60	1	1	0
03 Professionals	275	0	0	0	380	1	2	0	356	4	11	1
04 Semi-Professionals & Technicians	27	0	0	0	3	1	0	0	14	1	1	0
05 Supervisors	17	0	0	0	11	0	1	0	13	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	1	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	209	3	0	0	31	0	6	0	182	1	15	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	42	0	4	0	1	0	0	0	28	0	4	0
11 Intermediate Sales & Service Personnel	11	0	0	0	0	0	0	0	7	0	2	0
12 Semi-Skilled Manual Workers	3	0	0	0	0	0	0	0	3	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	633	4	6	0	478	4	10	0	667	8	34	1

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 Flow Data			
YYYY	MM	DD	
2016	09	21	

End 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

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
01 Senior Managers	2	0	0	0	0	0	0	0	4	0	0	0
02 Middle & Other Managers	47	0	2	0	51	0	1	0	60	0	1	0
03 Professionals	275	0	0	0	380	1	2	0	356	2	11	0
04 Semi-Professionals & Technicians	27	0	0	0	3	0	0	0	14	0	1	0
05 Supervisors	17	0	0	0	11	0	1	0	13	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	1	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	209	1	0	0	31	0	6	0	182	0	15	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	42	1	4	0	1	0	0	0	28	1	4	0
11 Intermediate Sales & Service Personnel	11	0	0	0	0	0	0	0	7	0	2	0
12 Semi-Skilled Manual Workers	3	0	0	0	0	0	0	0	3	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	633	2	6	0	478	1	10	0	667	3	34	0

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 Flow Data			
YYYY	MM	DD	
2016	09	21	

End Date of Flow Data			
YYYY	MM	DD	
2018	06	08	

Data from Form 4 - Employees Hired

Table 4: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired #	Members of Visible Minorities Hired #	All Employees Hired #	Members of Visible Minorities Hired #
01 Senior Managers	2	0	0	0
02 Middle & Other Managers	47	7	2	0
03 Professionals	275	38	0	0
04 Semi-Professionals & Technicians	27	11	0	0
05 Supervisors	17	4	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	209	29	0	2
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	42	11	4	1
11 Intermediate Sales & Service Personnel	11	1	0	0
12 Semi-Skilled Manual Workers	3	2	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	633	103	6	3

Data from Form 5 - Employees Promoted

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted #	Members of Visible Minorities Promoted #	All Employees Promoted #	Members of Visible Minorities Promoted #
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	51	1	1	0
03 Professionals	380	21	2	0
04 Semi-Professionals & Technicians	3	0	0	0
05 Supervisors	11	0	1	0
06 Supervisors: Crafts & Trades	1	0	0	0
07 Administrative & Senior Clerical Personnel	31	0	6	1
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	478	22	10	1

Data from Form 6 - Employees Terminated

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated #	Members of Visible Minorities Terminated #	All Employees Terminated #	Members of Visible Minorities Terminated #
01 Senior Managers	4	0	0	0
02 Middle & Other Managers	60	3	1	0
03 Professionals	356	31	11	0
04 Semi-Professionals & Technicians	14	5	1	0
05 Supervisors	13	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	182	22	15	1
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	28	3	4	1
11 Intermediate Sales & Service Personnel	7	0	2	0
12 Semi-Skilled Manual Workers	3	1	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	667	65	34	2

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/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EEOG)	All Employees										First/Previous Short-term Goals													
	Number		Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires		3 Year Goals		Present		Projected		Present		Projected	
	2014-12-01	#	Actual Annually	%	Projected Annually	%	Over 3 Years	#	2014-12-01	#	Actual Annually	%	Over 3 Years	#	2014	2017	Availability	Present Gap	Projected Gap	Representation	%	Representation in 3 Years	%	
01 Senior Managers	235	0	0.3%	0	1.7%	0	0	42	0.0%	0	22	0	0	27.4%	-22	-22	27.4%	-22	-22	17.9%	17.9%	50.4%	50.4%	
02 Middle & Other Managers	415	0	-12.8%	0	17.7%	0	0	209	0.0%	0	-48	0	0	38.9%	48	48	38.9%	48	48	50.4%	50.4%	65.0%	65.0%	
03 Professionals	801	0	4.4%	0	42.9%	0	0	521	0.0%	0	-91	0	0	53.7%	91	91	53.7%	91	91	25.0%	25.0%	25.0%	25.0%	
04 Semi-Professionals & Tech	24	0	7.7%	0	55.6%	0	0	6	0.0%	0	-1	0	0	19.4%	1	1	19.4%	1	1	68.4%	68.4%	68.4%	68.4%	
05 Supervisors	19	0	23.7%	0	47.3%	0	0	13	0.0%	0	-3	0	0	53.4%	3	3	53.4%	3	3	92.0%	92.0%	92.0%	92.0%	
06 Supervisors: Crafts & Trades	0	0	0.0%	0	0.0%	0	0	389	0.0%	0	-38	0	0	83.0%	38	38	83.0%	38	38	92.0%	92.0%	92.0%	92.0%	
07 Administrative & Sr Clerical	423	0	15.6%	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0	0	92.6%	92.6%	92.6%	92.6%	
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	92.6%	92.6%	92.6%	92.6%	
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	100.0%	100.0%	100.0%	100.0%	
10 Clerical Personnel	95	0	3.7%	0	31.8%	0	0	88	0.0%	0	-28	0	0	63.5%	28	28	63.5%	28	28	92.6%	92.6%	92.6%	92.6%	
11 Intermediate Sales & Service	7	0	41.9%	0	66.7%	0	0	7	0.0%	0	-3	0	0	61.8%	3	3	61.8%	3	3	100.0%	100.0%	100.0%	100.0%	
12 Semi-Skilled Manual	0	0	0.0%	0	200.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0	0	0.0%	0.0%	0.0%	0.0%	
13 Other Sales & Service	2	0	-20.6%	0	0.0%	0	0	0	0.0%	0	1	0	0	51.1%	-1	-1	51.1%	-1	-1	0.0%	0.0%	0.0%	0.0%	
14 Other Manual Workers	0	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0	0	63.1%	63.1%	63.1%	63.1%	
Total	2,021	0	4.0%	0	32.6%	0	0	1,275	0.0%	0	-188	0	0	53.8%	188	188	53.8%	188	188	63.1%	63.1%	63.1%	63.1%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis) - 1) x 100.
 ‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ (Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 2: Women

