

+ /



]gY p ci f Xi d`Ub ghfUhs[] i Y + +
 YffY Yb j UYi f `Y a UfWs Xi hfUj Uj` `cWU
 DUWbYg XsZg Yhcddcfh b]hsq



Marché des demandeurs d'emploi

YbhfY XY Xsj YcddYa YbhXY `Ua Ujb X i j fY

DY YbhfY Zf cf ZfWY Yj Ycda Ybh Yghj chfYY dYfhXi a UfWs Xi hfUj Uj `cWU XUbg `Yg Vta hsg XY Ughj[g fj]bW X UfX YhDYbbc XXj[rcb) b]hUYa YbhVebg]hi sY gci g `Y bca XY ca a]gg]cb XY Zfa U]cb Xi YbhfY ghXY ` b]U]c Yb , Y`Y ZbW]cbbyVta a Y`i b XYg VebgY]g p i hcb b `i WU]Zp hfUj Yfg ` b]U]c YhgY VebWbhfY gi f `UfYWYfWY gi f `Ya UfWs Xi hfUj Uj `cWU Yh`Y Xsj YcddYa YbhXY `Ua Ujb X i j fY

Yghfs [] dUf i b VebgY] XUa]b]ghfU]cb sbsj c`Y i] Zi fb]hi bY cf]Yb]U]cb YggYb]Y`Y U U]W]]hsg Xi VebgY] U]bg] i i bY Veb]f] i]cb]a dcf]U]bhY dci f fsgci XfY `Yg dfc ` a Yg XY a Ujb X i j fY `cWU

D

sWHZ

a]]Y DYbY] Yi dfsg]XYbhY s]ggU i h]ub gYV]s]U]fY

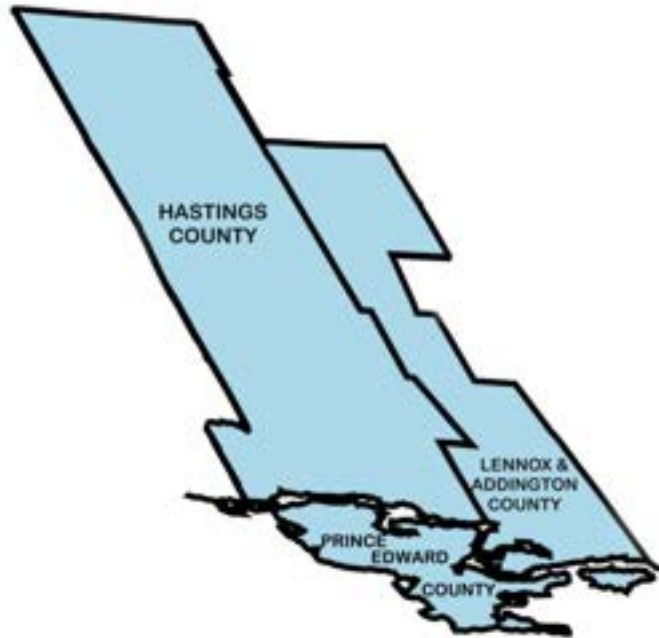
D]gU bbY U]hYb j]W] dfsg]XYbhY f]W cj]b[U hfsgcf]Yf

]fYV]i fg [sbsfU

Yuh Yf cggU X]fYV]i]W] `U]f Ua `Y X]fYV]i f s]ggU i h]ub X]fYV]i]W]

f]UbV]g UXYU X]fYV]i f UfX] U]hY X]fYV]i f Veth U YY fsU]gU]hY f

fU]]f]]bY X]fYV]i f Y fU Ua X]fYV]i f



DY a U]sf]Y Veb]h]bi XUbg W]fUddcfhU]s]s d]fsdU]s dUf `Y YbhfY Zf cf ZfWY Yj Ycda Ybh YhYgh]f]s XY X]j YfgYg gci fW]g Veb]g]X]s]fYg Vta a Y Z]U `Yg) ci g bY Z]jgcbg U W]bY XsWU]U]cb ci [Uf]Ub]Y] Y d]V]hY ci]a d]V]hY i Ubhp gcb Y U]V]h XY ci gcb Y U gh]j]]s) b Zi fb]gg]Ub]hW] a U]sf]Y b Ugg] a Y U W]bY fYgdc]bgU]]s) DYg cd]b]cbg Y df]a sYg bY fYZ h]bhdU]g bsW]ggU]f]Ya YbhW]`Yg Xi [ci j YfbYa YbhXi Ub]UXU ci Xi [ci j YfbYa Ybh XY ` b]U]c) Y fUddcfhU]s]s di `]s Yb Z]j f]Yf + /)



U `Y XYg a Uh] fYg

Ya YfVYa Yb]g))))))

sgi a s UbU]j i Y))))

b i hY a d`c Yf bY + /)

DYg Yb]fYdf]gYg WUbUX]YbbYg W`a dhYbh)))

dYf i XY `Udcdi `Uh]cb UM]j Y..... ,

XY Y`Yj]`Y i]bhY i Ygh.....

fc] fUa a Yg X a d`c] b]Uf]c

ddfYb]ggU] Yg +

i j Yb]cb UbUXU b]Uf]c dci f `Ya d`c].....

Yfj]Wg XYa d`c].....3/

`d U s]gU]cb YhW`a ds]hYbWg XY UgY 3

Y]`Yi fg Ya d`c]g b]Uf]c XYi] a YWUff] fY / ,

cbbY]cb a d`c] Yi bYggY /

cbbY]cb a d`c] Yi bYggY //

W]cbg p `cb] hYfa Y]gY p ci f + / /

b fsgi a s.....

Ya YfVYa YbhgdsV]U.....



DY YbhfY XY Xsj YcddYa YbhXY `Ua Ujb X i j fY Y dfja YgUg]bWfY [fU]h XY U a Ya fYg XY `UW@a a i bU h
Xcbh`UW@bf] i h]cb]bYgh]a U `Y Yh`Y gci h]Yb]bXsZVW] `Y cbhV@bf] i s XY a Ub] fY g[[b]ZVW]h] Y p `U WsU]cb Xi UddcfhXY
d`Ub]ZVW]h]cb Xi a UfWs Xi hfUj U] `cWU + + /) b h]bh i]bh]fa sX]U]fYg XY a Ujb X i j fY Xsj ci sg bci g V@`U cfcbg
dci f UW i sf]f i bY W@a dfs Ybg]cb [`c UY XYg XsZg YhXYg cddcfh b]h]g]b sfYb]g p `UXYa UbXY Yhp `cZ]Y XY bcfY a UfWs
Xi hfUj U] `cWU)

ci g h]bcbg s[UYa Ybhp Y dfja Yf bcfY dfcZbXY [fU]h XY p bcfY Ygh]a s dYfgcbbY Yhp bcfY W@bgY] XU@a]b]ghU]cb
dci f `Yi f Yb[U] Ya Ybh]bs fUb`U `Y Ybj Yfg bcfY a]gg]cb XY Z]i fb]f p bcfY fs[]cb XYg]bZ]fa U]cbg dYfh]bYbh]g gi f `Y
a UfWs Xi hfUj U] `cWU dci f [i]XYf `Yg YZ]f]g YZ]VW]g XY Xsj YcddYa YbhXY `Ua Ujb X i j fY)

Y d`i g bci g fY W@bbU]ggcbg `Yg W@bf] i h]cbg Y W]d]h]cb]bY`Yg XY]UbY ci V]Y UbU ghY Ygh]a sY Xi a UfWs Xi hfUj U]
U df g XY `U ca a]gg]cb XY Z]fa U]cb XY ` ghXY ` bh]f]c Xcbh`Y dYfh]gY gdsV]U]gsYU ci s i b f `Y Xsh]fa]b]bh
XUbg `UW@`YV]Y Yh`UX]Z] g]cb XY XcbbsYg V]i V]U]Yg dci f W] fUddcfh)

ci g Ugd]fcbg g]bWfYa Ybhp W] i Y W] fUddcfhU]h] [bY gcb c YV]Z]XY gYbg]]]gU]cb U W@bX]h]cbg Xi a UfWs Xi hfUj U]
`cWU YhV@bg]h]i Yi bYa]gY p ci f W@a d` h] Xi d`Ub XUW]cb XY `UbbsY dfsV@XYbh] i] U]i XYg YZ]f]g W@a a i bU h]f]Yg
W@`YV]Z]g U]h]U i Yf p XY bca fYi gYg i Ygh]cbg dYfh]bYbh]g)



sgi a s Y sW hZ

b Zj f]Yf + Y YbhfY dci f Y Xsj YcddYa YbhXY `Ua Ujb X i j fY U Xsj c]s gcb XYfb]Yf d`Ub ghfUrs[] i Y hf]YbbU Vtbbi gci g `Y bca XY `Ub Xi a UfWs Xi hfUj Uj `cWU D) cb i dci f [i]XYf `Yg YZc:fg XY Xsj YcddYa Ybh XY `Ua Ujb X i j fY `cWU Y XY + p +) Y DD + / dfsgYbhf i bYa]gY p ci f Vta d` hf Xi d`Ub X U M]cb ghfUrs[] i Y hf]YbbU) Y d`i g] `cZY i b UdYf i XsfUj`s XYg Xsj YcddYa Ybhg fsWbfg Vti j fUbhXj Yfg gV M] fg XY `Ua Ujb X i j fY `cWU Y X Ubg `Y Ugg]b j Yfg UbhXYg Vta hsg XY Ugh]b[g f]bWV X UFX YhDYbbc XX]b[hcb U Vti fg XY `U XYfb] fY UbsY)

i Vti fg XY `U dsf]cXY + + / Ua Ujb hYbi g U VtbbWbhfU]cb gi f `Y gV M] f XY `U gUbs Yb X]f] Y U bhi bY ghfUrs[] Y Vt`U cfU]j Y XY fYgcci fWg i a Ujb Yg X Ubg `Y gV M] f XY `U gUbs Vta dcgsY XY fV M] hf] fg YhXsXi VUhf] fg `cWU Yb gc]bg XY gUbs) s i ha Ufg + / Udi `]s i bY j]Xsc j]gUbh p dfca ci j c]f `Yg cddcfh b]hsg XY VUhf] fY Yh `U Zfa U]cb X Ubg `Yg a sh]Yfg XYg hfWbc`c[]Yg X]a U] Yf]Y X]U] bcg] i Y V] `Ubh gdsV]z i Ya YbhXYg f `Yg hf]g i Y `Yg hfWbc`c[i Yg Yb fUX]U]cb a sX]WU Y) Yhf] j]Xsc a Uf i U]h `Y hf]c]g] a Y j c`YhXi bY gsf]Y XY j]Xsc gi f `Yg gc]bg XY gUbs di `]s Yg dfsVtXYa a Ybh i]a Yhf]YbhYb `i a] fY `Yg cddcfh b]hsg XYa d`c] X Ubg `Yg `U cfU]c]fYg a sX]WU Yh `]bXi gh]Y XYbhf]Y) Y fUddcfh + / fs]h fY `]a dcf]U bWV Xi Xsj YcddYa Ybh XY `Ua Ujb X i j fY X Ubg `Y gV M] f XY `U gUbs Yh X Ubg X U hfYg gV M] fg hfUX]hcb bYg U df]gYg Uj YWY Xsj YcddYa YbhXY `Ua Ujb X i j fY Vta a Y `Uj Ybhf Yh` hf`Yf]Y)

b Ubj]Yf + / Ua Ybs gcb Yb i hf a d`c Yf bY Y cftUbh `Yg YbhfYdf]gYg `cWU Yg p XcbbYf i b UdYf i XY `Yi f g]h U]cb U M] Y`Y Yb a U] fY XY a Ujb X i j fY YhXYg c ghUWYg fYbVtbbfsg X Ubg `Ya U WY `U Zfa U]cb Yh `U fshYb]cb XYg Ya d`c sg) DYg fsg i `Uhg XY `Yb i hf cbhfs]s` i b WUb[Ya YbhXcf]Ybhf]cb bcfU `Y dci f `Y fUddcfhXY W M] UbsY gs`c[] bUbhXYg]a dU M]]a dcf]U bhg dfsVtXYa a Ybh c gYf] sg gi f `Ya UfWs Xi hfUj U] `cWU Yb fU]gcb XY `U dU bXsa]Y XY ,) DU a Ucf]h XYg Ya d`c Yf fg]bhYffc[sg cbh]bX] i s i Y `U dU bXsa]Y b Yghd`i g `U df]bV]dUY WU gY XYg dsbi f]Yg YhXYg XsZ]g Yb a U] fY XY a Ujb X i j fY)

U[fs XYg Ua s]cfU]cbg [`c UYg X Ubg `Y fV M] hf] YbhXY a Ujb X i j fY XY bca fYi gYg YbhfYdf]gYg cbhYbVtbfY XYg X]Z]W `hsg p dci f] c]f `Yg dcghYg j U M] bhg) Yhf] fsU]h] sa Yf[Ybhf gY dfcZ]Y XYdi]g d`i g]Yi fg UbsYg Uj YWU hf]X U bWV dYfg]ghU bh] gYcb `U i Y`Y] `U d`i g XcZ]Yg XYa d`c] X Ubg bcfY Vta a i b U] h] i Y XY WUbX]X Uhg X]gdc] `Yg ci X]gdc]sg p `Yg Vta `Yf) Uf Vtbg]s i Ybh `Yg YbhfYdf]gYg fYbVtbbfYbhXYg X]Z]W `hsg dci f hfci j Yf `Yg hf]Ybhg bsWgg]U]fYg Yha U]bhYb]f i b Ybj]fcb bYa YbhXY a UfWs Z]j cfU `Y U] XYa U bXYi fg XYa d`c])

DYg YbhfYdf]gYg `cWU Yg U W]hsg XYg dU hf]Yg dfYbU bh]g XYg UggcV]U]cbg XYa d`c Yf fg Xi Xsj YcddYa Ybh sVtbbca] i Y XYg sXi VUhf] fg YhXYg dfYghU]f]Yg XY gYf]]Wg XYa d`c] cbhdU hf]]s i bY Vtbbf] i]hcb dfsV]Yi gY Uj YWY

U Vti fg XY `U XYfb] fY UbsY Yb hf]a Yg XY XsZ]g]sg p `Ua Ujb X i j fY `cWU YhXY gc`i]hcbg dcgg] `Yg dci f `Yg fY`Yj Yf) DU Vtbbf] i]hcb Vt`V M] Y U gci]] bs `Y Z]W M]h] XYg U M]]hsg gi [[sfsYg X Ubg `Y d`Ub X U M]cb X Ubg `U VtbbZ]fa U]cb XYg Xca U]b Yg Vtsg XsV]hg X Ubg `Uj Yfg]cb cf]]bUY Xi DXY + YhX Ubg `Uj Yfg]cb U M] U]gsY Xi

DXY +) YdYbX Ubh] U s[UYa Ybh]XYbhf]Zs `Yg Xca U]b Yg bsWgg]U]bhi bY fsj]g]cb YhXYg a]gYg p ci f U]bg] i Y

sgia s Y sW hZ

Uj YWXY bci j Y`Yg dYfgdYVWj Yg gi f `Yg dfscWVdUjcbg XY `Ua Ujb X i j fY Yh`Yg gc`i hcbg dchYbHj`Yg) cHLa a Ybh `Yg Xca UjbYg bci j YU ci fsj jgsg gi j Ubtg cbhstS jXYbhZsg Vta a Y YggYbhj`Yg dci f Vta `Yf `Yg `UWbYg XsZg Yh cddcfhi b]hsg Y jgUbtg YhZ hi fg UggcV]sg U Xsj YcddYa YbhXY `Ua Ujb X i j fY `cWY

,) HjfYf]bts[fYf YhfYhb]f `Yg [fci dYg a Uf[]bU]gsg YhVtbZcbts p XYg c ghUWYg gi f `Ya UfWs Xi HfUj U] bcfLa a Ybh`Yg ja a j[fUbtg `Yg Yi bYg `Yg dYfgcbbYg UbX]WdsYg WVi i]cbh Ygc]b Xi b `c[Ya Ybh U cfXU `Y `Yg j]V]a Yg XY X]gV]a]bU]cb ZbXsY gi f ` [Y Yh`Yg dYfgcbbYg jggi Yg XY a]]Yi XsZj cf]gsg ci V]a]bYg)

) jXyf `Yg Ya d`c Yi fg p UHjfYf Yhp fYhb]f XYg HfUj U]`Yi fg XUbg XYg dcghYg X]ZV]Yg p dci fj c]f Vta df]g `Yg a Uggch sfUdYi Hrg YbfY[]ghfsg `Yg d g]ch sfUdYi Hrg `Yg fYdfsgYbHUb]g Vta a YfV]U Yh`Yg a sh]Yfg gdsV]U]gsg Hrg i Y `Yg W]g]b]Yfg `Yg s sb]ghYg `Yg s`VW]V]Ybg]bXi gh]Yg `Yg cfH]W`Hri fg dU gU]ghYg `Yg ci H]`Yi fg Ui ghYi fg YhU HfYg)

) DUbsV]gg]h XUXcdHf XY bci j Y`Yg H`Wbc`c[]Yg H`Yg i Y `]bh`][YbVW UfH]ZV]Y`Y `]bts[fU]cb Yh`Udfca ch]cb XY Zfa U]cbg `cWYg Yhci j]fhi Y`Yg dci f La s]cfYf `Yg Vta dshYbWVg XYg XYa UbXYi fg XYa d`c] YhXYg gU]f]sg Y jgUbtg)

b VtbW]g]cb `Yg Vta a i bU hsg fY`Yj UbhXY `U Vta dshYbWV Xi gcbhVtbZcbts Yg p XYg XsZg XY a Ujb X i j fY g]a]U]fYg p WVi fYbVtb]fsg p `sWY`Ydfcj]bV]UY YhbU]cbUY U[fs W`U bcfY fs[]cb fi fUY Vta sg]j Y XY ` ghXY` bhU]c Z]jhdYi j Y XY fsg]]YbVW) DYg ghfUrs[]Yg UZ]bsYg XsV]Hrg XUbg W XcW a YbhczYbhXYg d]ghYg dfca YHri gYg dci f fYa sX]Yf U dsbi f]Yg XY a Ujb X i j fY `cWY YhU]XYf `Yg YbfYdf]gYg p UHjfYf Yhp fYhb]f YZ]V]W]a Ybh`Yg Ya d`c sg)

UbX] Ua gU

UbX] Ua gU

JfYV] f Y sW hZ

YbfY XY Xsj YcddYa YbhXY `Ua Ujb X i j fY



cbXU[Y a d`c Yf bY + /

b Ubj]Yf + / `Y YbfY Zf cf ZfW Yj Ycda Ybh U]bj]ts `Yg YbfYdf]gYg `cVU`Yg XYg Wta ts g XY Ugf]b[g f]bVW X UfX YhDYbbc XX]b[tcb p dUf]V]dYf p gcb gcbXU[Y a d`c Yf bY + /)DYb i hY a d`c Yf bY Usts Wtb i Y dci f fYWY]`jf XYg]bZfa U]cbg gi f i bY gsf]Y XY i Ygh]cbg bch]a a Ybh`Yg dchgYg j UWUbtg dfc Yts g `Yg]bhYb]cbg XYa U WY `Yg g]fUts[]Yg Yh`Yg XsZg XY fYVti hYa Ybh U]bg] i Y Y dc]bhXY j i Y XYg Ya d`c Yi fg gi f `Yg Wta dshYbVWg `sXi WU]cb Yh`U Zfa U]cb XYg WUbX]XUtg)

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- Les travailleurs de moins de 25 ans continuent de représenter une part plus faible de la main-d'œuvre globale, avec 11 % des salariés interrogés ont 25 ans et moins.
- Étant donné que 25 % de la main-d'œuvre a plus de 55 ans, la bulle imminente de la retraite parmi ce groupe démographique aggravera les défis de recrutement d'employés.
- 60 % des employés occupaient un poste régulier à temps plein, comparativement à 89 % lors du dernier sondage période en 2022.
- 23 XYg gU]U]sg cVW dU]Ybhi b dchgY fs[i]Yf p hYa dg dUf]Y WtbhY Yb +)
- Les répondants ont indiqué que les trois professions les plus difficiles à pourvoir étaient les massothérapeutes / physiothérapeutes enregistrés, les représentants commerciaux et les métiers spécialisés.
- 62% des répondants ont indiqué avoir embauché au cours des 12 derniers mois.
- 58 % des personnes interrogées ont indiqué qu'elles prévoyaient d'embaucher en 2024, contre 65 % en 2022.
- Les trois principales raisons motivant les besoins en recrutement étaient 1. et l'augmentation des ventes, 2. la réorganisation des main-d'œuvre des employeurs, 3. Adoption des nouvelles technologies
- 17 % des employeurs ont déclaré que les besoins en compétences des employés avaient changé depuis janvier 2023.
- 93% des employeurs tentent de recruter localement.
- 12 % des employeurs ont eu accès à des programmes de développement de la main-d'œuvre ou à une formation par apprentissage.
- 81% des personnes interrogées estiment avoir un lieu de travail diversifié.
- 50 % des répondants ont indiqué qu'ils n'avaient pas embauché de nouveau Canadien.