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

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

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	All Employees										Aboriginal Peoples									
	Number		Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		3 Year Goals		Present Availability		Projected Representation in 3 Years			
	2014-12-01	#	Actual Annually	%	Projected Annually	%	Over 3 Years	#	2014-12-01	#	Actual Annually	%	Over 3 Years	From: 2014	To: 2017	%	Present Gap	Projected Gap	Present Representation	Projected Representation
01 Senior Managers	233	0	0.3%			0	0	0	4	0	0.0%		0	0	0	2.9%	-3	-3	1.7%	1.7%
02 Middle & Other Managers	415	0	-12.8%			0	0	0	10	0	0.0%		0	0	2.2%	1	1	2.4%	2.4%	
03 Professionals	801	0	4.4%			0	0	0	10	0	0.0%		0	0	1.4%	-1	-1	1.2%	1.2%	
04 Semi-Professionals & Tech	24	0	7.7%			0	0	0	2	0	0.0%		0	0	1.2%	2	2	8.3%	8.3%	
05 Supervisors	19	0	23.7%			0	0	0	1	0	0.0%		0	0	1.4%	1	1	5.3%	5.3%	
06 Supervisors: Crafts & Trades	0	0	0.0%			0	0	0	0	0	0.0%		0	0	0.0%	0	0			
07 Administrative & Sr Clerical	423	0	15.6%			0	0	0	3	0	0.0%		0	0	1.5%	-3	-3	0.7%	0.7%	
08 Skilled Sales & Service	0	0	0.0%			0	0	0	0	0	0.0%		0	0	0.0%	0	0			
09 Skilled Crafts & Trades	0	0	0.0%			0	0	0	0	0	0.0%		0	0	0.0%	0	0			
10 Clerical Personnel	95	0	3.7%			0	0	0	0	0	0.0%		0	0	1.4%	-1	-1	0.0%	0.0%	
11 Intermediate Sales & Service	7	0	41.9%			0	0	0	0	0	0.0%		0	0	0.9%	0	0	0.0%	0.0%	
12 Semi-Skilled Manual	0	0	0.0%			0	0	0	0	0	0.0%		0	0	0.0%	0	0			
13 Other Sales & Service	2	0	-20.6%			0	0	0	0	0	0.0%		0	0	0.8%	0	0	0.0%	0.0%	
14 Other Manual Workers	0	0	0.0%			0	0	0	0	0	0.0%		0	0	0.0%	0	0			
Total	2,021	0	4.0%			0	0	0	30	0	0.0%		0	0	1.8%	-6	-6	1.5%	1.5%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis) - 1) x 100.
 ‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ (Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals	Long-term Goals	Short-term Goals	Long-term Goals	
	#	%	#	%	
01 Senior Managers	1	0.0	1	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	1	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	1	0.0	1	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	1	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	2	0.0	4	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 First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		All Employees							Persons with Disabilities												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected	YYYY-MM-DD		Annually	Over 3 Years	From - To	YYYY - YYYY								
		2014-12-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2014-12-01	Annually	Over 3 Years	2014	2017								
		#	%	%	#	%	%	#	#	%	#	%	#	%							
01/02	Managers	650	-6.3%		0	9.7%		0	0	4	0.0%	0	24	0	4.3%	-24	-24	0.6%	0.6%		
03	Professionals	801	4.4%		0	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%		0	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	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	423	15.6%		0	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	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	95	3.7%		0	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%		0	66.7%		0	0	0	0.0%	0	0	0	5.6%	0	0	0.0%	0.0%		
12	Semi-Skilled Manual	0	0.0%		0	200.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	2	-20.6%		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	#DIV/0!	#DIV/0!		
Total		2,021	4.0%		0	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 + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	8	0.0	8	0.0	
03	Professionals	16	0.0	2	0.0	
04	Semi-Professionals & Tech	1	0.0	0	0.0	
05	Supervisors	1	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	2	0.0	3	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	1	0.0	1	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		29		14		

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

007999

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	All Employees												Members of Visible Minorities														
	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years			Turnover (Replacement of Terminated Employees)			Hires Over 3 Years			Present Availability			Projected Gap			Present Representation			Projected Representation in 3 Years		
	Number YYYY-MM-DD 2014-12-01	Actual Annually	%	Projected Annually	%	Over 3 Years	Number YYYY-MM-DD 2014-12-01	Actual Annually	%	Projected Annually	%	Over 3 Years	Number YYYY-MM-DD 2014	From - To YYYY - YYYY 2014	2017	%	Present Availability	Present Gap	Projected Gap	%	Present Representation	%	Projected Representation in 3 Years				
01 Senior Managers	235	0.3%			0	0	0	0.0%			0	24	0	0	0	10.1%	-24	-24	0.0%			0.0%	0.0%				
02 Middle & Other Managers	415	-12.8%			0	0	5	0.0%			0	57	0	0	0	15.0%	-57	-57	1.2%			1.2%	1.2%				
03 Professionals	801	4.4%			0	0	33	0.0%			0	178	0	0	0	26.4%	-178	-178	4.1%			4.1%	4.1%				
04 Semi-Professionals & Tech	24	7.7%			0	0	4	0.0%			0	0	0	0	0	17.1%	0	0	16.7%			16.7%	16.7%				
05 Supervisors	19	23.7%			0	0	0	0.0%			0	2	0	0	0	8.5%	-2	-2	0.0%			0.0%	0.0%				
06 Supervisors: Crafts & Trades	0	0.0%			0	0	0	0.0%			0	0	0	0	0	0.0%	0	0									
07 Administrative & Sr Clerical	423	15.6%			0	0	11	0.0%			0	11	0	0	0	5.2%	-11	-11	2.6%			2.6%	2.6%				
08 Skilled Sales & Service	0	0.0%			0	0	0	0.0%			0	0	0	0	0	0.0%	0	0									
09 Skilled Crafts & Trades	0	0.0%			0	0	0	0.0%			0	0	0	0	0	0.0%	0	0									
10 Clerical Personnel	95	3.7%			0	0	2	0.0%			0	6	0	0	0	8.6%	-6	-6	2.1%			2.1%	2.1%				
11 Intermediate Sales & Service	7	41.9%			0	0	0	0.0%			0	2	0	0	0	22.2%	-2	-2	0.0%			0.0%	0.0%				
12 Semi-Skilled Manual	0	0.0%			0	0	0	0.0%			0	0	0	0	0	0.0%	0	0									
13 Other Sales & Service	2	-20.6%			0	0	0	0.0%			0	0	0	0	0	24.3%	0	0	0.0%			0.0%	0.0%				
14 Other Manual Workers	0	0.0%			0	0	0	0.0%			0	0	0	0	0	0.0%	0	0									
Total	2,021	4.0%			0	0	55	0.0%			0	280	0	0	0	16.6%	-280	-280	2.7%			2.7%	2.7%				