DYg YbLfYdf]gYg WUbUX]YbbYg Vta dhYbh

Di bY XYg dfYa] fYg a Ygi fYg i] XcbbYbhi b UdYf i XY` sWt bca]Y XY bchfY fs[]cb Ygh`Y ca fY XYbLfYdf]gYg WUbUX]YbbYg di]s gYa Ygf]Y`Ya YbhdUf fUhg] i Y UbUXU) Yg W]ZYg XYbLfYdf]gYg WUbUX]YbbYg bci g dYfa YhYbhXY a]Yi Vta dfYbXfY`U Vta dcg]hcb XY`UXYa UbXY XY a U]b X i j fY XY`U fs[]cb Yb Y Ua]bUbh`Y dci fWYbU] Y Xi fctU XYg YbLfYdf]gYg cdsfUbhXUbg WU i Y gYVWf ci X]gf] i hcb)

DYg fU`YU , , Yh, i Y`cb fci j Y fYgdYVWj Ya YbhU dU] Yg 3 Yh Y Ua]bYbh`U Vta dcg]hcb XYg sWt bca]Yg XYg Vta hsg XY Ugh]b[g f]bW X UfX YhDYbbc XX]b[fcb gYcb`Y bca fY Yh`U fU]`Y XYg YbLfYdf]gYg Uj YWY bca fY XYa d`c sg XUbg WU i Y gYVWf f))

DYg XcbbYg]bX] i Ybh i Y`Yg YbLfYdf]gYg Y d`c]rs Yg dUf XYg YbLfYdfYbYi fg]bXsdYbXUbrg fYdfsgYbHh d`i g XY XYg , , YbLfYdf]gYg Yb UVWj]rs XUbg`Y Vta hsg XY Ugh]b[g , XYg YbLfYdf]gYg Yb UVWj]rs XUbg`Y Vta hsg XY f]bW X UfX Yh XYg ++3 YbLfYdf]gYg Yb UVWj]rs XUbg`Y Vta hsg XY DYbbc Yh XX]b[fcb) XY i]b +)

Ubg WUVWb XYg ffc]g Vta hsg`Y XYi] a Yh dY XYbLfYdf]gY`Y d`i g fsdUbXi Yb hYfa Yg XY fU]`Y Ygh WUggs dUfa]`Yg a]Vfc YbLfYdf]gYg Xs Zb]Yg Vta a YVW`Yg Ya d`c Ubha c]bg XY dYfgcbbYg)



DYg YbhfYdf]gYg WUbUX]YbbYg Wta dhYbh

ca hš XY Ugh]b[g

U `YU , sdUfh]cb XYg YbhfYdf]gYg dUf gVWVi f YhdUf IfUbWY XY hU]`Y XYg Ya d`c sg

`Yg]bXi gh]Yg	i Wb Ya d`c s Ya d]Wc , p / Ya d		Yfh p Ya d		c Yb , ++ / Yi fcg		fUbX ++	
	cb	%	cb)	%	cb	%	Ncb)		Non .	%
[f]W`hi fY ZfYghYf]Y d WY WUggY		γ	33	/)	/	,)	+	++	+	++
HfUM]cb XY dsfc`Y [U WUff] fYg		++		+,		+	+	++	+	++
h]j]UfYg	/	+	,	++		+	+	++		, 3)
cbgfii W]cb	3	3	/	,	3/	,/)	,	,)	+	++
U f]WU]cb	, +/	,))	, , +)	, 3	+		, 3)
DY Wta a YfW XY [fcg	, +	, γ	3)3)	+	++	,	,)
ca a YfW XY XstU]	3	/		, +3	/ +	+ 3	, ,	, 3)	+	++
fUbgdcfhYhYbhfYdcgU] Y		/)		/))	,	,)	+	++
bXi gh]Yg XY `]bZfa U]cb YhW`hi fY`Yg	3	+		, ,)) +	+	++	+	++
]bUbWVg YhUggi fUbWVg		/		,)	3)	,	,)	+	++
a a c]]Yf Yh`cWU]cb	, +	3	, ,)	/)	+	++	+	++
fcZgg]cbBY W]Yb]Z i Y YWb] i Y	,)	, ,)	3	/)	+	++	+	++
Ygh]cb XYg bhYdf]gYg	,	+	3	+ /		+ /	+	++	+	++
Xa]b]ghU]i f) f]b]h]b]X]b]h sWYtg Ya sX]U]cb) +	3	/ ,)	3	/)		γ	,	,)
Yfj]WVg sXi WU]Z		+	,	+		, ,)	,	,)		, 3)
c]bg XY gUbts YhUgg]ghUbWV gcV]U]Y	/)	, 3)	/	, , γ	,	+	,	,)
ftg Xj Yfh]ggYa Ybtg `c]g]fg	, +	, γ		, ,)		,	,	,)	+	++
s Yf[Ya YbhYhfYghU fU]cb	, 3	,)	/	,)	,	, ++	/)3	+	++
i hfYg gYfj]WVg	/	γ	/ +	, ,	,)		,)	+	++
Xa]b]ghU]cb di] i Y	+	++		+,	,	, ,)		γ		, 3)
cb WUggs)	,)		,)	,	,)	+	++
D	3 +		+3		, 3				, ,	

ci fW bhYdf]gYg UbUXUWta dhY i]b +

DYg YbhfYdf]gYg WUbUX]YbbYg Wca dhYbh

ca hS XY f]bWY Xci UfX

U `YU , sdUfh]cb XYg YbhfYdf]gYg dUf gYWMi f YhdUf HfUbWY XY HJ`Y XYg Ya d`c sg

Yg]bXi gf]Yg	i Wb Ya d`c s Ya d]Wc , p / (Ya d)		Yfh p (Ya d)		c Yb , ++ / (emp)		fUbX ++ (emp)	
	cb	%	Ncb.	%	cb)		cb	%	Ncb)	
[f]W`hi fY ZfYghf]Y d WY WUggY)	,))		++	+	++
HfUM]cb XY dsfc`Y [U WUff] fYg		+,	+	++		+	+	++	+	++
H]H]UfYg	, /	+		+	+	++	+	++	+	++
cbgf]i W]cb	,	3)	, , +]3		,)	,	, ++	+	++
U f]WU]cb)	,)	/,]3	,	, ++	+	++
DY Wca a YfWY XY [fcg	/	,)	, ,	,)	, ,)	+	++	+	++
ca a YfWY XY XshU]	, +	/)	/)		,)		++	+	++
fUbgdcfhYhYbhfYdcgU] Y	/ +	,	+) +		,)	+	++	+	++
bXi gf]Yg XY`]bZfa U]cb YhW`hi fY`Yg	/,	,)	, ,	,)		,)	+	++	+	++
]bUbWYg YhUggi fUbWYg	, ,	/)	10	,	10])	+	++	+	++
a a c]]Yf Yh`cWU]cb	3+		/)		,)	+	++	+	++
fcZgg]cbby` VYbh]Z i Y YWb] i Y	,	, +)) +	,) +	+	++	+	++
Ygh]cb XYg bhfYdf]gYg	, 3	+		+	,	+	+	++	+	++
Xa]b]gfUhi f) i f]bhbxUbh sWYg Ya sX]U]cb	/)	+	/)	, 3	/)	,	, ++	+	++
Yfj]WYg sXi WU]Z		+ 3		+		+	+	++	+	++
c]bg XY gUbhs YhUgg]ghUbWY gcW]UY	,	/]3		, +)	/	, ,)	,	, ++	+	++
f]tg Xj Yfh]ggYa Yb]g `c]g]f]g	/	,)	,	,)3	Xj])	+	++	+	++
s Yf] Ya YbhYhfYg]U fU]cb	, /	/]3		/]	3	,)	,	, ++	+	++
i hfYg gYfj]WYg	, +	/),	/]3	,	,)	+	++	+	++
Xa]b]gfU]cb di] i Y	+	++	+	++	,	+	+	++	+	++
cb WUggs	+)	/	3)	,	/)	+	++	+	++
D					/, 3		10		+	

ci fW bhfYdf]gYg UbUXUWca dhY i]b +

DYg YbfYdf]gYg WUbUX]YbbYg Wæa dhYbh

ca lš XY DYbbc Yh XX]b[hcb

U `YU , sdUfh]hcb XYg YbfYdf]gYg dUf gYMMi f YhdUf HfUbWY XY HJ]`Y XYg Ya d`c sg

Yg]bXi gff]Yg	i Wb Ya d`c s Ya d]Wc , p / Ya d		Y]h p Ya d		c Yb , ++ / Yf fcg		fUbX ++	
	cb	%	Ncb	%	cb	%	cb	%	cb)	
[f]W`hi fY ZefYgh]Y d WY WUggY	+	,		/)	+	++	+	++	+	++
HfUM]cb XY dsfc`Y[U WUff] fYg		+,		+	+	++	+	++	+	++
h]`]H]fYg		+	,	+	+	++	,)	+	++
cbgffi W]cb	/	,+	,	,	,]	+	++	+	++
U f]W]hcb		,)	,,	,)	/	,]3		,)	,	++
DY Wæa a YfW`XY [fcg		,]	,))	+	++	+	++
ca a YfW`XY XsHJ]		/	/3	3,	,)		++	+	++
fUbgdcfhYhYbfYdcg] Y	3/)	+	,))	,)	+	++
bXi gff]Yg XY `]bZfa U]cb YhW`hi fY`Yg	,	+	X]	,)	+	++	+	++	+	++
]bUbW]g YhUggi fUbW]g	,+	/)	,)	,]	+	++	+	++
a a c]]Yf Yh`cW]hcb		/		/]	+	++	+	++	+	++
fcZgg]cbbY` V]Yb]Z i Y YWb] i Y	+/	3	/	,	+	++	+	++	+	++
Yg]cb XYg b]fYdf]gYg	,	+3	+	++	+	++	+	++	+	++
Xa]b]g]fUH]f) i f]b]h]b]X]b]h sWYf]g Ya sX]U]cb	3))	,]	+	++	+	++
Yf]]W]g sXi W]h]Z	,	+		+	+	++	+	++	,	++
c]bg XY gUb]h]s YhUgg]g]H]b]W]g]c]W]U]Y	,,3)+		,+		/),		,)	+	++
f]g X]i Yf]gg]Ya Yb]g `c]g]f]g	3	,)		,	+	++	+	++	+	++
s Yf] Ya Yb]h]Yf]g]U]f]U]hcb	,	,))		,+)	+	++	+	++
i HfYg gYf]]W]g	,)		,+	+	++	+	++	+	++
Xa]b]g]f]U]hcb di] i Y	+	++	+	++		,+)		/++	+	++
cb WUggs	+	3)3		3)3	+	++	+	++	+	++
D			3				,			

DYg YbhfYdf]gYg WbUX]YbbYg Vta dhYbh gi]hY

DYg XcbbsYg Xi ca dhY bfhYdf]gYg UbUXUdYi j Ybhs[UYa Ybh hfY i h]gsYg dci f gci][bYf `]a dcfhUbVW XYWU i Y gYVMi f dci f `svbca]Y `cWUY) DYg HU `YU , , Yh, i Y `cb fci j Y fYgdYV]j Ya YbhU dU] Yg , , , Yh, Y La]bYbh`Y bca fY hcHU XYbhfYdf]gYg dUf gYVMi f XUbG `Yg Vta hsg XY Ugh]b[g XY f]bVW X UfX YhXY DYbbc Yh XX]b[hc b U]bg] i Y `Y dci fVWbHU] Y XUbG WU i Y gYVMi f Xi bca fY hcHU XYbhfYdf]gYg) YUdYi h hfY Vta dUfs p `U fsdUfh]cb Yb bhU]c dci f sj Ui Yf `]a dcfhUbVW Xi gYVMi f `cWUYa YbhdUf fUddcfhp `U dfcj]bVW)

DYg XcbbsYg]bX] i Ybh i Yb dci fVWbHU] Y Xi bca fY hcHU XYbhfYdf]gYg XUbG `Yg Vta hsg XY Ugh]b[g YhXY DYbbc Yh XX]b[hc b] `U d'i g XYbhfYdf]gYg cdsfUbhXUbG `Yg gYVMi fg XY `U] f]W`hi fY XY `U Vebgfii V]cb Xi Vta a YfVW XY XstU]` YhXU hfYg gYfj]VWg i Yb bhU]c)

UbG `Y Vta hsg XY f]bVW X UfX i b dci fVWbHU] Y d'i g s`Yj s Xi hcHU XYg YbhfYdf]gYg cd fYbhXUbG `Yg gYVMi fg XY `U] f]W`hi fY XY `U Vebgfii V]cb XY `UZU f]VU]cb XYg Ufng XYg gdcfng Xi Xj] YfhggYa Ybh XYg `c]g]fg U]bg] i Y XY ` s Yf[Ya YbhYhXYg gYfj]VWg XY fYgHU fU]cb dUf fUddcfhp `U dfcj]bVW XY ` bhU]c)



DYg YbFydf]gYg WUbUX]YbbYg Wta dhYbh

ca ts XY Ugh]b[g

U `YU , sdUfh]jcb Xi tctU XYg YbFydf]gYg dUf gYVWf f

Yg]bXi gf]Yg	ca fY tctU XUbG YgVWf f Yh ci fWbH] Y Xi tctU XYg YbFydf]gYg		ci fWbH] Y Xi tctU bFydf]gYg Yb bH]c
	cHU		
[f]W`hi fY ZfYghf]Y d WY YhWUggY))
fUW]cb XY dsfcY YhXY [U Wff] fYg Y d'c]U]cb a]b] fY		+,	+,
h]]U]fYg		+	+
cbgf]i W]cb	,	,)	3)
U f]W]cb	3)),
DY Wta a YfW XY [fcg	/)+)
ca a YfW XY XsHU]	, +	3))
fUbgdcfhYhYbFydcgU] Y	/ ,	/),)3
bXi gf]Yg XY `]bZfa U]cb YhW`hi fY`Yg	,	,),	,)
]bUbWYg YhUggi fUbWYg	+	/)),
a a c]]Yf Yh`cWU]cb	/, +	+))	+
Yfj]WYg dfcZgg]cbbYg gVYbH] i Yg YhWYb] i Yg	3)	,
Ygh]cb XYg cV]stg YhXYg bFydf]gYg		+	+ 3
Xa]b]gfUH] f) gi ddcfh [Ygh]cb XYg XsWYg Xsdc`i]cb	3,))
Yfj]WYg sXi WU]Z	, +	+	,)+
c]bg XY gUbts YhUgg]gf]UbWY gcV]UY	3))
f]g gdcf]g X]j Yfh]ggYa Yb]g Yh`c]g]f]g	,	,)	,)
Yfj]WYg X s Yf[Ya YbhYhXY fYgrU fU]cb	,))
i fYg gYf]]WYg	3))
Xa]b]gfUH]cb di] i Y	3	+	+,
cb WUggs)3	, +)
D	, ,		

ci fW bFydf]gYg UbUXUWta dhY i]b +

DYg YbFydfJgYg WUbUXjYbbYg Wta dhYbh

ca hS XY fjbWV Xci UfX

bXjWUhi f , sdUfhjcb Xi hchU XYg YbFydfJgYg dUf gYVWf f

Yg jbxI gflJYg	ca fY hchU XUbG YgYVWf f Yh ci fWbUj Y Xi hchU XYg YbFydfJgYg		ci fWbUj Y Xi hchU bFydfJgYg Yb bUfJc
	cUj		
[f]W`hi fY ZfYghf]Y d WY YhWUggY		3))
fUWjcb XY dsifc`Y YhXY [U WUff] fYg Y d`c]Ujcb a]b] fY	/	+,	+,
f]j]UjYg	,	+ /	+
cbgfi Wjcb	3	, +/	3)
U f]WUjcb	, 3)),
DY Wta a YfW XY [fcg		,)
ca a YfW XY XsUj`	+))
fUbgdcfhYhYbFydcgUj Y		,)3)3
bXi gflJYg XY `]bZfa Ujcb YhW`hi fY`Yg		,)	,)
]bUbWVg YhUggi fUbWVg	,)),
a a c]]Yf Yh`cWUjcb	+	,)	+
Yfj jWg dfcZ]gg]cbbYg gVYb]Z i Yg YhWb] i Yg	,)	,
Yghcb XYg cV]stsg YhXYg bFydfJgYg	,	+	+ 3
Xa]b]gflUhi f) gi ddcfh [Yghcb XYg XsW Ytg Xsdc`i]jcb	,))
Yfj jWg sXi WUjZj	3	+ 3	,)+
c]bg XY gUbs YhUgg]gUbwV gcV]UjY	/))
f]g gdcf]g Xj] Yf]ggYa Ybhg Yh`c]g]f]g),	, /
Yfj jWg X s Yf] Ya YbhYhXY fYghU fUjcb)+)
i fYg gYfj jWg	, 3)+)
Xa]b]gflUjcb di] i Y		+,	+,
cb WUggs		3)3	, +)
D			

ci fW bFydfJgYg UbUXUWta dhY i]b +

DYg YbfYdf]gYg WUbUX]YbbYg Wta dhYbh

ca hS XY DYbbc Yh XX]b[hcb

bX]WUhi f , sdUfh]hcb Xi hcbU XYg YbfYdf]gYg dUf gYVMi f

Yg]bXi gf]Yg	ca fY hcbU XUbg YgYVMi f Yh ci fWbU] Y Xi hcbU XYg YbfYdf]gYg		ci fWbU] Y Xi hcbU bfYdf]gYg Yb bUf]c
	cU		
[f]W`hi fY ZfYghf]Y d WY YhWUggY	/	, +))
fUW]cb XY dsfc`Y YhXY [U WUff] fYg Y d`c]U]cb a]b] fY		+	+,
h]U]fYg		+	+
cbgf]i W]cb	//	, 3	3)
U f]W]cb	3	,)),
DY Wta a YfWY XY [fcg		,)3)
ca a YfWY XY XstU]))
fUbgdcfhYhYbfYdcqU] Y	,))3
bXi gif]Yg XY `]bZfa U]cb YhW`hi fY`Yg		,)+	,)
]bUbWYg YhUg]i fUbWYg	,)),
a a c]]Yf Yh`cW]hcb	+	,),	+
Yfi]WYg dfcZgg]cbYg gWYb]Z i Yg Yh]Wb] i Yg Ygf]cb XYg)	,
cV]stg YhXYg bfYdf]gYg Xa]b]ghU]i f]gi ddcfh [Ygf]cb XYg	+	+	+ 3
XsWYtg Xsdc`i hcb Yf]]WYg sXi W]hZ	, /))
c]bg XY gU]ts YhUgg]ghU]bWY gcV]UY	+	+	,)+
f]g gdef]g X]j Yf]ggYa Yb]g Yh`c]g]f]g	3))
Yfi]WYg X s Yf] Ya YbhYhXY fYg]U] fU]hcb	/	,)	,)
i fYg gYf]]WYg	, ,))
Xa]b]ghU]hcb di] i Y	+)3)
cb W]lgs	, ,	+	+,
D	,)3	, +)
	/		

ci fWY bfYdf]gYg UbUXUWta dhY i]b +

DYg YbfYdf]gYg WUbUX]YbbYg Vta dhYbh

sdUfh]cb XY `U dcdi `U]cb UMIj Y cWVdsY dUf gVMI f +, Yh + ,

`Yg]bXi gh]Yg	Ug]b[g DYbbc Yh XX]b[tcb ca ts XY f]bW Xci UFX		bUf]c
	ci fWVbU] Y Xi tcbU fUj U] gUUF]s cfWV +,	ci fWVbU] Y Xi tcbU fUj U] gUUF]s cfWVf +,	ci fWVbU] Y Xi tcbU fUj U] gUUF]s cfWVf +,
,, [f]W`hi fY ZcfYgh]Y d WY WUggY			,
, fUW]cb a]b] fY Y d`c]U]cb Yb WUf] fY Y fUW]cb XY dsf]c`Y YhXY [U	+	+	+
h]U]fYg	+	,,	+ 3
cbgfi W]cb	3 +		
, U f]W]cb	, ,	, /	
/, ca a YfW XY [fcg			
// / ca a YfW XY XsU]`	, /	,,	, +
/ 3 / fUbgdcfhYhYbfYdcgU] Y	,	/ 3	
, bXi gh]Yg XY `]bZfa U]cb Yh]bXi gh]Yg W`hi fY`Yg	, ,	,	/
]bUbVWg YhUggi fUbVWg	+		
a a c]]Yf `cWU]cb YhV]sX]h U]	,	, /	
/ Yfj]W]g dfcZ]gg]cbbYg gV]Yb]Z i Yg Yh]W]b] i Yg	3	/	
Yg]cb XYg gcV]s]sg YhXYg YbfYdf]gYg	++	+,	+ /
Xa]b gi ddcfh [Yg]cb XYg XsW Yrg) YhfYa sX]U]cb	3	+	/
Yfj]W]g sXi WU]Z		/	
c]bg XY gUb]s YhUgg]g]UbW gcV]U]Y	, ,	, /	,
f]g X] Yf]ggYa Yb]g Yh`c]g]f]g	, /	,	,
Yfj]W]g X s Yf[Ya YbhYhXY fYg]U fU]cb			/
3, i fYg gYfj]W]g gU ZUXa]b] di `]W	/ +		
, Xa]b]g]U]cb di `] i Y	/		/

ci fW V]WbgYa Yb]g XY U]g] i Y UbUXXY +, Yh +,) U `YU XY Xcb]sYg YWbgYa Yb]g XY U]g] i Y UbUXXY +, HU `YU YhXY +, HU `YU ,
h]fa]bsg `Y, XsWa fY +)

DY HU `YU W]XYggi g a YhYb sj]XYbW `]a dcf]UbW XY `UXa]b]g]U]cb di `] i Y U f]W]cb Yh`Yg gVMI fg XYg
gc]bg XY gUb]s YhXY `Ugg]g]UbW gcV]U]Y p `Ya d`c] XUb]g `Ufs[]cb] `]XYb]Z]Y s[UYa Ybh`Yg [U]bg XYa d`c] i]
U fcb]h]Yi `cW]Ya YbhYbfY +, Yh +, XUb]g `Yg gVMI fg XYg gc]bg XY gUb]s YhXY `Ugg]g]UbW gcV]U]Y
cbgfi W]cb Yh`Yg gVMI fg XYg gYfj]W]g dfcZ]gg]cbbYg gV]Yb]Z i Yg Yh]W]b] i Yg)]a]bi]]cbg XUb]g `Yg
gYfj]W]g X s Yf[Ya YbhYhXY fYg]U fU]cb DYg gVMI fg Xi Vta a YfW XY XsU]` YhXU i fYg gYfj]W]g dYi j Ybh
fY Yb dUf]Y Uf] i U `Yg U fYg]W]cb]g]sYg p `U dUbXsa]Y i] sU]YbhYb j] i Y i f U a ca YbhXi fYWbgYa Ybh
XY +, XY U]g] i Y UbUX)

DYg YbFydf]gYg WUbUX]YbbYg Wta dhYbh

sdUfh]cb XY `Udcdi `U]cb UWj] Y cWVdsY dUf [fUbX [fci dY dfcZ]gg]cbbY` +, Yh + ,

fcZ]gg]cb	Ug]b[g DYbbc Yh XX]b[rcb ca ts XY f]bWV Xci UfX		bUf]c
	ci fWVbH] Y Xi rcbU fU U]` gUUr]s cfWV + ,	ci fWVbH] Y Xi rcbU fU U]` gUUr]s cfWVf + ,	ci fWVbH] Y Xi rcbU fU U]` gUUr]s cfWVf + ,
+ UXfYg `s[]g`U]Zg YhWUXfYg gi dsf]Yi fg	, + 3	, ,	, ,
, ZU]fYg ZbUbWVg YhUXa]b]gfU]cb	,	,	,
VWYbWVg bUhi fY`Yg YhUdd`] i sYg	/	,	
a sh]Yfg XY `UgUbts	/	3 /	3
/ Xi WU]cb Xfc]h gcV]U Wta a i bU ts [ci j YfbYa Ybh	, ,	, 3	,
sh]Yfg XYg Uf]g XY `UW`hi fY XYg `c]g]fg YhXi gdcfh		,	
a sh]Yfg XY `Uj YbH` YhXYg gYfj]WVg	+	+,	, 3 3
dsfU]f] fg XYg a sh]Yfg Xi fUbgdcfhYhXY`s i]dYa Ybh	, ,	, 3	, /
3 fcZ]gg]cbg `]sYg U fYggci fWVg bUhi fY`Yg Yhp `U] f]W`hi fY		,	, /
fcZ]gg]cbg XY `UZU f]WU]cb YhXYg gYfj]WVg di]WVg	,	+	/

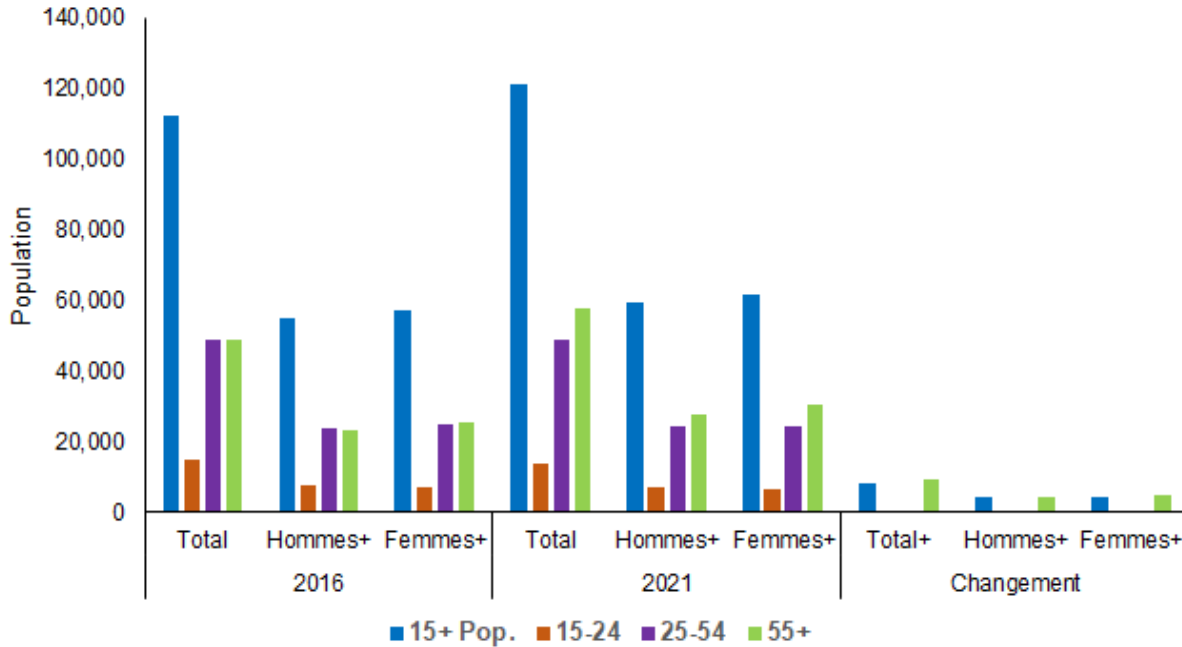
ci fWV YWVbgYa Yb]g XY fU]g] i Y UbUXUXY +, Yh + ,) U `YU XY XcbbsYg YWVbgYa Yb]g XY fU]g] i Y UbUXUXY +, HU `YU]]h YhXY +, HU `YU , Hfa]bsg `Y , XsWVa fY +)

DY HU `YU W]XYggi g a YhYb sj]XYbWV `Yg WUb[Ya Yb]g XUbg `Yg b]j YU XYa d`c] U] gY]b XYg df]bV]dU
[fci dYg dfcZ]gg]cbbYg YbFy +, Yh + , XUbg `Ufs[]cb) ca a Y XUbg XY bca fYi gYg fs[]cbg XY
` bUf]c `Y bca fYXYa d`c sg XUbg `Yg dfcZ]gg]cbg XY `UgUbts UUi [a Ybts) ` UYi i bY U [a YbU]cb
gja]U]fY XY `Ya d`c] XUbg `Yg dfcZ]gg]cbg `s[]g`U]j Yg YhXY U] HX X]f]WV]cb U]bg] i Y XUbg `Yg dfcZ]gg]cbg XYg
a sh]Yfg Xi fUbgdcfhYhXY `cdsfU]f] f Xs i]dYa Ybh) DU X]a]bi]cb XUbg `Y [fci dY YbH]g YngYfj]WVg dci ffU]h
YbWefY i bY Z]g fY U]f] i U `Y U W]YbX]Yf Xi fYWVbgYa YbhXY +, Yb dsf]cXY XY fYg]f]W]cbg `]sYg p `U
dUbXsa]Y)

dYf i XY `U dcdi `Ujcb UWj Y

cdi `Ujcb hcWfcY YhfsdUfhjcb

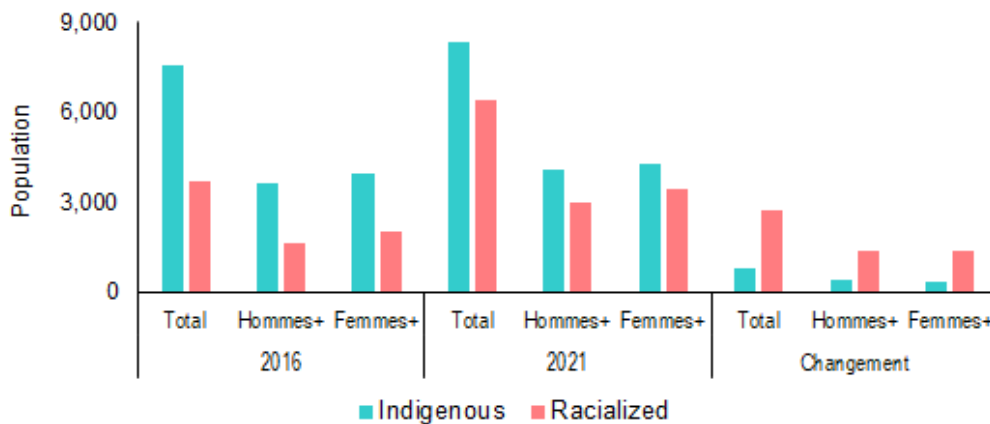
Changement démographique – Groupe d'âge et sexe



ci fWY YWbgYa Ybfg XY fUjgh i Y UbUXXY +, Yh +, ci fWY XY XcbbsYg U `YU , +, Yh U `YU +,

DU dcdi `Ujcb XY dYfgcbbYg [sYg XY , Ubq Yh d'ig U U [a Ybts p Ughj b[g XY) DU d'ig ZfHY Vfc]ggLbWV Xsa c[fUd] iY U sts WY XY dYfgcbbYg [sYg XY Ubq Yh d'ig UjYW i bY Vfc]ggLbWV XY , 33) DU dcdi `Ujcb Vts dci f `Y Xsj YcddYa Ybh XY `U a Ujb X ijfY gc]h `Yg dYfgcbbYg [sYg XY p / Ubq U Vtsbbi i bY Vfc]ggLbWV gU [bUbHY XY +)

Changement dans la population - Autochtones et racialisés



ci fWY YWbgYa Ybfg XY fUjgh i Y UbUXXY +, Yh +, ci fWY XY XcbbsYg U `YU , +, Yh U `YU +,

Aperçu de la population active

ca h̄s XY Ugh̄b[g

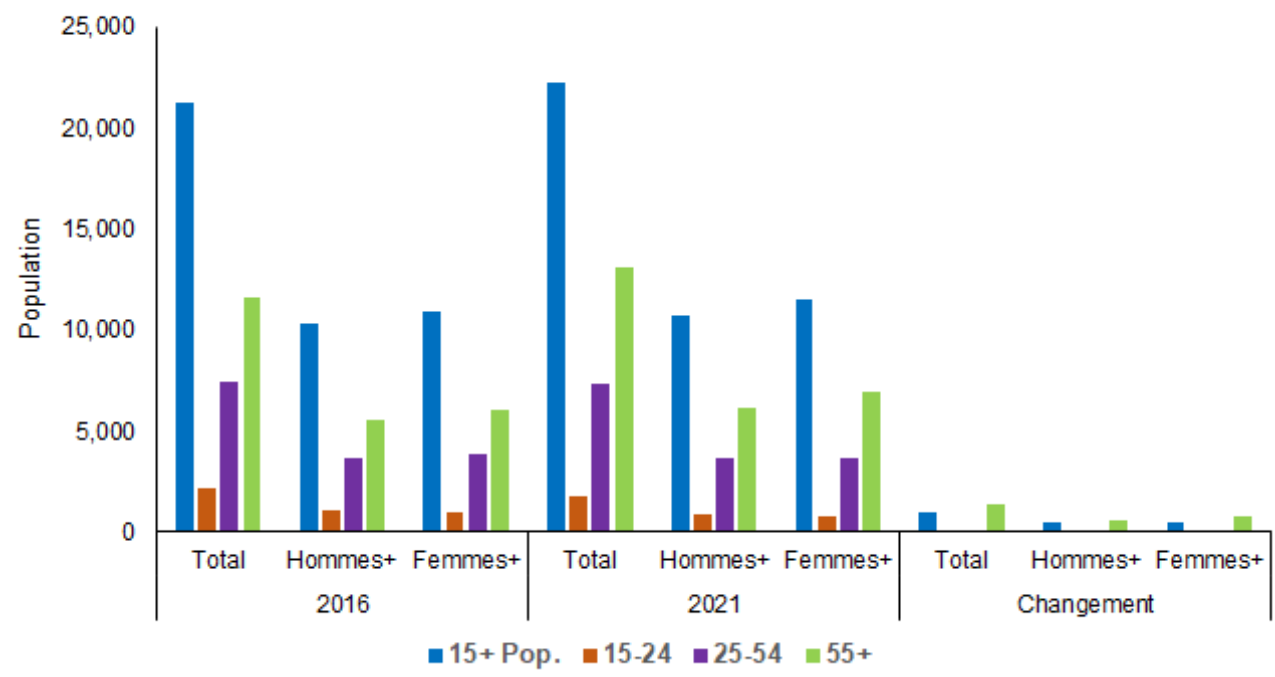
Ub[Ya Yb̄g XUbg `U dcdi `U]cb XY bci j YU Uff] Ub̄g dUf [fci dY X [Y								
fUbWYX [Y	ctU XYg ja a [[fUb̄g	2+, + ,	+,	+,	+, 3	+,	++	+,
p / Ub̄g		, +			, +	+	,	X]
p / Ub̄g	+	, +	+	,	, ++	,		
Ub̄g Yhd`i g	+3	, +		+	+	, +		+
ctU [Y	, , , +	3	+, /		, /	,	+ 3+	

ci fW̄ YW̄bgYa Yb̄g XY H̄Ujg] i Y Ub̄UXY +, Yh +,) ffYi fg U]h a stj i Yg Xi Yg p `UfcbXjggYa YbhYhci p `Ugi ddfYgg]cb XYg XcbbsYg dci f fsdcbXYU [Y] YbW̄g XY W̄bbZXYb̄h]U]h) ci fW̄ XY XcbbsYg U `YU +, ,

DY H̄U `YU W̄XYggi g a YhYb sj]XYbW̄ `U [a Yb̄H̄]cb Yh`Yf h a YXYg ja a [[fUb̄g Uff] Ub̄hXUbg `U fs[]cb) i f `Yg 3 ja a [[fUb̄g]b̄gH̄]sg p Ugh̄b[g Yb̄fY +, Yh +, , UddUf̄h̄YbU]Ybhp `U fUb̄WY Xsa c[fUd] i Y ja dcfUb̄h̄ XY `U dcdi `U]cb U]j Y gc]h Yb̄fY Yh / Ub̄g) D]b̄h̄[fU]cb XY W̄g dYfgcbbYg XUbg `U dcdi `U]cb U]j Y Ygh]a dcfUb̄h̄ dci f fsdcbXYU dYfgg]cbg XY `UXa Ub̄XY gi f `Y a UfWs Xi fUj U])

ca h̄s XY f]bW̄ Xci UfX

Changement démographique – Groupe d'âge et sexe



ci fW̄ YW̄bgYa Yb̄g XY H̄Ujg] i Y Ub̄UXY +, Yh +,) DYg YffYi fg U]h a stj i Yg gcbhXi Yg U UfcbXjg ci fW̄ XYg XcbbsYg U `YU , +, Yh U `YU +, ,

DU dcdi `U]cb XY dYfgcbbYg [sYg XY , Ub̄g Yh d`i g U U [a Yb̄h̄ XY / XUbg `Y W̄ta h̄s XY f]bW̄ X UfX) DU d`i g Zf̄h̄ W̄c]ggUb̄W̄ Xsa c[fUd] i Y U sh̄s W̄`Y XYg dYfgcbbYg [sYg XY Ub̄g Yh d`i g Uj YW̄ i bY W̄c]ggUb̄W̄ XY ,) DU dcdi `U]cb W̄s dci f `Y Xsj YcddYa Ybh XY `U a U]b X i j fY `Yg dYfgcbbYg [sYg XY p / Ub̄g U X]a]bi s XY ,)

Aperçu de la population active

ca ts XY f]bW Xci UfX

Changement dans la population - Autochtones et racialisés



ci fW YWbgYa Ybtg XY Htjgj i Y LbUXUY +, Yh +, ci fW XY XcbbsYg U YU , +, Yh U YU +,

DU dcdi 'U]cb U hW hcbY Xi Vta ts XY f]bW X UfX U U [a Ybts XY , , HbX]g i Y 'U dcdi 'U]cb X]bXj]Xi g fUW]gsg U U [a Ybts XY)

U] Ya Ybtg XUb] 'U dcdi 'U]cb XY bci j YU Uff] Ubtg dUf [fci dY X [Y								
DYg [fci dYg X [Y	cU] XYg]a a] fUbtg	+, +,	+,	+,	+, 3	+,	+, +	+,
, p / Ubg	, +	+	+	+	+	+	+	+
p / Ubg	/	3	10	10	10	+	+	+
Ubg Yhd' i g	++	+	+	10	+	+	+	+
cU] [Y	+	,,		+	+	+	+	+

ci fW YWbgYa Ybtg XY Htjgj i Y LbUXUY +, Yh +,) ffYi fg Uf]h a stj i Yg Xi Yg p 'UfcbX]ggYa YbhYnci p 'Ugi ddfYgg]cb XYg XcbbsYg dci f fsdcbXYU Y] YbWg XY WbbZYbtjU]ts ci fW XYg XcbbsYg U YU +, ,

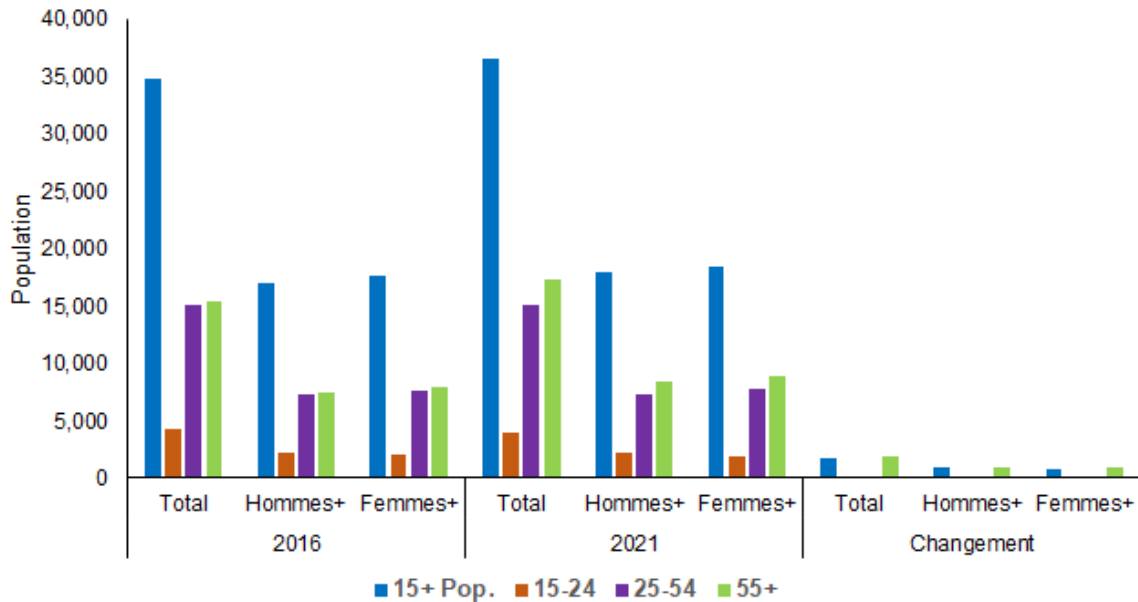
DY HU 'YU V]XYggi g a YhYb sj]XYbW 'U [a YbU]cb Yh Y f h a Y XYg]a a] fUbtg Uff] UbtXUb] 'U fs []cb) Ufa] 'Yg , ,]a a] fUbtg i] sY gcbhsU]g XUb] Y Vta ts XY f]bW X UfX YbfY +, Yh +, / UddUfYbU]Ybhp 'U hfUbtWY Xsa c [fUd] i Y]a dcfUbtY XY 'U dcdi 'U]cb UW] Y gc]hW' Y XYg p / Ubg) D]bts [fU]cb XY W]g dYfgcbbYg XUb] 'U dcdi 'U]cb UW] Y Ygh]a dcfUbtY dci f fsdcbXYf