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis) - 1) x 100.
 ‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ (Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	8	0.0	3	0.0	
02 Middle & Other Managers	14	0.0	5	0.0	
03 Professionals	106	0.0	2	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	4	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	1	0.0	1	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	133		11		

Federal Contractors Program Achievement Report
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 [Date: 2018-01-18]

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

Table 9: Women

Employment Equity Occupational Group (EOOG)	All Employees										Subsequent/Current Short-term Goals										Women					
	Number		Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years		3 Year Goals		Present		Projected		Present		Projected			
	2018-01-01	#	Actual Annually	%	Projected Annually	%	Over 3 Years	#	2018-01-01	#	Actual Annually	%	Over 3 Years	#	From: 2018	To: 2021	%	Present Availability	%	Present Gap	#	Projected Gap	#	%	Present Representation	%
01 Senior Managers	237	0.3%	0.3%	0.5%	0.5%	4	8	44	0.5%	1	23	2	27.4%	27.4%	27.4%	27.4%	27.4%	27.4%	-21	-21	18.6%	18.7%				
02 Middle & Other Managers	275	-12.8%	0.0%	1.0%	1.0%	8	8	127	1.0%	4	-16	0	0.0%	0.0%	0.0%	0.0%	0.0%	38.9%	20	16	46.2%	44.7%				
03 Professionals	911	4.4%	1.0%	3.0%	3.0%	27	847	512	30.0%	461	453	0	0.0%	0.0%	0.0%	0.0%	53.7%	23	-453	56.2%	5.4%					
04 Semi-Professionals & Tech	30	7.7%	2.0%	0.0%	0.0%	2	2	11	0.0%	0	-4	0	0.0%	0.0%	0.0%	0.0%	23.4%	4	4	36.7%	34.4%					
05 Supervisors	36	23.7%	2.0%	10.0%	10.0%	2	13	29	10.0%	9	0	0	0.0%	0.0%	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	2	0.0%	0	-1	0	0.0%	0.0%	0.0%	0.0%	38.4%	1	1	100.0%	100.0%					
07 Administrative & Sr Clerical	654	15.6%	0.0%	0.0%	0.0%	0	0	572	0.0%	0	-23	0	0.0%	0.0%	0.0%	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%	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!					
09 Skilled Crafts & Trades	0	0.0%	0.0%	0.0%	0.0%	0	0	0	1.0%	3	-19	0	0.0%	0.0%	0.0%	0.0%	63.8%	0	0	86.8%	81.7%					
10 Clerical Personnel	106	3.7%	1.0%	1.0%	1.0%	3	6	92	0.0%	3	-4	0	0.0%	0.0%	0.0%	0.0%	61.8%	4	4	80.0%	80.0%					
11 Intermediate Sales & Service	20	41.9%	0.0%	0.0%	0.0%	0	0	16	0.0%	0	-2	0	0.0%	0.0%	0.0%	0.0%	13.2%	2	2	66.7%	66.7%					
12 Semi-Skilled Manual	3	0.0%	0.0%	0.0%	0.0%	0	0	2	0.0%	0	1	0	0.0%	0.0%	0.0%	0.0%	51.1%	-1	-1	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%	0.0%	0.0%	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!					
14 Other Manual Workers	0	0.0%	0.0%	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0	0	0.0%	0.0%					
Total	2,275	4.0%				0	0	1,407	0.0%	0	-1,407	0		0			0.0%	1,407	1,407	61.8%	61.8%					

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis) - 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) x 100.

Table 10: Women

Employment Equity Occupational Group (EOOG)	Short-term Goals		Long-term Goals		Comments
	%	%	%	%	
01 Senior Managers	27.4		27.4%		We have a program in place "Access to Partnership" which takes in consideration the number of years of experience and competencies. We are working towards an equal number of women and men. The future favours this ratio, since the accounting field attracts more women.
02 Middle & Other Managers	0.0				
03 Professionals	0.0				
04 Semi-Professionals & Tech	0.0				
05 Supervisors	0.0				
06 Supervisors: Crafts & Trades	0.0				
07 Administrative & Sr Clerical	0.0				
08 Skilled Sales & Service	0.0				
09 Skilled Crafts & Trades	0.0				
10 Clerical Personnel	0.0				
11 Intermediate Sales & Service	0.0				
12 Semi-Skilled Manual	0.0				
13 Other Sales & Service	50.0		50.0%		
14 Other Manual Workers	0.0				
Total	0.0				