U dYfYgg]cbg XY 'U XYa UbXY gi f 'Y a UfWs Xi HfUj Uj)

Aperçu de la population active

ca ts XY DYbbc Yh XX]b[tcb

Changement démographique – Groupe d'âge et sexe



ci fWY YWbgYa Ybfg XY fUjgij i Y UbUXU XY +, Yh +,) DYg YfYi tg Uj h a stj i Yg gcbhXi Yg U UrcbXjg
ci fWY XYg XcbbsYg U YU , +, Yh U YU +,

DU dcdi `U]cb XY dYfgcbbYg [sYg XY , Ubq Yhd`i g U U [a Ybts XY + p DYbbc Yh XX]b[tcb) DU d`i g Z`fHY Wc]ggLbWY Xsa c[fUd] i Y U sts W`Y XYg dYfgcbbYg [sYg XY Ubq Yh d`i g Uj YW i bY Wc]ggLbWY XY ,) DU dcdi `U]cb Ws dci f `Y Xsj YcddYa Ybh XY `U a U]b X ij fY gc]h `Yg dYfgcbbYg [sYg XY p / Ubq U Wbbi i bY Wc]ggLbWY gfU] bUbHY XY +,)

Changement dans la population - Autochtones et racialisés



ci fWY YWbgYa Ybfg XY fUjgij i Y UbUXU XY +, Yh +,) ffYi fg U]h a stj i Yg Xi Yg p `UfcbXjggYa YbhYhci p `Ugi ddfYggjcb XYg XcbbsYg dci f fsdcbXY U Y] YbWg XY WbbZXYbhU]ts ci fWY XYg XcbbsYg U YU +,

DU dcdi `U]cb U hW hcbY XY DYbbc Yh XX]b[tcb U U [a Ybts XY + hUbXjg i Y `U dcdi `U]cb XY dYfgcbbYg fU]U]gsYg U U [a Ybts XY)

Aperçu de la population active

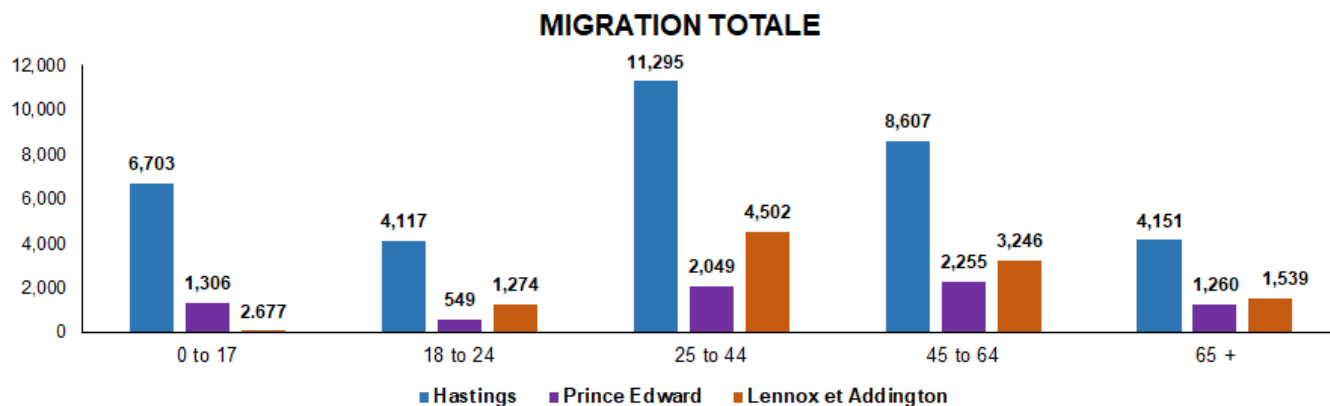
ca ts XY DYbbc Yh XX]b[tcb

Les groupes d'âge	Total des immigrants	2016-2021	2016	2017	2018	2019	2020	2021
15 à 24 ans	55	15	0	0	0	10	0	0
25 à 54 ans	765	85	20	0	10	10	10	0
55 ans et plus	2,035	20	0	0	0	10	0	0
Total – Âge	2,865	145	20	10	25	45	20	20

ci fWV YWbgYa Ybtg XY fU]g] i Y UbUXU XY +, Yh +) ffYi fg U]h a st] i Yg Xi Yg p `UfcbX]ggYa YbhYnci p `Ugi ddfYgg]cb XYg XcbbsYg dci f [fU]b]f `U VebZXYb]U]s)

DY IU `YU V]XYggi g a YhYb sj]XYbWV `Ui [a Yb]U]cb Yh`Yf h a Y XYg]a a] [fU]b]g Uff] UbhXUbg `U fs[]cb) Ufa]`Yg , /]a a] [fU]b]g]b]U]`sg p DYbbc Yh XX]b[tcb YbfY +, Yh + , UddUf]hYbU]Ybhp `U fU]b]WY Xsa c[fUd] i Y]a dcf]U]b]hY XY `U dcdi `U]cb U]V]i Y gc]hWV`Y XYg p / Ubg) D]b]ts[fU]cb XY W]g dYfgcbbYg XUbg `U dcdi `U]cb U]V]i Y Ygh]a dcf]U]b]hY dci f fsdcbXfY U dYfg]cbg XY `U XYa UbXY gi f `Y a U]W]s Xi fU] U]`)

] [fU]cb

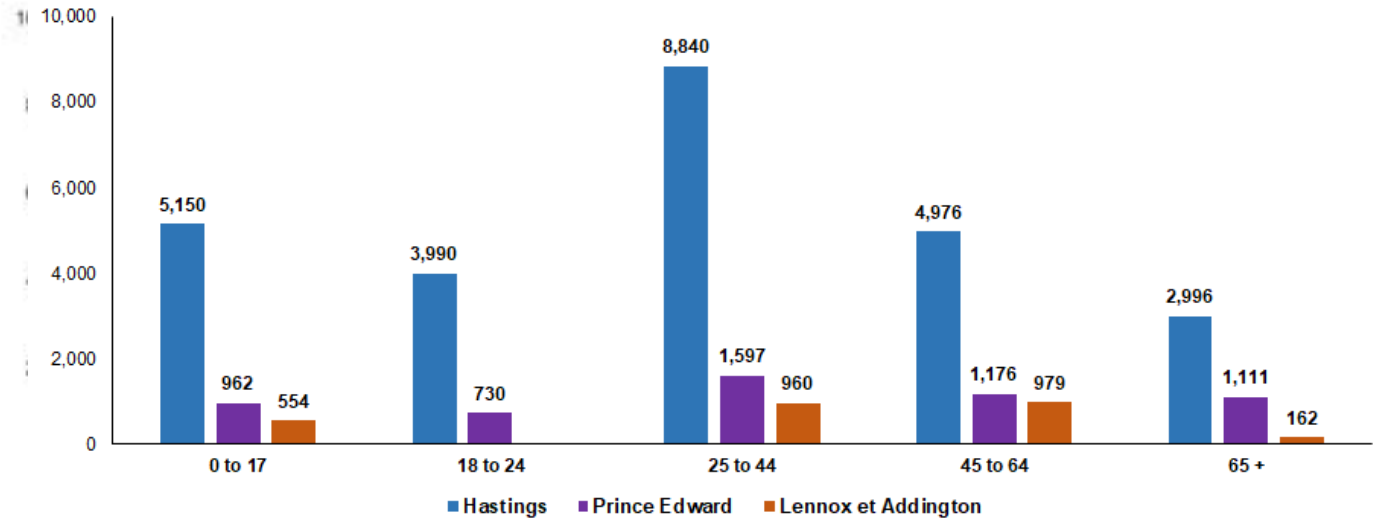


ci fWV cbb]sYg XYg XsWU]U]b]g XY fU]g] i Y UbUXU U]Y ci fWV bX]W]h]i f Xi a U]W]s Xi fU] U]`cW] Ya Uf i Y W]g XcbbsYg gcbha]gYg p ci f WU i Y U]b]sYdUf fU]g] i Y UbUXU DYi f d]cW U]bY di]U]cb XYg XcbbsYg XYg Veb]f] i U `Yg XY] fU]hU] c]f]Yi Yb Z]f]Yf + /)

` UYi i bY]a a] [fU]cb bY]hY XUbg]Y V]a ts XY U]g]b] [g dci f]ci h]g `Yg fU]b]WYg X [Y) ` Us[U]Ya YbhYi i bY a] [fU]cb bY]hY X]Yb]fsY XUbg `Y V]a ts XY f]bWV X U]X YhXUbg `Yg V]a ts XY DYbbc Yh XX]b[tcb dci f]ci h]g]Yg fU]b]WYg X [Y gU] Zdci f `Yg , 3 p / Ubg) bY a] [fU]cb XY sc]f]Y bY]hY Ygh[sbsfU]Ya Ybh c gY]f sY dci f W]h [Y Xsa c[fUd] i Y XUbg `Yg V]a a i bU]sg d`i g fi fU]Yg p a Ygi fY i Y `Yg]Yi bYg dU]h]b]h dci f XYg sh XYg d]c]g]YV]ebXU]fYg) bV]e]i fU] Yf `Yg Yi bYg p fY]ci fbYf XUbg `Yi f V]a a i bU]s Xc]f]]bY Udf g U] c]f h]fa]bs Yi fg sh XYg Yghi bY g]fU]s[]Y]a dcf]U]b]hY dci f `Y Xsj YcddYa YbhXY `U a U]b X i] fY)

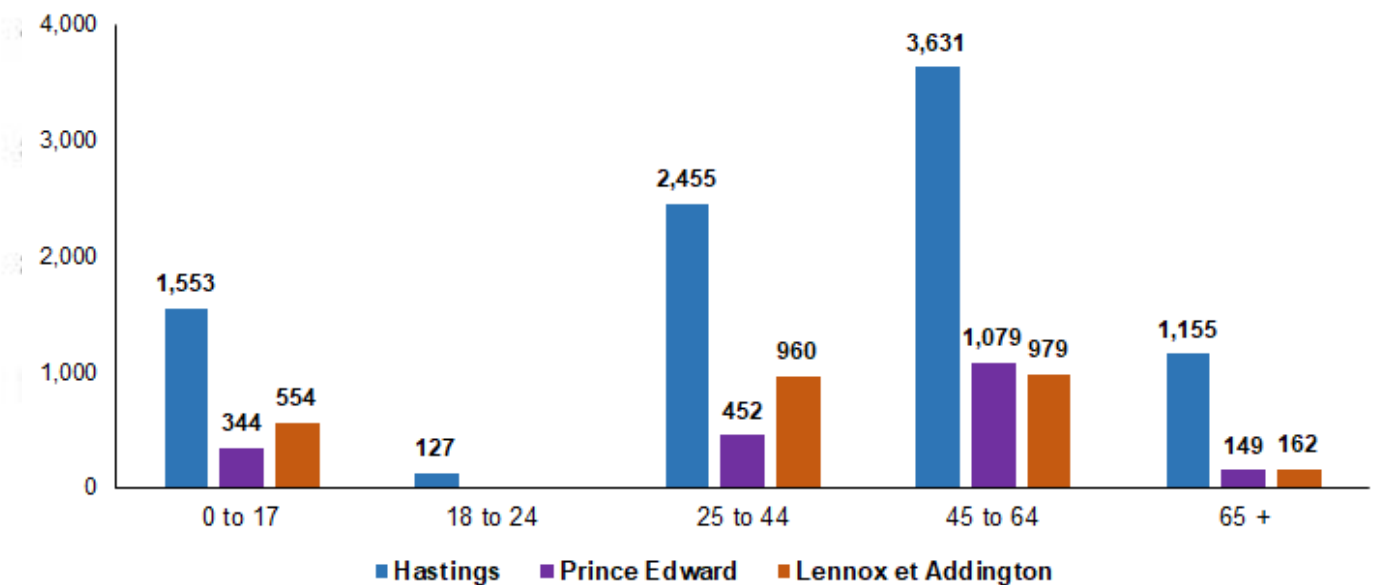
dYf i XY `U dcdi `Ujcb UWj Y

MIGRATION DE SORTIE TOTALE



ci fWV cbbbsYg XYg XsWUfUbtg XY Hfjgij i Y UbLXU UHY ci fWV bXjVUHYf Xi a UFWs Xi IfUj Uj `cWU) Ya Uf i Y Wg XcbbbsYg gcbha jgYg p ci fWU i Y UbbsY dUf Hfjgij i Y UbLXU)

MIGRATION NETTE

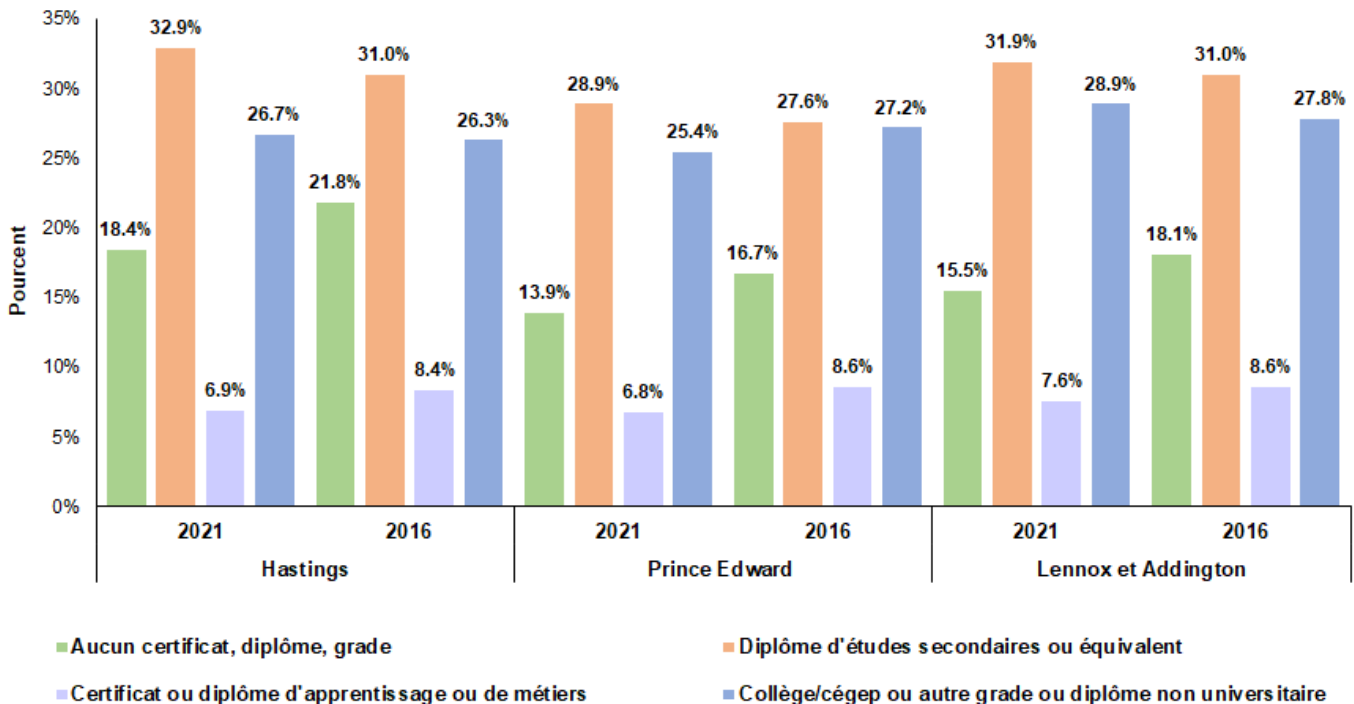


ci fWV cbbbsYg XYg XsWUfUbtg XY Hfjgij i Y UbLXU UHY ci fWV bXjVUHYf Xi a UFWs Xi IfUj Uj `cWU) Ya Uf i Y Wg XcbbbsYg gcbha jgYg p ci fWU i Y UbbsY dUf Hfjgij i Y UbLXU) Dri f drcWUj bY di jVUjcb XYg XcbbbsYg XYg W6bhf] i U `Yg XYj fUjhUj cJf jYi Yb Zj fYf + /)

dYf i XY `U dcdi `Ujcb UWj Y

Jj YU XY gWt `Uf]hs

NIVEAUX D'ÉDUCATION LES PLUS ÉLEVÉS ATTEINTS - 2016-2021



ci fWf YWbgYa Ybtg XY fUjg] i Y UbUXXY +, Yh +,) ci fWf XY XcbsYg +, fU YU , +, U YU

DY bca fY XY dYfgcbbYg gUbg Xjd` a Y Xshi XYg gWt bXUjYg XUbg `Y Wta hs XY Ugh]b[g U Xja]bi s Yb fY +, Yh +, fU bX]g i Y Y bca fY XY dYfgcbbYg dcggsXU bhi b Xjd` a Y Xshi XYg gWt bXUjYg a U]g gUbg sh XYg dchgYWt bXUjYg U U [a Ybts U Vti fg XY WtH dsf]cXY XY V]b Ubg)

` U, + + dYfgcbbYg XY a c]bg f]i `UjYg Xi b Xjd` a Y XUddfYb]ggU] Y p Ugh]b[g gc]hi bY Xja]bi f]cb XY, + 3)

YdYbXU b p Ugh]b[g `Y dci fWf bU] Y XY `U dcdi `Ujcb UWj Y fU Y XY `U fs[]cb dcggsXU bhi b f]fY XUddfYb]ggU] Y XsdUggY W]i] XY ` b fU]c c XY `U dcdi `Ujcb UWj Y dchg XY Wf b]j YU XY gWt `Uf]hs)

DY bca fY XY dYfgcbbYg dcggsXU bhi b [fUXY ci i b Xjd` a Y Xshi XYg Wt`s[]UYg U U [a Ybts XY 3, + dYfgcbbYg Yh fYdfsgYb fU]h XY `U dcdi `Ujcb UWj Y fU Y Yb +,)

b b fU]c i bY dYfgcbbY gi f V]b dchg XY i bY Zfa U]cb XY b]j YU Wt`s[]U) DY bca fY XY f]i `UjYg Xi b [fUXY ci Xi b Xjd` a Yi b]j Yfg]fU]fY U U [a Ybts XY / ++ Yh fYdfsgYb fU]h, XY `U dcdi `Ujcb UWj Y fU Y Yb +,) b b fU]c i b dYi d]i g XY XY `U dcdi `Ujcb UWj Y fU Y XshYbU]hi b Xjd` a Yi b]j Yfg]fU]fY Yb +,)

dYf i XY `U dcdi `Ujcb UWj Y

DY bca fY XY dYfgcbbYg gUbg Xjd` a Y Xshi XYg gYVebXUJfYg p fjbWV X UfX U Xja]bi s YbfY +, Yh +, fUbxJg i Y`Y bca fY XY dYfgcbbYg dcggsXUbi b Xjd` a Y Xshi XYg gYVebXUJfYg a UJg gUbg shi XYg dcgfYVebXUJfYg U U [a Ybts U Vti fg XY WthY dsfjcXY XY Vjb Ubg)

` U ++ dYfgcbbYg XY a c]bg dcggsXUbi b hfY X UddfYb]p fjbWV X UfX gc]hi bY Xja]bi hcb XY,) YdYbXUbh p 3 XY `U dcdi `Ujcb UWj Y hfY XY fjbWV X UfX `Y bca fY XY hfj `UjYg Xi b hfY X UddfYb]ggU [Y XsdUggY ` bUfjc c XY `U dcdi `Ujcb UWj Y dgg XY W bjj YU XY gVt`Uf]ts)

DY bca fY XY hfj `UjYg Xi b Xjd` a Y ci Xi b [fUXY Vt`s []U U`s [fYa YbhXja]bi s YbfY +, Yh +,) ci hZ]g p / i b dci fWVbU [Y d`i g s`Yj s XY `U dcdi `Ujcb UWj Y hfY XY p fjbWV X UfX dgg XY i b Wfh]ZVUhci i b Xjd` a Y Vt`s []U i Yb bUfjc c i bY dYfgcbbYg i f Vjb dgg XY W hfY)

` U, + dYfgcbbYg XY d`i g hfj `UjYg Xi b [fUXY ci Xi b Xjd` a Y i bjj Yfg]UjY XUbg `Y Vta ts XY fjbWV X UfX Yb +, dUf U ddcfhp +, gc]hi bY U [a YbUjcb XY df g XY ,)

bY dYfgcbbYg i UfY XUbg `Y Vta ts XY fjbWV X UfX dgg XY Xsgca UJg i b Xjd` a Y i bjj Yfg]UjY Vta dUfUj Ya Ybhp ` bUfjc c Uj UjYbhW bjj YU XY gVt`Uf]ts Yb +,)