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

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	All Employees										Subsequent/Current Short-term Goals										Aboriginal Peoples						
	Number		Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years		3 Year Goals		Present		Projected		Present		Projected		
	YYYY-MM-DD	#	Actual Annually	%	Projected Annually	%	Over 3 Years	#	Actual Annually	%	Projected Annually	%	Over 3 Years	#	Required Over 3 Years	From: YYYY - YYYY	To: YYYY - YYYY	%	Present	%	Present Gap	#	Projected Gap	#	%	Present Representation	%
01 Senior Managers	237	0.3%	0.3%	0.5%	0.5%	4	8	4	1.7%	0.5%	0.5%	0	0	3	0	0	0	3.0%	2.9%	-3	-3	0	-3	0	1.7%	1.7%	
02 Middle & Other Managers	275	-12.8%	0.0%	1.0%	1.0%	8	8	6	17.7%	1.0%	1.0%	0	0	0	0	0	0	0.0%	2.2%	0	0	0	0	0	2.2%	2.2%	
03 Professionals	911	4.4%	1.0%	30.0%	30.0%	820	847	10	42.9%	0.0%	0.0%	9	12	-1	12	12	1.4%	1.4%	-3	-3	0	0	0	1.1%	1.4%		
04 Semi-Professionals & Tech	30	7.7%	2.0%	47.3%	10.0%	0	2	1	55.6%	0.0%	0.0%	0	0	0	0	0	0.0%	1.3%	1	1	0	0	0	3.3%	3.1%		
05 Supervisors	36	23.7%	2.0%	0.0%	0.0%	11	13	0	47.3%	0.0%	0.0%	0	0	0	0	0	0	0.0%	1.1%	0	0	0	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	2	0.0%	0.0%	0.0%	0.0%	0	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0	0.0%	0.0%	0	0	0	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	654	15.6%	0.0%	0.0%	0.0%	0	0	6	0.0%	0.0%	0.0%	0	6	0	0	0	0	1.8%	1.8%	-6	-6	0	-6	0	0.9%	0.9%	
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	0.0%	0.0%	0	0	0	0	0	0.0%	0.0%	
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	0.0%	0.0%	0	0	0	0	0	0.0%	0.0%	
10 Clerical Personnel	106	3.7%	1.0%	66.7%	1.0%	3	6	0	31.8%	1.0%	1.0%	0	2	0	0	0	0	1.6%	1.6%	-2	-2	0	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	20	41.9%	0.0%	200.0%	0.0%	0	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0	0.0%	0.9%	0	0	0	0	0	0.0%	0.0%	
12 Semi-Skilled Manual	3	0.0%	0.0%	0.0%	0.0%	0	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0	0.0%	0.8%	0	0	0	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	0	0	0	0	0.0%	0.8%	0	0	0	0	0	0.0%	0.0%	
14 Other Manual Workers	0	0.0%	0.0%	0.0%	0.0%	0	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0	0.0%	0.0%	0	0	0	0	0	0.0%	0.0%	
Total	2,275	4.0%				33.6%	0	27	0.0%	0.0%	0.0%	0	-27	0	0	0	0	0.0%	0.0%	27	27	27	0	27	0	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) x 100.
 ‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ (Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Short-term Goals	Aboriginal Peoples	Long-term Goals	Comments
01 Senior Managers	3.0	3.0%	3.0%	We have an accounting practice serving several CH 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 competency level and education we would favour an aboriginal person.
02 Middle & Other Managers	0.0	0.0%	0.0%	
03 Professionals	1.4	1.4%	1.4%	Most of our accounting services need CPA certification. To maintain a good relation and expand our business and serving the aboriginal communities we would favour hiring a aboriginal person who has the necessary competencies.
04 Semi-Professionals & Tech	0.0	0.0%	0.0%	
05 Supervisors	0.0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0.0	0.0%	0.0%	
07 Administrative & Sr Clerical	1.8	1.8%	1.8%	
08 Skilled Sales & Service	0.0	0.0%	0.0%	
09 Skilled Crafts & Trades	0.0	0.0%	0.0%	
10 Clerical Personnel	1.6	1.6%	1.6%	
11 Intermediate Sales & Service	0.0	0.0%	0.0%	
12 Semi-Skilled Manual	0.0	0.0%	0.0%	
13 Other Sales & Service	0.0	0.0%	0.0%	
14 Other Manual Workers	0.0	0.0%	0.0%	
Total	0.0	0.0%	0.0%	

Federal Contractors Program Achievement Report

Part 3: Goals

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

[Date: 2018-01-18]

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Turnover (Replacement of Terminated Employees)			From - To	2018					
	2018-01-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-01-01	Annually	Over 3 Years	#	#	%	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	%	%	%	%	
01/02 Managers	512	-6.3%	0.5%	8	9.7%	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	55.6%	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	47.3%	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	0.0%	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%	0.0%	0	36.6%	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%	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%	3	31.8%	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	66.7%	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)¹³ - 1) x 100.

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 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%	
06 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%	
13 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

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

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	All Employees												Subsequent/Current Short-term Goals												Members of Visible Minorities								
	Growth (New Positions)			Turnover (Replacement of Employees)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years			Turnover (Replacement of Terminated Employees)			Hires Over 3 Years			3 Year Goals			Present Availability			Projected Gap			Present Representation			Projected Representation in 3 Years		
	Number	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected		
01 Senior Managers	237	0.3%	0.5%	4	1.7%	0.5%	4	8	8	0	0.5%	0	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%	0	33	1	15.0%	15.0%	-33	-32	2.9%	3.3%														
03 Professionals	911	4.4%	1.0%	27	42.9%	30.0%	820	847	52	30.0%	47	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	2	8	0.0%	0	-1	0	0.0%	0.0%	1	-2	26.7%	25.0%														
05 Supervisors	36	23.7%	2.0%	2	47.3%	10.0%	11	13	5	10.0%	2	2	0	0.0%	0.0%	0	0	13.9%	7.9%														
06 Supervisors: Crafts & Trades	2	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%														
07 Administrative & Sr Clerical	654	15.6%	0.0%	0	36.6%	0.0%	0	0	25	0.0%	0	6	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	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%														
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	0.0%	0.0%														
10 Clerical Personnel	106	3.7%	1.0%	3	31.8%	1.0%	3	6	10	1.0%	0	-1	0	0.0%	0.0%	1	-3	9.4%	5.0%														
11 Intermediate Sales & Service	20	41.9%	0.0%	0	66.7%	0.0%	0	0	1	0.0%	0	3	0	22.2%	22.2%	0	-3	3.3%	3.3%														
12 Semi-Skilled Manual	3	0.0%	0.0%	0	200.0%	0.0%	0	0	0	0.0%	0	0	-1	0.0%	0.0%	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%	0.0%	0	0	0.0%	0.0%														
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%														
Total	2,275	4.0%		0	33.6%		0	0	110	0.0%	0	-110	0		0.0%	0.0%	110	110	4.8%	4.8%													