D

DY bca fY XY dYfgcbbYg gUbg Xjd` a Y Xshi XYg gYVebXUJfYg p DYbbc Yh XX]b [tcb U Xja]bi s YbfY +, Yh +, fUbxJg i Y`Y bca fY XY dYfgcbbYg dcggsXUbi b Xjd` a Y Xshi XYg gYVebXUJfYg a UJg gUbg shi XYg dcgfYVebXUJfYg U U [a Ybts U Vti fg XY WthY dsfjcXY XY Ubg)

` U + dYfgcbbYg XY a c]bg dcggsXUbi b hfY X UddfYb]p DYbbc Yh XX]b [tcb gc]hi bY Xja]bi hcb XY 3) YdYbXUbh p XY `U dcdi `Ujcb UWj Y `Y dci fWVbU [Y XY `U dcdi `Ujcb UWj Y hfY XY `U fs []cb dcggsXUbi b hfY X UddfYb]ggU [Y XsdUggY` bUfjc c XY `U dcdi `Ujcb UWj Y dgg XY W bjj YU XY gVt`Uf]ts)

DY bca fY XY dYfgcbbYg dcggsXUbi b [fUXY ci i b Xjd` a Y Xshi XYg Vt`s []UYg U U [a Ybts XY 3 + dYfgcbbYg YhfYdfsgYbUJh 3 XY `U dcdi `Ujcb UWj Y hfY XY +,)

b bUfjc i bY dYfgcbbYg i f Vjb dgg XY i bY Zfa Ujcb XY bjj YU Vt`s []U) Ya a Y `Y bca fY XY hfj `UjYg Xi b [fUXY ci Xi b Xjd` a Y i bjj Yfg]UjY U U [a Ybts XY 3 + YhfYdfsgYbUJh, , XY `U dcdi `Ujcb UWj Y hfY XY +,) b bUfjc i b dYi d`i g XY XY `U dcdi `Ujcb UWj Y hfY XY dgg XY i b Xjd` a Y i bjj Yfg]UjY)



dYf i XY `U dcdi `Ujcb UWj Y

DYg df]bV]dUYg dfcZYgg]cbg UbbcbV\$Yg XUbg `Ufs[]cb
 , Yf Ubj]Yf + U , XsWVa fY +

fcZYgg]cb	ca fY XYa d'c]g Yb]i bY i]W]jcbg	U]fY Ubbi Y a sX]Ub
YbXYi fg U XsH] Yha UfWUbX]gYi fg j]gi Yg	,	// ++
fsdcsg U V\$a d]c]f XY fYg]U fU]cb U]XYg XY W]g]bY YhUgg]a]sg	/	, +++
bZ]a] fYg U]]U]fYg U]c]f]gsYg	/	+ ++
i fYg fYdfsgYb]U]g XYg gYfj]W]g p `UW]Ybh `Y YhX]bZ]fa U]cb		++
i]g]b]Yfg	,	+ +++
Ubi h]b]jcb]U]fYg		+ +++
Y]tc U]bg `s[Yfg		, +++
cbXi W]i fg XY V]a]cbg XY f]U]gd]fh		/ 3 ++
]fYW]i fg Xi V\$ a YfW] XY XsH] YhXY [fcg	,	++++
fU] U]`Yi fg XYg gYfj]W]g gcV]U YhV\$a a i bU hU]fYg	, 3	+ +++
Xc]b]g U]a]b]g]fU]Z]	, 3/	/ 3 ++
U]gg]Yfg	,	, +++
sW]d]jcb]g]h]g	, 3	++++
i dYf]]gYi fg XYg j Yb]h]g U XsH]	, /	/ , ++
i dYf]]gYi fg XYg gYfj]W]g U]a Yb]U]fYg	, +3	3 ++
Yfj Yi fg XY bci f]h]i fY YhXY c]gg]cbg	, +/	, ++
fsdcsg U s]U] fYg XY a U] U]g]b V\$a a]g Yhdfsd]csg U V\$a a UbXYg	/	3, ++
]XYg XYg a s]h]Yfg Yha Ub i j fYg Yb V\$bg]f]i W]jcb	/	/ 3+++
bZ]a] fYg U]c]f]gsYg Yh]bZ]a] fYg dg W]U]f] i Yg U]c]f]gsYg	+	++
U]dYb]h]Yfg	+	3 +++
U]a U]g	33	/ ++
ca a]g Yb Ub i Y U]gg] f]UbW] YhU] fYg gYfj]W]g Z]b]U]V]Yfg	3	, +++++
WY]i fg U XsH] YhYb [fcg	3/	3+ ++
U] U]g]b]Yfg Yhdfsd]csg U d] W]g	3,	/ +++++
[Yb]g U]a]b]g]fU]Z]		/ 3+++

ci fW i]`XYa d'c]

`c]fg i Y XY d'i g Yb d'i g XYa d'c` Yi fg gY]c]i fb]Ybhj Yfg `Yg g]h]g XcZ]Yg XYa d'c] Yb]i bY `UbU gY Xi bca fY
 XcZ]Yg XYa d'c] Z]i fb]h]i b UdYf i XY `UXYa UbXY Xi a U]W]s Xi f]U] U]j) DY Yb]fY Z]f cf Z]fW] Y] Ycda Ybh
 s Yf] Y i b]U `YU XUZ]WU] YXYa d'c]g Yb]i bY a Yh]Ub]h]Yb sj]XYbW] `Yg cdd]c]h] b]h]sg XYa d'c] p U]g]h]b] g DYbbc
 Yh XX]b] []c]b Yh f]b]W] X U]X) DY]U `YU W]XYg]g] g Z]i fb]h]i bY]g]h] XYg df]bV]dUYg dfcZYgg]cbg UbbcbV\$Yg gi f
 `Y g]h] Yb + `Y gU]U]fY UbbcbV\$ Yh`Y bca fY XU]WU] Yg Z]i fb]gg]Ub]h]XYg]bZ]fa U]jcbg gi f `Yg gU]U]fYg)

dYf i XY `U dcdi `Ujcb UWj Y

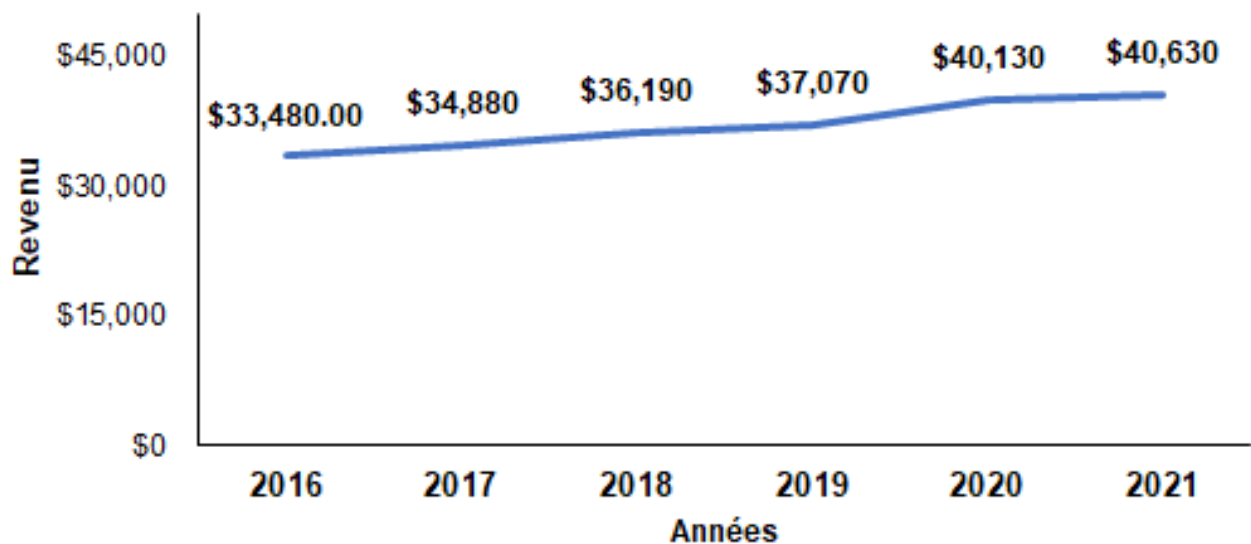
sWUfUbtg dUf [fci dY XY fYj Ybi hU` Y`Yj]`Y Yh i]bhY i Ygh

ca fY XY XsWUfUbtg [fci dY XY fYj Ybi	+	+	+ 3	+	+ +	+ ,	Ub[Ya Ybh U gc`i	ci f Wbh Ub[Ya Ybh
							+, + ,	+, + ,
, + +++ ci a c]bg	3 + +	+	3+	+3+	/ 3+	3 +	++	
, + +++ p +++	, +	21,750	20,630	20,320	18,600	18,950	++	, / /
+++ p + +++	+ +	26,140	26,440	26,470	28,340	28,050	+++	+
+ +++ p +++)	, / +3+	14,070	15,080	15,660	17,500	16,880	3++	, +
+++ p, ++ +++	+++	7,160	6,940	7,220	7,730	8,850	3 +	/ +
, ++ +++ p, + +++	++	3,660	3,860	4,330	4,810	5,740	/ +	/ +
, + +++ p + + + +	++	, +	/ +	+	, +	, , +	+	++
++ +++	/ +	+	, +	+	+	/ +	/ 3+	, + / +
Yj Ybi hU` a sX]Ub	\$ 33,480.00	\$ 34,880	\$ 36,190	\$ 37,070	\$ 40,130	\$ 40,630		, / +

ci fW` hUjg] i Y UbUXU HU `YU , , + + + + 3 + ,

DYg b]j YU XY fYj Ybi g Zi fb]ggYbhXYg]bZfa Ujcbg gi dd'sa YbUjYg gi f `U XYa UbXY Xi a UfW's Xi
 hfUj Uj) DY HU `YU WjXYggi g a YhYb sj]XYbW`Y bca fY XY XsWUfUbtg dUf [fci dY XY fYj Ybi hU` YbYfY
 +, Yh + , U]bg] i Y`Y fYj Ybi hU` a sX]Ub) DY bca fY XY XsWUfUbtg [U] bUbh, ++ + + + + ci d'i g U
 U [a Ybts XY df g XY 3+ U W`i fg XYg Wj b XYfb] fYg UbbsYg) DY fYj Ybi a sX]Ub U U [a Ybts XY ,
 U W`i fg XY `U a a Y dsf]cXY)

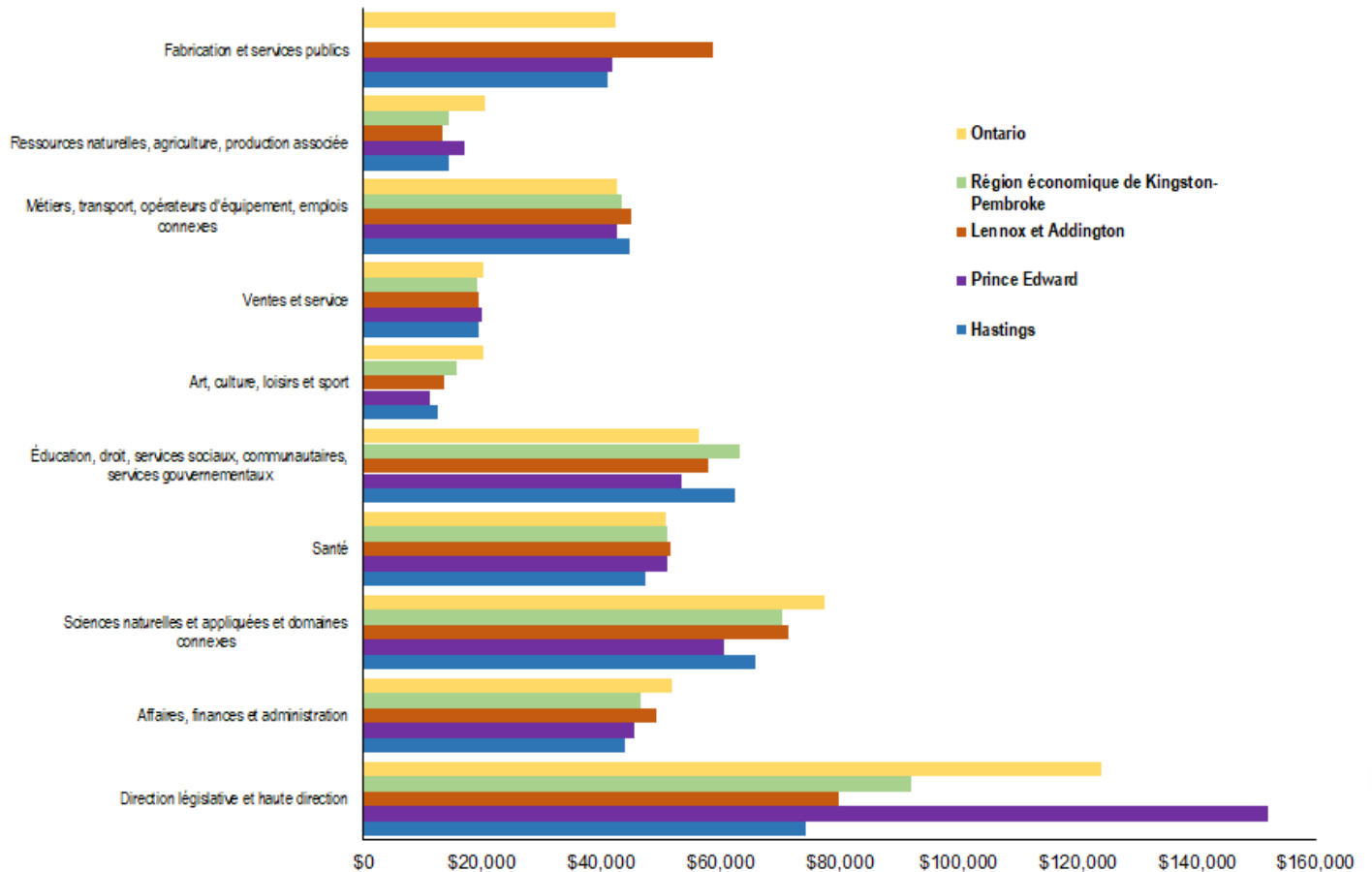
Revenu total médian Belleville et Quinte Oues



dYf i XY `U dcdi `Ujcb UWj Y

Yj Ybi a sXjUb dUf dfcZYgg]cb

Revenu médian par profession



ci fW YWbgYa Ybh + , XY HUjg] i Y UbUXU

DYg b]j YU XY fY Ybi g Zi fb]ggYbhXYg]bZfa Ujcbg gi dd'sa YbUjYg gi f `UXYa UbXY Xi a UfWs Xi IfUj Uj')
 D]bX]WUHi f a YhYb sj]XYbWY `Y fY Ybi XYa d'c] Ubbi Y a sXjUb [U] bs Yb + + U] gY]b XY WU i Y [fUbX
 [fci dY dfcZYgg]cbbY p Ugh]b] g DYbbc Yh XX]b] hcb Yh f]bWY X UfX `Ufs]]cb sWcbca] i Y Xi cfX
 i Ygh Yh`U dfc]]bWY XY ` bUf]c gYcb `Y fYWbgYa Ybh XY HUjg] i Y UbUXU XY + ,) DY fY Ybi XYa d'c]
 a sXjUb Wca dfYbX hci g `Yg gUjYfYg IfUj]Ya Yb]g YhWca a]gg]cbg dfc] YbUbh Xi b Ya d'c] fsa i bsfs p hYa dg d'Y]b
 Yhp hYa dg dUf]Y YhXi fY Ybi dYfgcbbY bYhfY Ybi XYa d'c] dfc] YbUbhXi bY YbhfYdf]gY U] f]W`Y ci bcb
 U] f]W`Y bcb Wcbg]hi sY Yb gcV]s Yhci Xi bY dfUj i Y dfcZYgg]cbbY`Y)

DUfs]]cn sWcbca] i YXY]b] g]cb Ya fc YWca dfYbX `Ufs]]cb Xi YbhfY dci f `Y Xsj YcddYa YbhXY `Ua U]b
 X i j fY U]bg] i Y `Yg d]j]g]cbg XY fYWbgYa YbhXY fcb]bUWYh YbZY)

Y`Yj J`Y XY i JbhY i Ygh

Dja U Y Vj XYggci g dfsgYbhY `Yg `ja JhYg XY `Ufs[jcb a sfcdc]fUjY XY fVWbgYa Ybh XY Y`Yj J`Y i JbhY i Ygh) YhY Vta dfYbX `Uj J`Y XY Y`Yj J`Y `Uj J`Y XY i JbhY Ygh `Y VUbrcb XY hf`j[U Xcb Yh`Y VUbrcb XY YbXjbu U) DU gci fVW XYg JbZfa Ujcbg YhXYg ja U Yg dfcj jYbhXY fUjg] i Y UbuXU) YhY g UddYUjhp `cf][jby `U XY Y`Yj J`Y YhUj UbhVW`U `U i g]cb XY fVWbgYa YbhXY Y`Yj J`Y) a Y g] Xj Yfg YbgYa `Yg XY XcbbsYg `UddY`YbhYbVt`fY XY Y`Yj J`Y j`Yghja dcfUubhXY bchf i Y fUjg] i Y UbuXU `U fYbca a sY XY Y`Yj J`Y i JbhY i Ygh) ci hYg `Yg gci fVWg XY XcbbsYg gYfcbh a cXjZsYg `cfg i Y `Y hYa dg `Y dYfa YhfU)

ci hU `cb[XY `U dUbXsa jY `Yg fUddcfhg Ubsf]Yi fg dfsgYbUjYbhXYg XcbbsYg gi f `Yg YZYhg XY `U dUbXsa jY gi f `Ya UfWs Xi fUj Uj) YdYbXUbh p a Ygi fY i Y `U dfcj jbVW`U Uggci d] `Yg fYghf]V]cbg]sYg p `U dUbXsa jY `U dcdi `Ujcb U]Vj Y [`c UYU jYb fY cbXj) YfUjbg gVW] fg Vt`b]bi YbhXUj c]f Xi a U p dci fj c]f `Yg dchgYg j U]V] a U]g j`YghdYi dfc U `Y i Y VW`Ugc]h]s p `U dUbXsa jY XY ,)

DU XY Y`Yj J`Y i JbhY i YghXYj fUjhfY Vt`bg]XsfsY Vta a Yi b cb jbx]VU]f XY `U g]hi Ujcb XY `U dcdi `Ujcb U]Vj Y Xi a c]bg XUbg `Ufs[jcb XY i JbhY) Yg g]a j]hi XYg UddUfU fcbhXUbg `Yg Vta a i bU hsg Ybj jfcbUubhYg h`Yg i Y`Y fUbx UdubyY `Y Vta hS XY f]bVW X UfX UxcWYh YXX)



`Y jghY ffc]g jbx]VU]f fg Vsg oi fY `Y fU XYW a U Y i j]dYi j YbhUjXyf p sj Ui Yf `UgUbrs XY `Ua U]b X i j fY `cWY)

cdi `Ujcb [`c UY XYg df]bV]dUYg fUbwYg X [Y U]V]Z

]gdc] j]hS [`c UY XY `U dcdi `Ujcb U]Vj Y

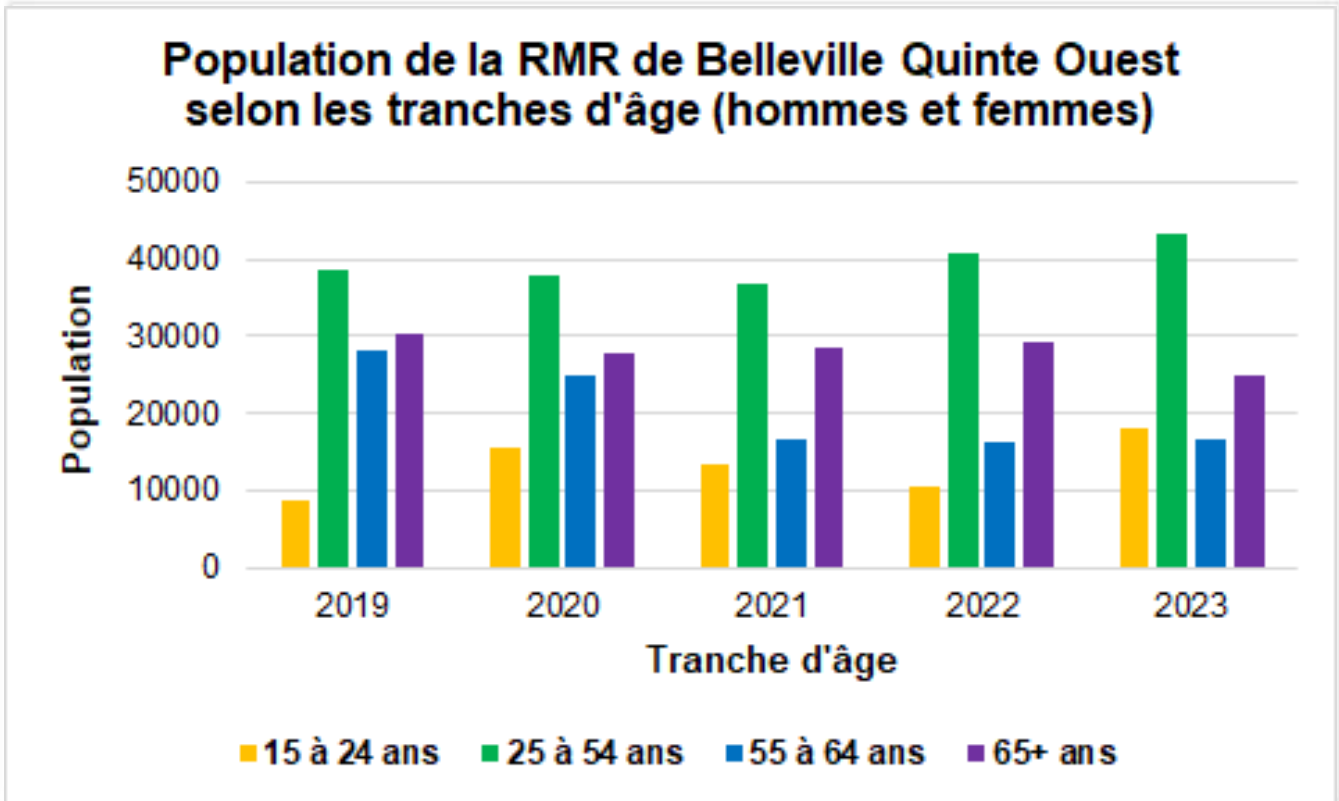
U XY dU]h]V]dU]cb [`c U

DYg ffc]g fU `YU gi j] Ubrg Xcbbybhi b Udyf i j]bg]U]b]bs XY V]g jbx]VU]f fg Vsg) chY i j`Yghja dcfUubh XY Ua jbyf V]g ffc]g jbx]VU]f fg dfsgYbrs g U Z Xi hYa dg Yhbc b dUg i b] i Ya Ybhgi f i bY gYi `Y dsf]cXY ci a a Ygi f i bY gYi `Y UbsY)

Y`Yj J`Y

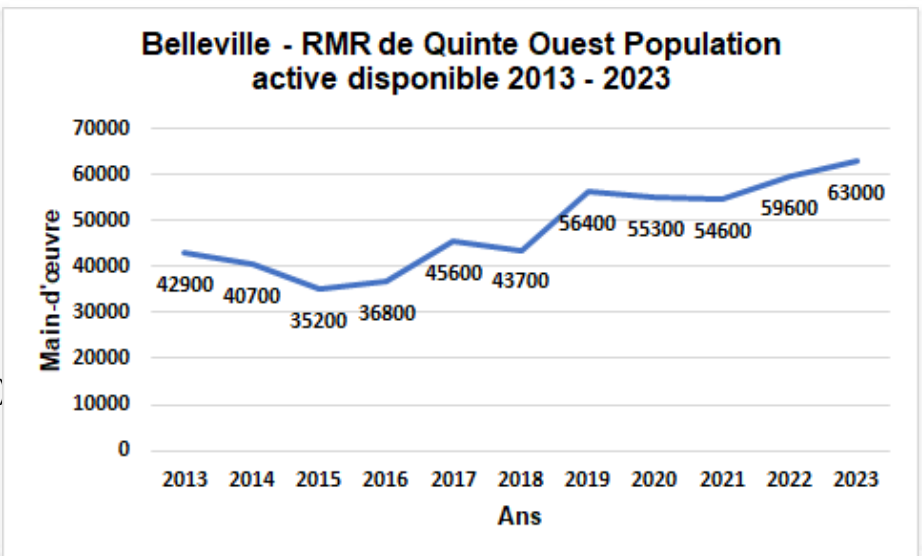
XY i]bhY i Ygh

b fY[UfXUbh`Y HU `YU VY XYggci g bci g bclrbg i U Vti fg XYg XYfb] fYg UbbsYg `Udf]bV]dUY IfUbWY X [YXY `U dcdi `U]cb UMj Y Vti j fUbh`Yg p / Ubg sU]h]b]j]UYa YbhYb XsW]b +, p +, YhU Vtbbi i bY U [a Yb]U]cb a cXsfsY Yb +, Yh + p a Ygi fY i Y bclfY fs[]cb gY fYa YhXY `U dUbXsa]Y XY ,) b Vta dUfU]gcb `U IfUbWY X [YXY, p / Ubg gY g]h Y WdYbXUhbhYhYa YbhYb XYggci g XY Wg gYi]g) YUgi [[fY i] dci ffU]h U] c]f a c]bg XY IfU] U]`Yi fg X]gdcb] `Yg dci f dci fj c]f `Yg dclgYg j U]U]b]g p `U] Yb]f) DY HU `YU gi] U]hd]fsgYbhY `U dcdi `U]cb UMj Y X]gdcb] `Y U Vti fg XYg X] XYfb] fYg UbbsYg)



ci fWV HU]g] i Y UbXU) U `YU ,/ ,++ 3 +, U]U]s]f]g] i Yg XY `U dcdi `U]cb UMj Y

DY HU `YU XY Xfc]hY dfsgYbhY `U dcdi `U]cb UMj Y X]gdcb] `Y XUbg `U fs[]cb a s]fcdc]]U]bY XY fYW]bgYa Ybh XY Y`Yj J`Y i]bhY i YghU Vti fg XYg X] XYfb] fYg UbbsYg) a Yg] `U dcdi `U]cb UMj Y U U [a Yb]s XYdi]g +, `Yg cddcf]h b]rsg XYa d`c] cbh s[U]Ya YbhU [a Yb]s Yh`Yg Ya d`c Yi fg Vtbb]bi YbhXsdfci j Yf XYg X]Z]W]rsg p dci fj c]f `Yg dclgYg j U]U]b]g) YUgi [[fY i Ya a Yg] bclfY a U]b X i j fY `cW]Y U [a YbhY `Y HU X U [a Yb]U]cb dci ffU]h]bY dUg IfYgi Z]gU]hdci f fsdcbXfY U Ygc]bg `cW])



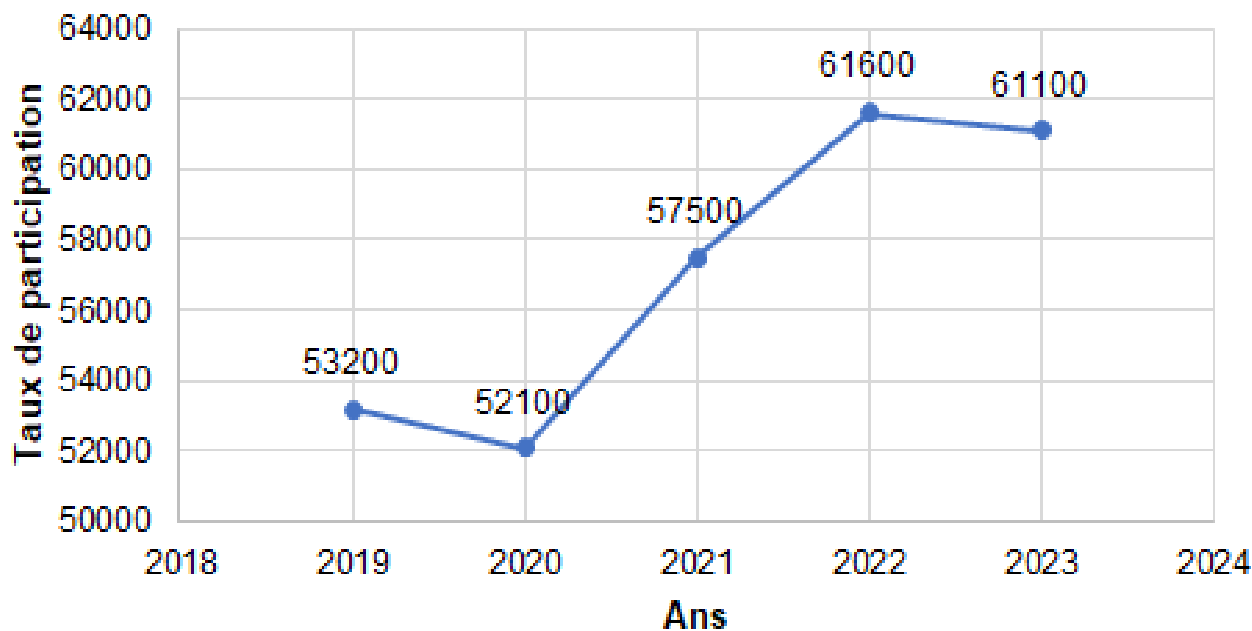
HU]g] i Y UbXU) U `YU ,/ ,++ 3 +, U]U]s]f]g] i Yg XY `U dcdi `U]cb UMj Y

Y`Yj J`Y

XY i]bhY i Ygh

DY HU `YU gi Jj UbhdfsgYbhY `Y HU XY dUfhVdUhc p `Udcdi `Uhc UVMj YXY Ubj JYf +, p Ubj JYf +)

Taux de participation dans la RMR de Belleville Quinte Ouest



ci fVY HUjgj i Y UbUXU) U `YU , / , + + 3 +, UfUfsgj i Yg XY `Udcdi `Uhc UVMj Y

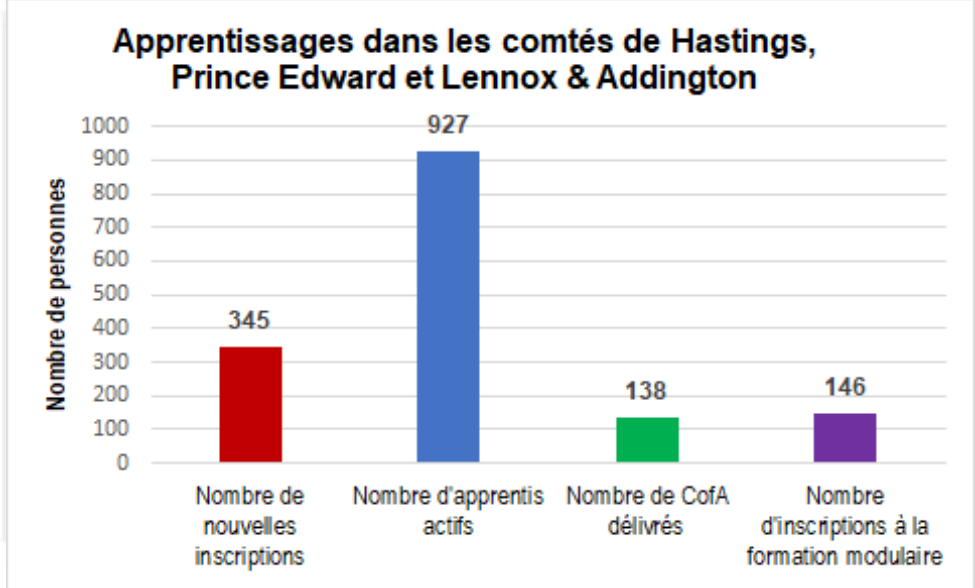
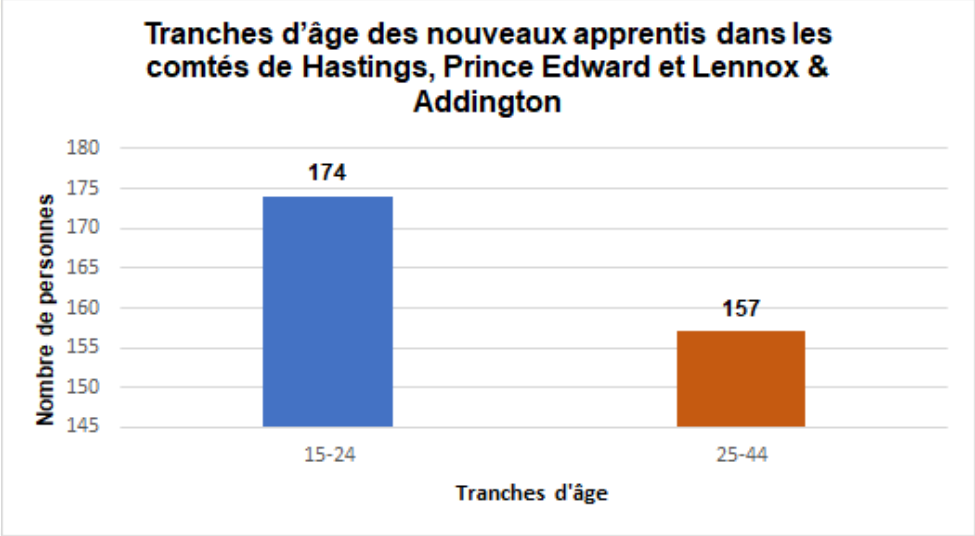
DY HU `YU VYXYggi g gYfhX]bX]VUHri f ZU `Y Xi b ffc]g] a Y ZUMri f]bZi Yb Ubh`U WUdUM]rs XYg Ya d`c Yi fg p dci fj c]f `Yg dchgYg j UWUbrg) Ubg `U XY Y`Yj J`Y i]bhY i Ygh cb Uc gYfj s i bY U ggY bcfU `Y Xi HU XUMj]rs) YdYbXUbh WY HU U Vebbi i bY UjggY U Vei fg XY `U XYfb] fY UbsY) DYg fYWYfWYg gi f `Yg HU XY dUfhVdUhc `cWU]bX] i Ybh i Y `U a Ucf]rs XYg dYfgcbbYg]bUMj Yg gcbh [sYg XY Ubg Yhd`i g) Y d`i g WYHY fYWYfWYfsj `Y i Y dUfa] Wri i]bY dUfhVdYbhdUg p `Udcdi `Uhc UVMj Y gYi `Y i bY dYfhY ZUM]cb Y dfja Y `Y Xsg]f XY fUj U]`Yf Yh bca fY XYb fY Yi gcbh VebZcbrsg p X]a dcfUbrg c gHUWYg p `Ya d`c) Yg c gHUWYg Yb[`c YbhX] Yfg XsZg H`g i i b `c[Ya Ybh XYg j HYa Ybrg ci i bY bci ff]hi fY]bUXs i Urg i bY a Ufh]gY]a]rsY XY `Ub[`U]g XYg Ubrs VebXYbrg W]a]bYg i b a Ub i Y XsXi WUhc i b a Ub i YXY dsf]YbWY XY fUj U] Udd`]WU `Y i b a Ub i YXY X]d` a Yg i b a Ub i YXY fUbgdcfhZU `Y Yhci XYg X]Z]W `rs g UggcV]s Yg p `U [UfXY XYbZUbrg) X]gdcg]H]cbg)



fc[fUa a Yg X a d`c] bHf]c

DY a]b]gh fY Xi fUj Uj` XY` a a] fU]cb XY`U cfa U]cb YhXi sj YcddYa YbhXYg Vta dshYbVWg D
 Zi fb]hXYg a]gYg p ci f XYg XcbbsYg gi f Xj] Yfg Xca U]bYg XY dfc[fUa a Yg Uxa]b]ghfsg dUf`]bhYfa sXU]fY Xi
 fsgYU XY Zi fb]ggYi fg XY gYfj]Wg X a d`c] bHf]c) DYg cf[Ub]gU]cbg i] cZiYbh`Yg dfc[fUa a Yg gcbh
 Xj]]gsYg Yb gYfj]Wg XYa d`c] YhgYfj]Wg XUd U sh]gU]cb YhXY Z`fa U]cb XY UjY) DU a]gY p ci f XYg
 XcbbsYg gi] UbhY Vti j fUbh`Y YfVW + YghdfsgYbtsY dci f Zi fb]f p`U Vta a i bU ts i b UdYf i XY W
 i] gY dUggY XUbg`Yg Xca U]bYg XY dfc[fUa a Y)
 DYg XcbbsYg gcbhdfsgYbtsYg Uj YMi bY a]gY Yb [UfXY WUf tci g`Yg bca fYg XY XcbbsYg]bZf]Yi fg p , + gcbh
 gi ddf]a sg dUf D YhbY gYfcbhdUg fYZshg XUbg`Yg XcbbsYg dfsgYbtsYg) ci f W]Hf] fU]gcb If g dYi
 XUbu` gYg X]fYW]g XY W]g XcbbsYg gcbhYZZV] sYg a U]g Y`Yg gcbh Y Ua]bsYg Uj YWY fsgYU XY Zi fb]ggYi fg
 XY gYfj]Wg) DYg W]ZiYg XUbg tci g`Yg tU`YU` Yh[fUd] i Yg gU Zg]g gcbhY df]a sg Yb dci fW]bU] Y
]bX] i Ybh`Y bca fY XY V]Yb]g) DU gi ddfYgg]cb UZZV] s[UYa Ybh`U dfsgYbU]cb XYg XcbbsYg XY gcf]Y i Y
 W]fU]bg bca fYg bY gYa`YfcbhdUg gUX]j]cbYf VeffVW]a Ybh
 `Ygh]a dcf]UbhXY bchf i Y XUbg tci Hg`Yg XcbbsYg dfsgYbtsYg XUbg W] fUddcfhgi f`Yg dfc[fUa a Yg X a d`c]
 bHf]c`Yg V]Yb]g g]XYbh]ZYbhXUbg XY bca fYi gYg W]ts[cf]Yg bchUa a Ybh`Y gY Y`U W`hi fY U tchW]cbY
 ZUbw]d cbY YWY Yh`Yg UbX]W]d) DY bca fY fsY XY dYfgcbYg XUbg W]g W]ts[cf]Yg dYi h fY d`i g s`Y] s
 i Y W]i]]bX] i s)

ddfYbh]ggU] Yg



Uj Ujh 3
 U [a YbH]cb XUbg`U
 fUbwY X [Y , / Ub
 dUf fUddcfhp`U dsf]cXY
 dfsV\$XYbh)
 DU fUbwY X [Y //
 Ub U Vtbbi i bY U ggY
 XY / U [a Ybh]f) DYg
 XcbbsYg dci f`U fUbwY
 X [Y XY / p / Ub
 cbhstg gi ddf]a sYg)



DYg XcbbsYg]bX] i Ybh i Y
 `Yg UddfYbh]ggU] Yg cbhVtbbi
 XYg U [a YbH]cbg g]]b]ZV]j Yg
 dUf fUddcfhp + , +) DYg
 bci j Y`Yg]bgV]d]cbg cbh
 U [a Ybts XY /)
 DYg]bgV]d]cbg U
 Z`fa U]cbg a cXi`U]fYg cbh
 U [a Ybts XY +) DU
 Xs`j fUbwY XY W]f]ZV]g
 XUddfYbh]ggU] Y
 cZ U U [a Ybts XY 3) DY
 bca fY XUddfYbh]g U]Zg
 U s[UYa YbhU [a Ybts XY ,)

fc[fUa a Yg X a d`c] bHf]c

Y Y Xi bci j Y UddfYbh]

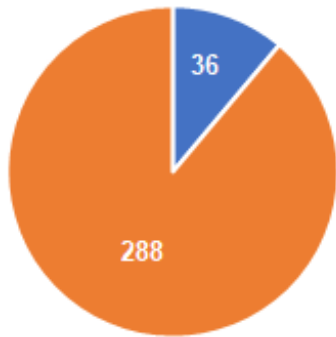


+



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Un nouvel apprenti a le plus haut niveau de scolarité dan les comtés de Hastings, Prince Edward et Lennox & Addington




Moins de 12e année Achèvement du secondaire

DU a Ucf]ts XYg bci j YU
 UddfYbh]g]bgW]rg Uj UjYbh
 hYfa]bs `Yi fg shi XYg
 gYVtbXUjYg)

DYg XcbbsYg gi ddf]a sYg
]bX] i Ybh i] U Yi U
 a c]bg i Y i Yg bci j Y`Yg
]bgW]dh]cbg XUddfYbh]g i]
 Uj UjYbh bWVfH]b b]j YU
 XUddfYbh]ggU] Y Vt` [Y
 bgY] bYa Ybhi b]j Yfg]H]fY)