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) ÷ (Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) - 1) x 100.
 ‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ (Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) - 2) x 100.

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
01 Senior Managers	10.1	10.1%	We believe that those who are part of this group in the most part do not see themselves a visible minority and voluntarily do not declare themselves. Also, our geographical locations throughout 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.
02 Middle & Other Managers	15.0	15.0%	Same explanation as above
03 Professionals	26.3	26.3%	Same explanation as above
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	4.8	4.8%	Little turnover in this group.
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	22.2	22.2%	Little turnover in this group.
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total			

Federal Contractors Program Achievement Report

Part 4: Results - Women

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

[Date: 2018-01-18]

008004

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		All						Women						All						Women					
		Employees	Representation	Availability	Gap	EE Result	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference			
01	2014	235	42	17.9	27.4	64	-22	65.2	2	2	100.0	1	1	0	0	0.0	0	0	0	4	2	50.0	1	1	
	2018	237	44	18.6	27.4	65	-21	67.8	2	2	100.0	1	1	1	0	0.0	0	0	0	4	2	50.0	1	1	
02	2014	415	209	50.4	38.9	161	48	129.5	49	34	69.4	19	15	52	24	46.2	26	-2	61	26	42.6	31	-5		
	2018	275	127	46.2	38.9	107	20	118.7	49	34	69.4	19	15	52	24	46.2	26	-2	61	26	42.6	31	-5		
03	2014	801	521	65.0	53.7	430	91	121.1	281	153	54.4	151	2	382	185	48.4	248	-63	367	200	54.5	239	-39		
	2018	911	512	56.2	53.7	489	23	104.7	281	153	54.4	151	2	382	185	48.4	248	-63	367	200	54.5	239	-39		
04	2014	24	6	25.0	19.4	5	1	128.9	27	14	51.9	6	8	3	1	33.3	1	0	15	3	20.0	4	-1		
	2018	30	11	36.7	23.4	7	4	156.7	27	14	51.9	6	8	3	1	33.3	1	0	15	3	20.0	4	-1		
05	2014	19	13	68.4	53.4	10	3	128.1	17	1	5.9	9	-8	12	9	75.0	8	1	13	12	92.3	9	3		
	2018	36	29	80.6	52.2	19	10	154.3	17	1	5.9	9	-8	12	9	75.0	8	1	13	12	92.3	9	3		
06	2014	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	1	100.0	0	0	0	0	0	0.0	0	0	
	2018	2	2	100.0	38.4	1	1	260.4	0	0	0.0	0	0	0	1	100.0	0	0	0	0	0	0.0	0	0	

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All		Women		All		Women		All		Women		
		Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01	2018	-2	0	0.0	6	0.0	0.0	0.0	10	0.0	0.0	0.0		
	2021	-2	0	0.0	6	0.0	27.4	0.0	10	0.0	0.3	0.0		
02	2018	40	32	80.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	40	32	80.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
03	2018	296	138	46.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	296	138	46.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
04	2018	15	12	80.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	15	12	80.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
05	2018	16	-2	-12.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	16	-2	-12.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
06	2018	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

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

[Date: 2018-01-18]

008005

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis											Flow Data Analysis											
		All					Women					All					Women							
		Employees	Representation %	Availability %	#	Gap	EE Result %	Employees	Actual #	Expected %	#	Difference #	Employees	Actual #	Expected %	#	Difference #	Employees	Actual #	Expected %	#	Difference #		
07	Administrative & Senior Clerical	2018	423	389	92.0	83.0	351	38	110.8	220	54	24.5	185	-131	37	32	86.5	34	-2	197	156	79.2	181	-25
08	Skilled Sales & Service Personnel	2018	654	572	87.5	83.9	549	23	104.2															
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0
10	Clerical Personnel	2018	95	88	92.6	63.5	60	28	145.9	46	15	32.6	29	-14	1	1	100.0	1	0	32	28	87.5	30	-2
11	Intermediate Sales & Service Personnel	2018	7	7	100.0	61.8	4	3	161.8															
12	Semi-Skilled Manual Workers	2018	20	16	80.0	61.8	12	4	129.4	11	3	27.3	7	-4	0	0	0.0	0	0	9	9	100.0	9	0
		2014	0	0	0.0	0.0	0	0	0.0															
		2018	3	2	66.7	13.2	0	2	505.1	3	2	66.7	0	2	0	0	0.0	0	0	3	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All		Women		All		Women		All		Women		
		Employees	Actual #	Goal #	Percent of Goal Met %	Employees	Actual #	Goal #	Percent of Goal Met %	Employees	Actual #	Goal #	Percent of Goal Met %	
07	Administrative & Senior Clerical	2018	60	-70	-116.7	0	0.0	0	0.0	0	0.0	0	0.0	
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
10	Clerical Personnel	2018	15	-12	-80.0	0	0.0	0	0.0	0	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	2018	2	-6	-300.0	0	0.0	0	0.0	0	0.0	0	0.0	
12	Semi-Skilled Manual Workers	2018	0	2	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		2021	0	2	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