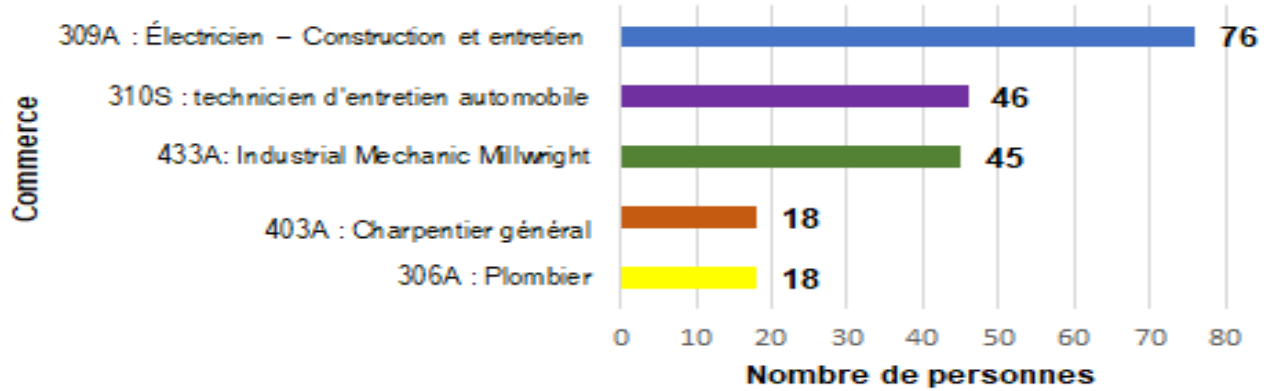
XYg bci j YU UddfYbh]g
 Yg]bgW]dh]cbg sH]YbhU hW hcbYg)



Y bci j Y`Yg]bgW]dh]cbg XUddfYbh]g cbh
 s[UYa Ybhs ts YbfY[]g]fs Yg XUbg `Yg U IfYg [fci dYg
 Xsg][bsg gi]j Ubh]g) DY bi a sfc gdsV]Z i Y p WUWbY
 XY WYg WUs[cf]Yg U sts gi ddf]a s)
 fUbVtd cbY
 YfgcbbY UbX]VUsY
 UY]gs

fc[fUa a Yg X a d`c] bHf]c

Nouvelles inscriptions à des programmes d'apprentissage par métier dans les comtés de Hastings, Prince Edward et Lennox & Addington



DYg bci j`Y`Yg]bgV]d]h]cbg XUbg `Yg a s]Yfg dci f `Yg i Yg `Yg XcbbsYg sU]YbhX]gdc] `Yg cbh]bX] i s i bY U [a YbU]cb XYg]bgV]d]h]cbg dUf fUddcfhp `U dsf]cXY XY fsZfYbWV dfsV\$XYbH) `YghYbVei fU] YUbhXY VebgUHYf XY bci j`Y`Yg]bgV]d]h]cbg p XYg dchgYg XUddfYbh] XUbg `Yg a s]Yfg gdsV]U]gsg Xs`YV]V]Yb Vebgfi V]cb YhYbYf]Yb HWWb]V]Yb XYbYf]Yb U lca c]Y a sVUb]V]Yb]bXi gh]Y XY WUb]Yf WUfdYb]Yf [sbsfU Yhd`ca]Yf WUf `Yg XcbbsYg]bX] i Ybhi bY U [a YbU]cb XY 3 XYg Ygc]bg XUbg Wg Xca U]bYg dfcZgg]cbbYg X]V] +)

`Y]ghY XU HfYg a s]Yfg gdsV]U]gsg dci f `Yg i Yg XY bci j`Y`Yg]bgV]d]h]cbg XUddfYbh]g cbhs]s YbYf]]ghfsYg XUbg bcfY fs[]cb a U]g `Y bca fY Y UVMYgh]bVebbi Yb fU]gcb XY `U gi ddfYgg]cb XYg XcbbsYg) Yg a s]Yfg Vea dfYbbYbh `Y / OdsfU]f XY dfcV\$Xsg U f]VU]cb XU]a Yb]g `Y +3]Yf `Y +3 sg]XYbh]Y XY Z] `Y U H]f]Yf `Y + `YV]V]Yb ca Ygh] i Y Yhfi fU `Y , + sdUfU]f XY WUffcgYf]Yg YhXY Xca a U] Yg dUf Veb]g]cb `Y , + YWb]V]Yb XY a c]cVWV]H]g `Y , + YWb]V]Yb XY V]a]cbg YhXU HcVUf) , sVUb]V]Yb XY g gh a Yg XY fsZ]]sfU]cb YhXY V]a U]gU]cb , sVUb]V]Yb XY g gh a Yg XY V]a U]gU]cb fsg]XYbh]Yg c]Z]i f b[sb]Yi f Yb `Y U]Y dsfU]f f XY [fi Y a c]Y, / +, U cb XY f] i Y YhXY d]YfY / , i]g]b]Yf / , YWb]V]Yb Xs i]dYa Ybh`ci fX / YWb]V]Yb Xs i]dYa YbhU] f]Veb]Y / sbsfU UW]b]ghY HWWb]V]Yb XY]] bYg s`YV] i Yg / / a cbH]f XY a sU U i gh]f / HWWb]V]Yb Yb cf]H]`hi fY / / , s`YV]V]Yb]bXi gh]Y // Uf cf]ghY / / / gci XYi f / ZfYi f XY di]]g XYU + H]U U]`Yi f XY `YbZUbW YhXY `U Yi bYggY + dfU]V]Yb Xi Xsj YcddYa YbhXY `YbZUbh + YngYf]]Wg XY Xsj YcddYa Ybh + oi j f]Yf)

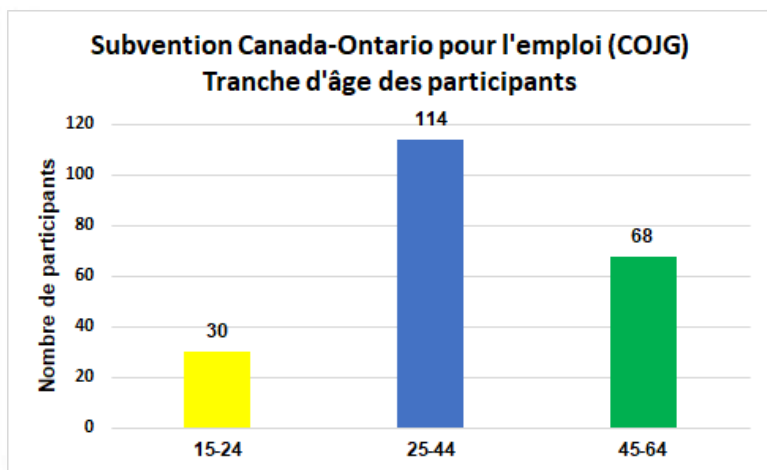
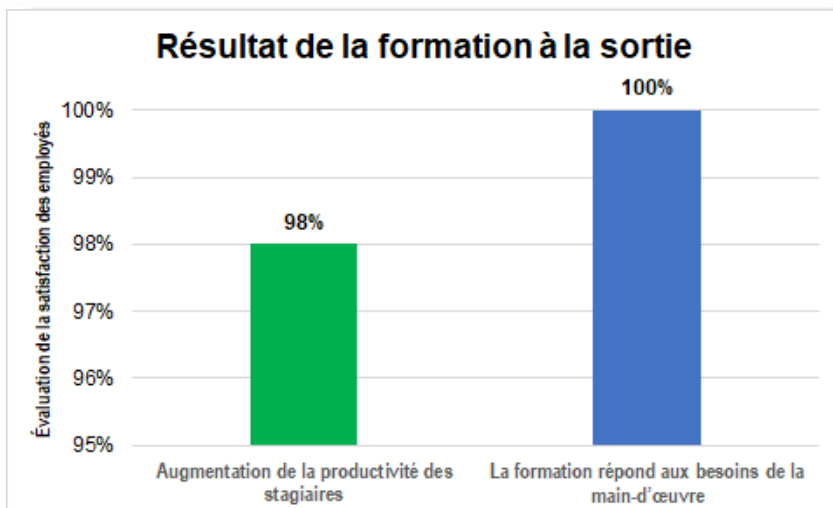
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Ubg `Yj c`Yh a d`c Yi fg] U] U]h3
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3 XYg Ya d`c Yi fg dUf]V]d]Ubrg U] U]Ybha c]bg XY + gU]U]sg XUbg `Yi f YbYf]df]gY)
 DYg XcbbsYg gi ddf]a sYg]bX] i U]Ybhs[UYa Ybh`Yg Ya d`c Yi fg dUf]V]d]Ubrg XUbg `Yg WU]s[cf]Yg gi]] UbH]g)
 + , +
 , , ++
 +, , ++

fc[fUa a Yg X a d`c] bHf]c

Ugs gi f `Yg fsdcbgYg fY i Yg XYg
 Ya d`c Yi fg `YHU `YU XY Xfc]Hr
 dfsgYbHr `UgUhgZM]cb XYg Ya d`c Yi fg
 p `s[UfX Xi dfc[fUa a Y Yb W i]
 V`bWfYbY `UdfcXi W]j]Hs XYg gHfU]UfYg
 Yhg] fsdcbX U UHbHrYg XY `Ua U]b
 X i j fY) DYg XYi cbhYbfY[]gfs XYg
 H U XYgUhgZM]cb lf g s`Yj sg `Yg
 Ya d`c Yi fg gY XsWUfUbhgUhgZ]Hr p
 , ++ XY `UfsdcbgY U Ygc]bg Yb
 a U]b X i j fY)



` Uj U]hi b HcH XY / dUf]V]dUbrg U dfc[fUa a Y
) `g U[]hXi bY U [a YbHf]cb XY dUf]V]dU]cb
 XY, /) DU W`a dcg]H]cb gY i Y`Y YghXsW]Hr VY
 XYggci g) bY dY]Hr dUf]Y XYg]bX]j]Xi g cbhdfsZfs
 bY dUg X]j i [i Yf W]Hr]bZfa U]cb)

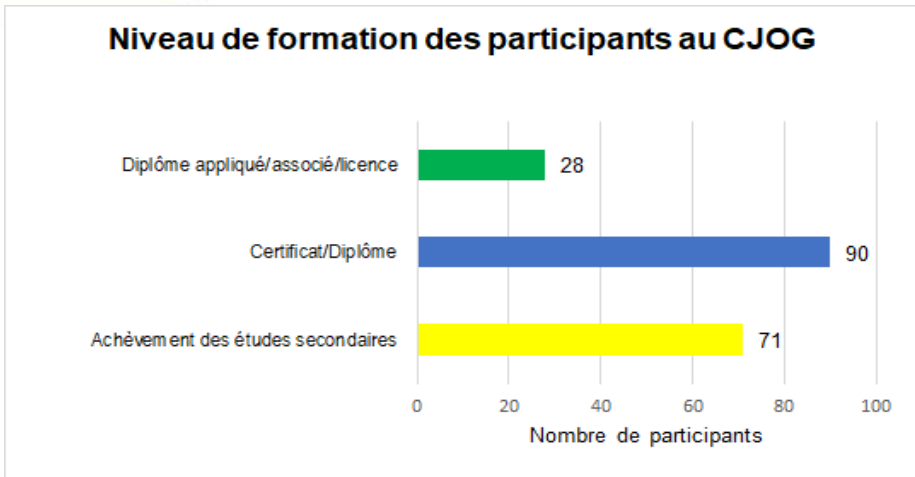
Sexe des participants au COJG



, , , ,

DYg XcbbsYg gi ddf]a sYg]bX] i U]Ybh i]` Uj U]h
 s[UYa YbhXYg dUf]V]dUbrg [sg XY Ubg Yhd`i g
 Yh ` [YXY Wf]U]bg dUf]V]dUbrg Ygh]bW`bbi)

3+ XYg dUf]V]dUbrg
 HfUj U]`U]Ybhp HYa dg d`Y]b)
 , / HfUj U]`U]Ybhp HYa dg
 dUf]Y)
 DYg]bZfa U]cbg gi f `Yg
 dUf]V]dUbrg XUbg `Yg
 W]Hs[cf]Yg fYgU]bHrYg
 cbhsHs gi ddf]a sYg)

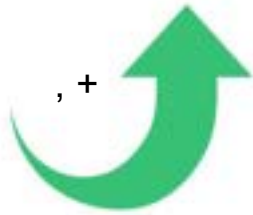


DYg XcbbsYg dci f Hci g `Yg U HfYg b]j YU XsXi W]H]cb cbhsHs gi ddf]a sYg)

fc[fUa a Yg X a d`c] bHf]c

Yfj]Wg XYa d`c]

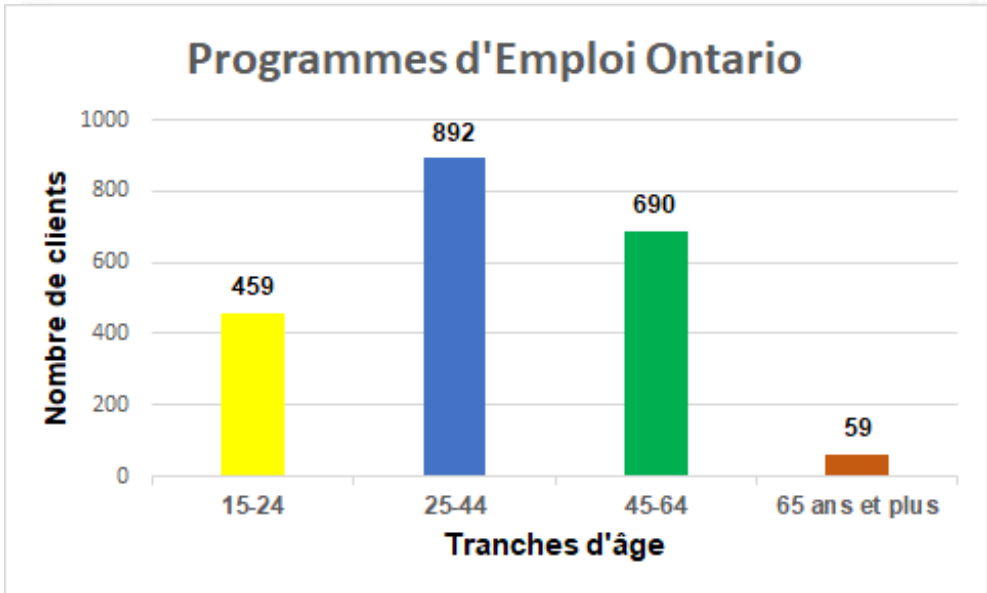
]YbHg XYg gYfj]Wg Ugg]gHsg,



DYg W]YbHg
Ugg]gHsg Yh
`Yg W]YbHg bcb
Ugg]gHsg cbhVbbi
i bY U [a YbHf]cb
dUf fUdcbfhp
`Y YfV]WY dfsVbXYbh
DYg W]YbHg Ugg]gHsg
cbh U [a YbHs XY
, Yh`Yg W]YbHg
bcb Ugg]gHsg cbh
Vbbi i bY
U [a YbHf]cb
g] b]Z]W]j Y
XY , Yb dUf]Y
dfc U `Ya YbhXi Y p
`U fYdf]gY dcgh
dUbXsa] i Y)

]YbHg bcb Ugg]gHsg

Bienvenue dans
notre centre de
ressources en
emploi



]YbhUgg]gHs Y Y



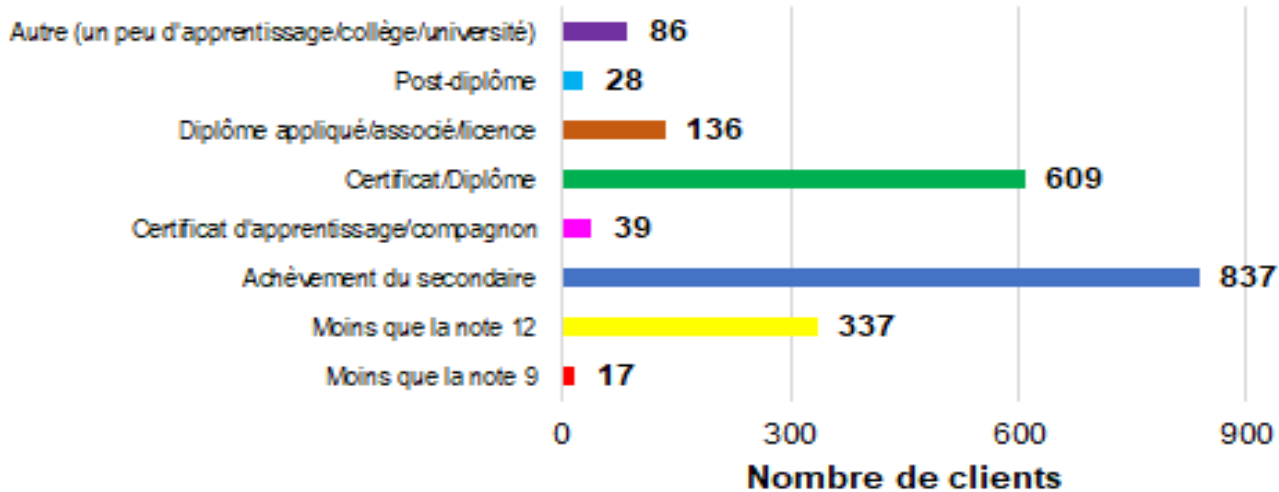
, , , 3+

DYg XcbbsYg]bX] i Ubh fUbg] YbfY i fFY Yh
fsZ fY bY dUg Xj] i] i Yf cbhHs gi ddf]a sYg)

* DYg W]YbHg Ugg]gHsg gcbhU W a U] Y YhbY dUf]Y]W]YbhdUg p i bY Zfa U]cb ci p i b YbgY] bYa Ybhp HYa dg d`Y]b) DYg W]a dcbU]H]g W]a dfYbbYbh`U fYW YfWY XYa d`c] `UddU]Ya Ybhp `Ya d`c] `Y d`UW]a YbhYh`Yg a Ygi fYg]bV]U]j Yg U]bg] i Y`Y a U]b]Yb Yb Ya d`c] Zfa U]cb)
DY]c`Yh Yggci fWg Yh]bZfa U]cb Yghi bY fYggci fW] UW]gg] `Y p fci g`Yg a Ya fYg XY `UW]a a i bU]ts W]a df]g `Yg Ya d`c] sg `Yg gci g Ya d`c] sg `Yg WYfWYi fg XYa d`c] `Yg shi X]Ub]g `Yg fU]U]Yi fg]W]bV]sg `Yg UddfYb]g `Yg dYfgcb]Yg Zfa sYg p`sfU]b] Yf Yh`Yg Ya d`c] Yi fg) `b U]U W]b W]j]h fY Xs]]]]ts ci X UW]g U)

fc[fUa a Yg X a d`c] bHf]c

Client assisté ayant le niveau d'éducation le plus élevé à l'entrée dans le programme



fci dYg Xsg][bsg
 bX][bY , +
 ZUbVtd cbY , 3
 cfa s p `]bhYfbU]cbU
 fcZYgg]cbbYg 3
 ci j YU j Ybi +
 YfgcbbY UbX]WdsY ,
 U]U]gs

Uf]V]dU]cb U a U]W]s Xi fUj U]
 a d`c s p hYa dg Vta d`Yh 33
 a d`c s p hYa dg dUf]Y /
 ci g Ya d`c s ,
 Ub]g Ya d`c] , +
 hi X]Ubhp d`Y]b hYa dg i ddf]a s
 hi X]Ubhp a] hYa dg i ddf]a s

DYg df]bV]dU]Yg dfcZYgg]cbg a]gYg p d]YX X]Ub] `Yg Vta hsg XY U]h]b[g f]bV] X U]X YhDYbbc XX]b[]cb
 ci h]Yb U gYfj]W]g YhU fYg dfcZYgg]cbg XY gYfj]W]g bW] , 3
]X]Yg XY a sh]Yf a Ub i j fYg Yb Vtdbgf]i V]cb YhdYfgcbbY Ugg]a]s ,
 UbcYi j fYg X]Ub]g `U]f]Ub]gZfa U]cb `U]Z] f]W]U]cb Yh`Yg gYfj]W]g di]V] , / ,
 YdfsgYb]Ub]hg XY gYfj]W] YhU fYg dfcZYgg]cbg]sYg U gYfj]W]g p `U]W]Yb] `Y YhU gYfj]W]g dYfgcbbYg , +
 DYg a sh]Yfg Xi gi ddcfhp `U]j YbhY , +
 dsfU]cbg XY f]Ub]gdcfhYhXs i]dYa Ybh`ci fX YhdYfgcbbY X]Yb]f]Y]Yb VtdbbY Yg
 sh]Yfg XY `]bXi gh]Y XY `s`YV]V]Ys YhXY `U]Vtdbgf]i V]cb /