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

[Date: 2018-01-18]

008006

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis											Hires											Flow Data Analysis											Terminations						
		All Employees					Women					All Employees					Women					All Employees					Women					All Employees			Women						
		#	Representation %	Availability %	Gap #	EE Result %	#	Availability %	Gap #	EE Result %	#	Actual %	Expected #	Difference #	#	Actual %	Expected #	Difference #	#	Actual %	Expected #	Difference #	#	Actual %	Expected #	Difference #	#	Actual %	Expected #	Difference #	#	Actual %	Expected #	Difference #							
13 Other Sales & Service Personnel	2018	2	0.0	51.1	1	-1	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
14 Other Manual Workers	2018	0	0.0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0						
Total	2018	2,275	1,407	61.8	53.8	1,087	188	117.3	656	278	42.4	0	278	488	253	51.8	308	-55	701	436	62.2	442	-6																		

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	Actual %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %			
13 Other Sales & Service Personnel	2018	0	0.0	0	0.0	0	0.0	1	0.0	0.0	0.0			
14 Other Manual Workers	2018	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			
Total	2018	443	95	21.4	6	1583.3	0.0	0.0	11	863.6	0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

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

[Date: 2018-01-18]

008007

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis											Flow Data Analysis												
		All					Aboriginal Peoples					All					Aboriginal Peoples								
		Employees	Representation	Availability	Gap	EE Result	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference			
01	2014	235	4	1.7	2.9	7	-3	58.7	2	0	0.0	0	0	0	0	0.0	0	0	0	4	4	1	25.0	0	1
	2018	237	4	1.7	2.9	7	-3	58.2	2	0	0.0	0	0	0	0	0.0	0	0	0	4	4	1	25.0	0	1
02	2014	415	10	2.4	2.2	9	1	109.5	49	1	2.0	1	0	0	52	2	3.8	1	1	61	61	1	1.6	1	0
	2018	275	6	2.2	2.2	6	0	99.2	49	1	2.0	1	0	0	52	2	3.8	1	1	61	61	1	1.6	1	0
03	2014	801	10	1.2	1.4	11	-1	89.2	281	0	0.0	4	-4	382	1	0.3	5	-4	367	367	5	1.4	5	0	
	2018	911	10	1.1	1.4	13	-3	78.4	281	0	0.0	4	-4	382	1	0.3	5	-4	367	367	5	1.4	5	0	
04	2014	24	2	8.3	1.2	0	2	694.4	27	0	0.0	0	0	0	3	1	33.3	0	1	15	15	1	6.7	1	0
	2018	30	1	3.3	1.3	0	1	256.4	27	0	0.0	0	0	0	3	1	33.3	0	1	15	15	1	6.7	1	0
05	2014	19	1	5.3	1.4	0	1	375.9	17	0	0.0	0	0	0	12	0	0.0	1	-1	13	13	0	0.0	1	-1
	2018	36	0	0.0	1.1	0	0	0.0	17	0	0.0	0	0	0	12	0	0.0	1	-1	13	13	0	0.0	1	-1
06	2014	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	0	0
	2018	2	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	0	0

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All		Aboriginal Peoples		All		Aboriginal Peoples		All		Aboriginal Peoples		
		Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01	2018	-2	-1	50.0	1	-100.0	0.0	0.0	1	-100.0	0.0	0.0		
	2021	-2	-1	50.0	1	-100.0	3.0	1666.7	0	0.0	16666.7	0.0		
02	2018	40	2	5.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	40	2	5.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
03	2018	296	-4	-1.4	0	0.0	0.0	0.0	1	-400.0	0.0	0.0		
	2021	296	-4	-1.4	0	0.0	1.4	-96.5	0	0.0	-9652.5	0.0		
04	2018	15	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	15	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
05	2018	16	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	16	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
06	2018	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

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

[Date: 2018-01-18]

008008

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		All Employees					Aboriginal Peoples					All Employees					Aboriginal Peoples								
		#	Representation %	Availability %	Gap #	EE Result %	#	Availability %	Gap #	EE Result %	#	Actual %	Expected #	Difference #	#	Actual %	Expected #	Difference #	#	Actual %	Expected #	Difference #			
07 Administrative & Senior Clerical	2014	423	3	0.7	1.5	6	-3	47.3																	
	2018	654	6	0.9	1.8	12	-6	51.0		220	3	1.4	4	-1	37	0	0.0	0	0	197	1	0.5	1	0	
08 Skilled Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0
	2018	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	2014	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0
	2018	95	0	0.0	1.4	1	-1	0.0		46	0	0.0	1	-1	1	0	0.0	0	0	32	0	0.0	0	0	
10 Clerical Personnel	2014	106	0	0.0	1.6	2	-2	0.0																	
	2018	7	0	0.0	0.9	0	0	0.0																	
11 Intermediate Sales & Service Personnel	2014	20	0	0.0	0.9	0	0	0.0		11	0	0.0	0	0	0	0.0	0	0	0	9	0	0.0	0	0	
	2018	0	0	0.0	0.0	0	0	0.0																	
12 Semi-Skilled Manual Workers	2014	3	0	0.0	0.8	0	0	0.0		3	0	0.0	0	0	0	0.0	0	0	0	3	0	0.0	0	0	
	2018	0	0	0.0	0.0	0	0	0.0																	

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		
		#	%	Goal #	Percent of Goal Met %	#	%	Goal #	Percent of Goal Met %	#	%	Goal #	Percent of Goal Met %	
07 Administrative & Senior Clerical	2018	60	3.3	2	3.3	1	200.0	0	0.0	1	200.0	0	0.0	
	2021	60	3.3	2	3.3	1	200.0	1.8	185.2	0	0.0	18518.5	0.0	
08 Skilled Sales & Service Personnel	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09 Skilled Crafts & Trades Workers	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
10 Clerical Personnel	2018	15	0.0	0	0.0	0	0.0	1	0.0	0	0.0	0	0.0	
	2021	15	0.0	0	0.0	1	0.0	0	0.0	0	0.0	0	0.0	
11 Intermediate Sales & Service Personnel	2018	2	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	2	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12 Semi-Skilled Manual Workers	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

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

[Date: 2018-01-18]

008010

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Hires					Flow Data Analysis					Terminations			
		All Employees		Persons with Disabilities		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities			
		#	%	#	%	Gap	EE Result	#	%	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference
01 & Managers	2014	650	4	0.6	4.3	28	-24	14.3																	
02 & Managers	2018	512	4	0.8	4.3	22	-18	18.2		51	0	0.0	2	-2											
03 Professionals	2014	801	4	0.5	3.8	30	-26	13.1																	
04 Semi-Professionals & Technicians	2018	911	2	0.2	3.8	35	-33	5.8		281	0	0.0	11	-11											
05 Supervisors	2014	30	0	0.0	4.6	1	-1	0.0		27	0	0.0	1	-1											
05 Supervisors	2018	19	0	0.0	13.9	3	-3	0.0																	
06 Supervisors: Crafts & Trades	2014	36	0	0.0	13.9	5	-5	0.0		17	0	0.0	2	-2											
06 Trades	2018	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0											
	2018	2	0	0.0	7.8	0	0	0.0		0	0	0.0	0	0											

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	E + G x 100	Part 3: Goals	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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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities				
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
01 & Managers	2018	38	0	0.0	8	0.0	0.0	0.0	8	0.0	0.00	0.0		
02 & Managers	2021	38	0	0.0			4.3	0.0			0.04	0.0		
03 Professionals	2018	296	-1	-0.3	16	-6.3	0.0	0.0	2	-50.0	0.00	0.0		
03 Professionals	2021	296	-1	-0.3			3.8	0.0			0.04	-889.0		
04 Semi-Professionals & Technicians	2018	15	0	0.0	1	0.0	0.0	0.0	0	0.0	0.00	0.0		
04 Technicians	2021	15	0	0.0			4.6	0.0			0.05	0.0		
05 Supervisors	2018	16	0	0.0	1	0.0	0.0	0.0	0	0.0	0.00	0.0		
05 Supervisors	2021	16	0	0.0			13.9	0.0			0.14	0.0		
06 Supervisors: Crafts & Trades	2018	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
06 Trades	2021	1	0	0.0			0.0	0.0			0.00	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

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

[Date: 2018-01-18]

008011

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Terminations			
		All Employees		Persons with Disabilities				All Employees				Persons with Disabilities				All Employees		Persons with Disabilities				All Employees		Persons with Disabilities					
		#	%	Representation	Availability	Gap	EE Result	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference		
07	Administrative & Senior Clerical	2018	423	2	0.5	3.4	14	-12	13.9	220	1	0.5	7	-6	37	0	0.0	0	0	0	197	0	0.0	1	-1				
08	Skilled Sales & Service Personnel	2018	654	3	0.5	3.4	22	-19	13.5	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0				
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0				
10	Clerical Personnel	2018	95	1	1.1	7.0	7	-6	15.0	46	1	2.2	3	-2	1	0	0.0	0	0	0	32	1	3.1	0	1				
11	Intermediate Sales & Service Personnel	2018	7	0	0.0	5.6	0	0	0.0	11	0	0.0	1	-1	0	0	0.0	0	0	0	9	0	0.0	0	0				
12	Semi-Skilled Manual Workers	2018	3	0	0.0	4.8	0	0	0.0	3	0	0.0	0	0	0	0	0.0	0	0	0	3	0	0.0	0	0				

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants						Short-term Goals						Long-term Goals						Comments
		All Employees		Persons with Disabilities		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities						
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met					
07	Administrative & Senior Clerical	2018	60	1	1.7	2	50.0	0	0	0	3	33.3	0	0						
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0	0	0	0.0	0	0						
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0	0	0	0	0.0	0	0						
10	Clerical Personnel	2018	15	0	0.0	1	0.0	0	0	0	1	0.0	0	0						
11	Intermediate Sales & Service Personnel	2018	2	0	0.0	0	0.0	0	0	0	0	0.0	0	0						
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0	0	0	0	0.0	0	0						

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

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

[Date: 2018-01-18]

008012

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Terminations			
		All Employees			Persons with Disabilities			Persons with Disabilities			All Employees			Persons with Disabilities			All Employees			Persons with Disabilities			All Employees			Persons with Disabilities			
		#	%	Goal	Representation	Availability	Gap	EE Result	EE Result	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference				
13	Other Sales & Service Personnel	2018	2	0.0	6.3	0	0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0				
14	Other Manual Workers	2018	0	0.0	6.3	0	0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0				
Total		2018	2,021	11	4.1	83	-72	13.3	656	2	0.3	0	0	2	488	1	0.2	3	-2	701	3	0.4	4	-1					

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis
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Employment Equity Occupational Group (EEOG)	Year	New Entrants						Short-term Goals						Long-term Goals						Comments					
		All Employees			Persons with Disabilities			Persons with Disabilities			Persons with Disabilities			Persons with Disabilities											
		#	%	Goal	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Percent of Goal Met	Goal	Percent of Goal Met	Percent of Goal Met	Goal	Percent of Goal Met	Percent of Goal Met									
13	Other Sales & Service Personnel	2018	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
14	Other Manual Workers	2018	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Total		2018	443	0	0.0	29	0.0	0.0	0.0	14	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

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

[Date: 2018-01-18]

008013

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis											Flow Data Analysis											
		All Employees					Visible Minorities					All Employees					Visible Minorities							
		#	Representation %	Availability %	Gap #	EE Result %	#	Availability %	Gap #	EE Result %	#	Actual %	Expected #	Difference #	#	Actual %	Expected #	Difference #	#	Actual %	Expected #	Difference #		
01 Senior Managers	2014	235	0.0	10.1	24	-24	0.0	2	0.0	0	0.0	0	0	0	0.0	0	0	0	0	4	0.0	0	0	0
	2018	237	0.0	10.1	24	-24	0.0	2	0.0	0	0.0	0	0	0	0.0	0	0	0	0	4	0.0	0	0	0
02 Middle & Other Managers	2014	415	5.5	15.0	62	-57	8.0	49	14.3	7	14.3	7	0	52	1.9	1	0	0	61	3	4.9	1	2	
	2018	275	8.8	15.0	41	-33	19.4	49	14.3	7	14.3	7	0	52	1.9	1	0	0	61	3	4.9	1	2	
03 Professionals	2014	801	33.3	4.1	26.4	211	-178	15.6	21.7	281	38.1	13.5	74	-36	382	21	5.5	16	5	367	31	8.4	15	16
	2018	911	52.2	5.7	26.3	240	-188	21.7	21.7	281	38.1	13.5	74	-36	382	21	5.5	16	5	367	31	8.4	15	16
04 Semi-Professionals & Technicians	2014	24	4.4	16.7	17.1	4	0	97.5	119.0	27	11.1	40.7	6	5	3	0	0.0	1	-1	15	5	33.3	3	3
	2018	30	8.8	26.7	22.4	7	1	119.0	119.0	27	11.1	40.7	6	5	3	0	0.0	1	-1	15	5	33.3	3	3
05 Supervisors	2014	19	0.0	0.0	8.5	2	-2	0.0	109.4	17	4	23.5	2	2	12	0	0.0	0	0	13	0	0.0	0	0
	2018	36	5.5	13.9	12.7	5	0	109.4	109.4	17	4	23.5	2	2	12	0	0.0	0	0	13	0	0.0	0	0
06 Supervisors: Crafts & Trades	2014	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	0
	2018	2	0.0	9.6	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	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
01 Senior Managers	2018	-2	0.0	0	0.0	8	0.0	0	0.0	3	0.0	0	0.0	
	2021	-2	0.0	0	0.0	8	0.0	0	0.0	3	0.0	0	0.0	
02 Middle & Other Managers	2018	40	5.5	12.5	14	35.7	0.0	0.0	5	100.0	0.0	0.0		
	2021	40	5.5	12.5	14	35.7	0.0	0.0	5	100.0	0.0	0.0		
03 Professionals	2018	296	28.9	9.5	106	26.4	26.3	0.0	36.0	2	1,400.0	0.0	0.0	
	2021	296	28.9	9.5	106	26.4	26.3	0.0	36.0	2	1,400.0	0.0	0.0	
04 Semi-Professionals & Technicians	2018	15	6.4	40.0	0	0.0	0.0	0.0	0.3	3596.8	0.0	0.0		
	2021	15	6.4	40.0	0	0.0	0.0	0.0	0.3	3596.8	0.0	0.0		
05 Supervisors	2018	16	4.4	25.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	16	4.4	25.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
06 Supervisors: Crafts & Trades	2018	1	0.0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	1	0.0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

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

[Date: 2018-01-18]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2014	423	11	2.6	5.2	22	-11	50.0																	
	2018	654	25	3.8	4.8	31	-6	79.6	220	31	14.1	11	20	37	1	2.7	1	0	197	23	11.7	5	18		
08 Skilled Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	
09 Skilled Crafts & Trades Workers	2014	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	
10 Clerical Personnel	2014	95	2	2.1	8.6	8	-6	24.5																	
	2018	106	10	9.4	8.1	9	1	116.5	46	12	26.1	4	8	1	0	0.0	0	0	32	4	12.5	1	3		
11 Intermediate Sales & Service Personnel	2014	7	0	0.0	22.2	2	-2	0.0																	
	2018	20	1	5.0	22.2	4	-3	22.5	11	1	9.1	2	-1	0	0	0.0	0	0	9	0	0.0	0	0		
12 Semi-Skilled Manual Workers	2014	0	0	0.0	0.0	0	0	0.0																	
	2018	3	1	33.3	2.3	0	1	1,449.3	3	2	66.7	0	2	0	0	0.0	0	0	3	1	33.3	0	1		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2018	60	9	15.0	4	225.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	60	9	15.0	4.8	312.5	0.0	3125.0	0.0	3125.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
10 Clerical Personnel	2018	15	8	53.3	1	800.0	0.0	0.0	1	800.0	0.0	0.0		
	2021	15	8	53.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
11 Intermediate Sales & Service Personnel	2018	2	1	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	2	1	50.0	22.2	225.2	0.2	2252.5	0.2	2252.5	0.0	0.0		
12 Semi-Skilled Manual Workers	2018	0	1	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

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

[Date: 2018-01-18]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2014	2	0	0.0	24.3	0	0	0.0																
	2018	1	0	0.0	24.3	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2014	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2014	2,021	55	2.7	16.6	335	-280	16.4																
	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	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	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		
	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

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

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

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).

[Redacted]

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

n/a - we are not a unionized organization.

- Other.

[Redacted]

Additional Details

Please provide any additional information (optional):

Shared Services is centralized since September 2015 where the same processes and paperwork are used throughout the network. This adds a level of control with the states.

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

DATA VERIFICATION

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

Yes No

Comments: None

I have verified that the data provided in the Achievement Report is consistent with that found in Forms 1 to 6:

Yes No

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 reasonable 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			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 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			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 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			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
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		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
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.

Name of Analyst: Maurice N. Yakibonge

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 Federal Contractors Program (FCP) under the Employment Equity Act.

The purpose of this subsequent assessment was to verify whether or not your organization has maintained compliance with the requirements of the FCP and made reasonable progress and/or reasonable efforts to achieve employment equity.

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of 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 under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

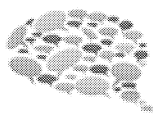
Your cooperation during the course of this compliance assessment was appreciated and we wish Raymond Chabot Grant Thornton S.E.N.C.R.L. continued success in achieving a diverse and inclusive workplace.

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@hrsdcc.gc.ca

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdcc.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!