DYg XYgV]d]cbg XYg a]gYg p d]YX gcbh UgsYg gi f `Yg f`Y] sg XYa d`c] Yh`Yg XsW]U]cbg XYg V]Y]b]g dci f `Yg W]h]s[cf]Yg dfcZYgg]cbbY`Yg bU]cbU]Yg p W]Z]Yg
 classifications (CNP)
 **nec (non classé ailleurs)

fc[fUa a Yg X a d`c] bHf]c

ca fY XY WjYbHg fYghUbg DJWbVYa YbHg dUf dfcZygg]cb p W]ZyG

YdfsgYbHbHg Vta a YfVUi Yhj YbXYi fg
Vta a YfW XY [fcg YhXY XstUj`

fYghUjYg XY gc]bg YhdfcZygg]cbg XY gci H]Yb
p `sXi VU]cb U Xfc]hYhp `UdfcH]cb di] i Y +

i HfYg]bgfU`UHY fg fsdUfUHY fg fsdUfUHY fg Yh
a Ubi H]b]cbUjYg /

fcZygg]cbg XY gci H]Yb XY i fYU /

i dYfj]gYi fg XY gYfj]W YhdYfgcbbY XYg gYfj]Wg
H]Wb] i Yg /

i fj Y]`Ubg Uxa]b]gfU]Zg YhZbUbV]Yfg YhdfcZygg]cbg
Uxa]b]gfU] Yg /

fcZygg]cbg dUfUdfcZygg]cbbY`Yg XYg gYfj]Wg i f]X] i Yg
gcV]U Vta a i bU H]fYg YhsXi VU]Zg

UbcYi j fYg p `UfsV`H p `Ua sbU Ya YbhdU gU Yf
YhU fYgci fWg bUf fY`Yg

dsfUHY fg XY a UW]bYg XY HfUbgZfa U]cb YhXY
ZU f]W]cb YhfUj U]`Yi fg XY dfcXi V]cb V`bbY Yg /

sh]Yfg XY a U]b]bUbW YhXY d`c]U]cb Xs i]dYa YbHg +

fcZygg]cbg U]]U]fYg Yb gci H]Yb U gYfj]Wg XY
gUbs

fcZygg]cbg XY V`cfX]bU]cb XY `U X]gf] i H]cb
Xi gi]] YhXY `U d`Ub]Z]W]cb

UXfYg]b]Yfa sX]U]fYg XUbg `Y Vta a YfW XY XstUj` XY
[fcg YhXYg gYfj]Wg p `U W]YbH `Y

fUj U]`Yi fg XYg fYgci fWg bUf fY`Yg XY `U f]W `H fY Yh
XY `U dfcXi V]cb V`bbY Y ,

fcZygg]cbg H]Wb] i Yg]sYg U gV]YbWg bUf fY`Yg Yh
Udd] i sYg ,

i dYfj]gYi fg XYg j Yb]Yg U XstUj` YhdYfgcbbY gdsV]U]gs
Yb j YbH ,

UXfYg]b]Yfa sX]U]fYg XUbg `Yg a sh]Yfg `Yg HfUbgdcf]g
`U dfcXi V]cb Yh`Yg gYfj]Wg di]Wg

i ddf]a s

sh]Yfg H]Wb] i Yg Yb gUbs i ddf]a s

fcZygg]cbg dfcZygg]cbbY`Yg XUbg `Yg gYfj]Wg XsXi VU]cb

i ddf]a s

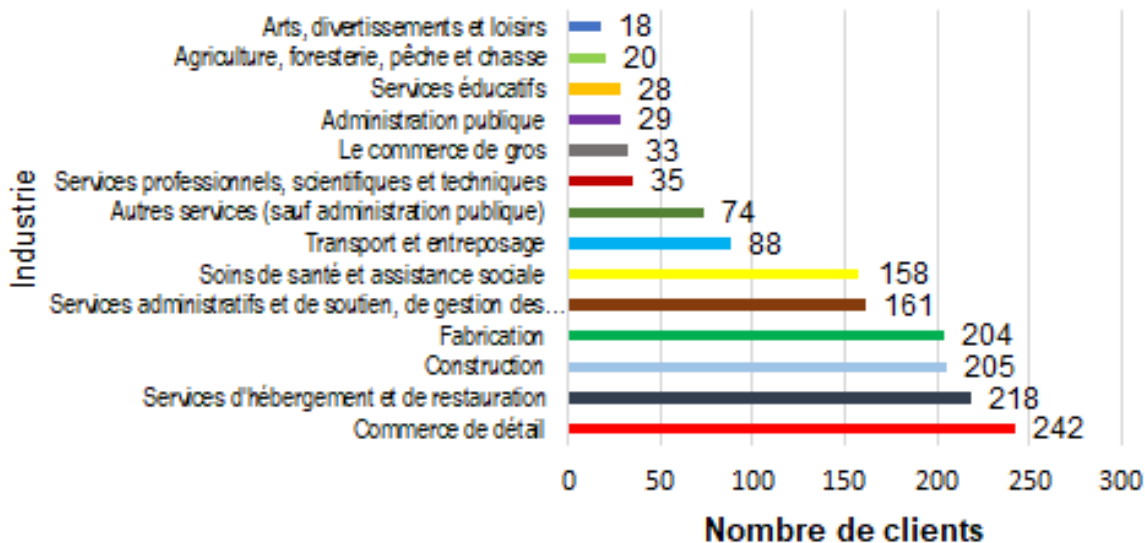
i dYfj]gYi fg XY `U HfUbgZfa U]cb XY `UZU f]W]cb YhXYg gYfj]Wg
di]Wg YhcdsfUHY fg XY V`b]f `Y W]b]fU i ddf]a s

fcZygg]cbg XY `U U H] X]fYV]cb i ddf]a s

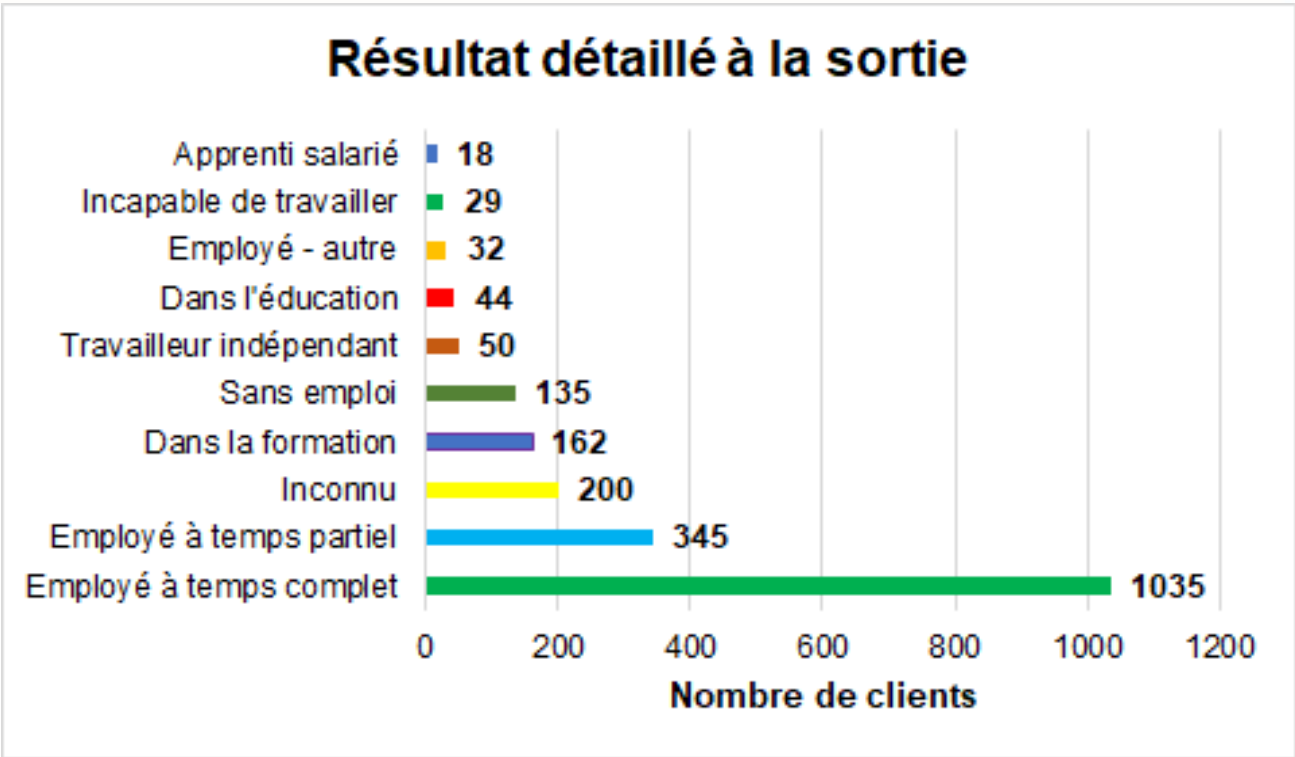
fcZygg]cbg dfcZygg]cbbY`Yg Yb UZU]fYg YhYb ZbUbW

i ddf]a s

Industrie des licenciements assistés de clients selon le SCIAN à 2 chiffres



fc[fUa a Yg X a d`c] bHf]c



Ya Uf i Y a d`c s i fY Ya d`c s XUbgi b Ya d`c] d'i g Uddfdf]s Ya d`c s XUbgi bY dfcZgg]cb i b a st]Yf dfcZgg]cbbY Ya d`c s XUbgi b Xca U]bYXY Zfa U]cb XY Wc]

sgi `hYb a U] fY XYa d`c]
 DYg g] df]bV]dUYg]bXi gf]Yg

U f]WU]cb /
 Yfj]Wg X s Yf[Ya YbhYhXY fYgHUi fU]cb
 ca a YfW XY XsH]`
 cbgf]i V]cb ,
 Xa]b]ghfU]Z ci h]Yb Yh sWYg ,
 Yfj]Wg XY [Ygf]cb YhXY fYa sX]U]cb ,
 c]bg XY gU]b s YhUgg]ghU]bV] gcV]U]Y , 3

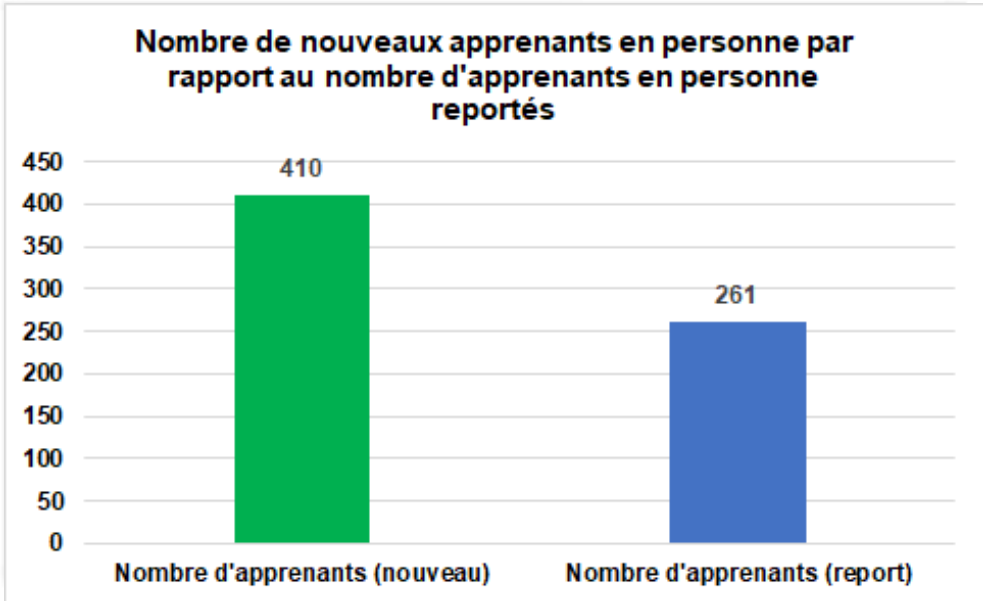
sgi `hYb a U] fY XYa d`c]
 DYg g] df]bV]dUYg dfcZgg]cbg

UbcYi j fYg XUbgi U]fU]bgZfa U]cb `U]ZU f]WU]cb Yh`Yg
 gYfj]Wg di]Wg
 ci h]Yb U] gYfj]Wg YhU] fYg dfcZgg]cbg
 XY gYfj]Wg bW
 DYg a s]Yfg Xi gi ddcfhp `U] YbhY , 3
]XYg XY a s]Yf a Ub i j fYg Yb V]bgf]i V]cb Yh
 dYfgcbbY Ugg]a]s ,
 YdfsgYbHUbgi XY gYfj]W YhU] fYg dfcZgg]cbg
]sYg U] gYfj]Wg p `U]W]Ybh `Y YhU]
 gYfj]Wg dYfgcbbYg ,
 dsfU]cbg XY fU]bgdcfhYhXs i]dYa Ybh`ci fX Yh
 dfcZgg]cbg X Yb]fY]Yb V]bbY Yg , /

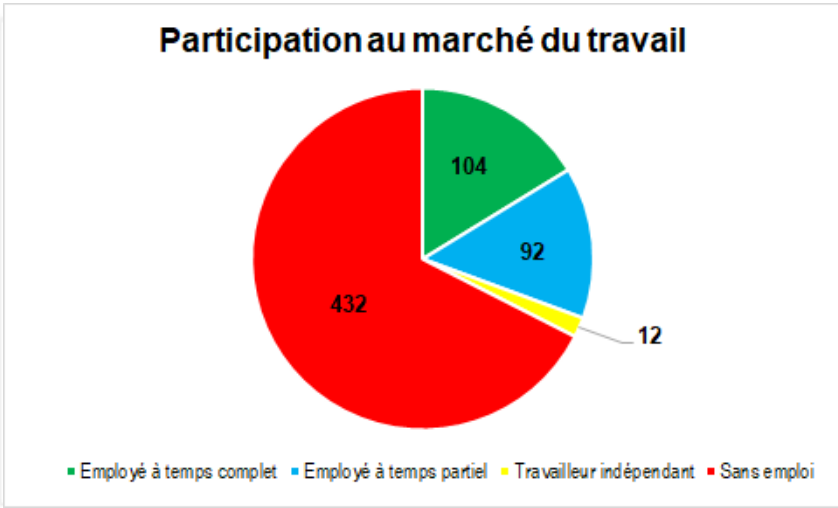
bW bcb WUggs U]`Yi fg

fc[fUa a Yg X a d`c] bHf]c

`d U shjgUf]cb YhVta dshYbWg XY Ugy D



DY bca fY XY bci j YU
 UddfYbUbrg UVtbbi i bY
 U [a YbUf]cb g[[b]ZVUf] Y XY
 dUf fUddcfhp `UbbsY
 dfsVtXYbH) DY bca fY XY
 VY]Ybrg fYdcf]sg Us[UYa Ybh
 Vtbbi i bY U [a YbUf]cb XY
 / XY `U dsf]cXY XY
 fsZfYbWV dfsVtXYbH)
 `Yghdfc U `Y i Y Wg
 U [a YbUf]cbg gc]Ybh Yb
 dUf]Y UggcV]sYg p `UfYdf]gY
 dcghdUbXsa] i Y)



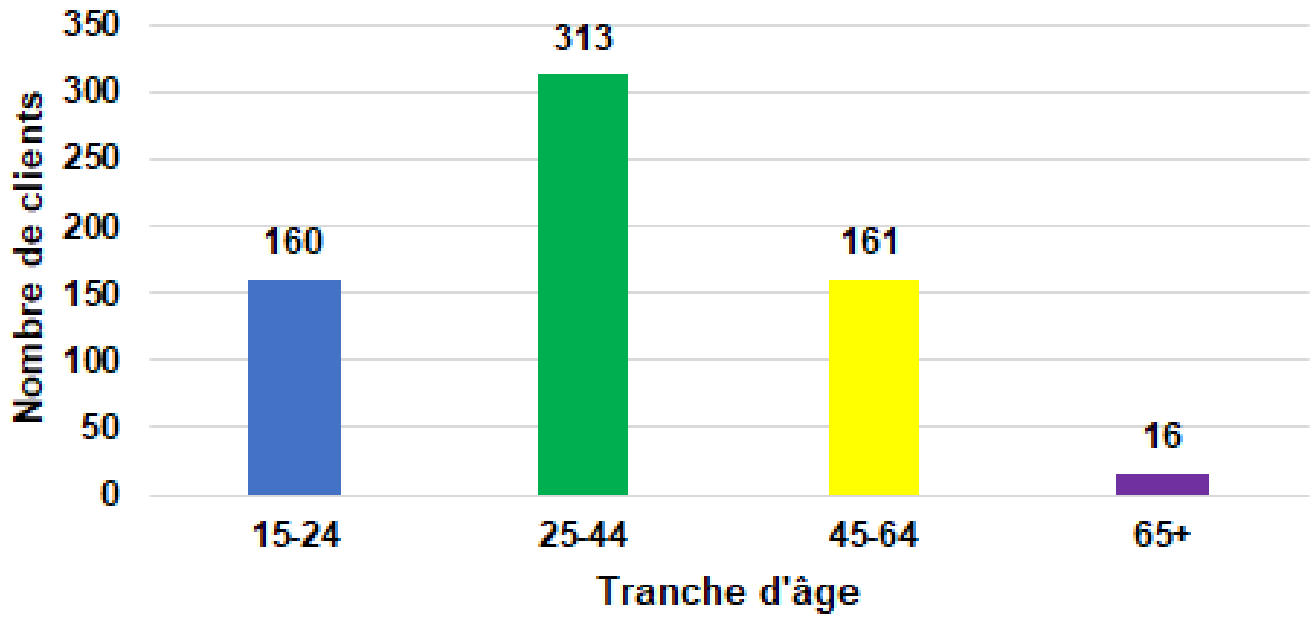
fci dYg Xsg]] bsg
 fci dY U tWtcbY
 ci j YU j Ybi
 YfgcbbY UbX]VdsY
 UVU]gs

U fYg W]s[cf]Yg]bX] i U]Ybhi b h dY XY dUf]VdUf]cb
 U a UfW s Xi fUj U]` a U]g `Yg W]Z]Yg XUbg `Yg i UfY
 W]s[cf]Yg fYgtUbH]g cbhst]s gi ddf]a sg)
 Y] V]Vta dfYbU]Ybh`Yg shi X]Ubrg p H]a dg d`Y]b `Yg
 shi X]Ubrg p H]a dg dUf]Y `Yg gci g Ya d`c sg Yh`Yg
]bVtbbi g)

DYg W]Z]Yg XYg W]s[cf]Yg XY [YbfY fUbg YhU fYg cbhst]s gi ddf]a sg)
 / DYg W]s[cf]Yg ci fXg ci fXg j Y] [`Yg Yh fUbVtd cbYg cbhst]s gi ddf]a sYg)

fc[fUa a Yg X a d`c] bHf]c

Clients en alphabétisation et compétences de base par tranche d'âge

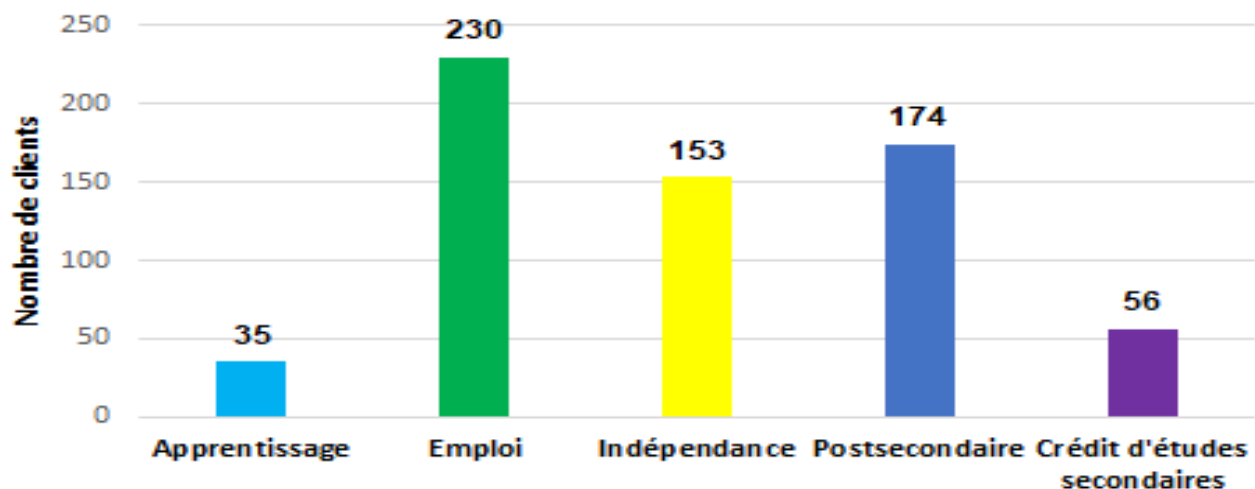


ci fVW XY fY] Ybi Xi VjYbh
 YfgcbbYp WUf[Y X
 a d`c s ,
 DUggi fUbVW Ya d`c] ,
 i WbY gci fVW XY fY] Ybi ,,
 fc[fUa a Y cbHf]Yb XY gci H]Yb U dYfgcbbYg UbX]WdsYg ,
 bHf]c U HfUj U] , +
 i HfY
 DYg WUs[cf]Yg fc b UfX YZ a d`c sg Yh bWbbi
 WbbHbUjYbhXYg XcbbsYg gi ddf]a sYg)

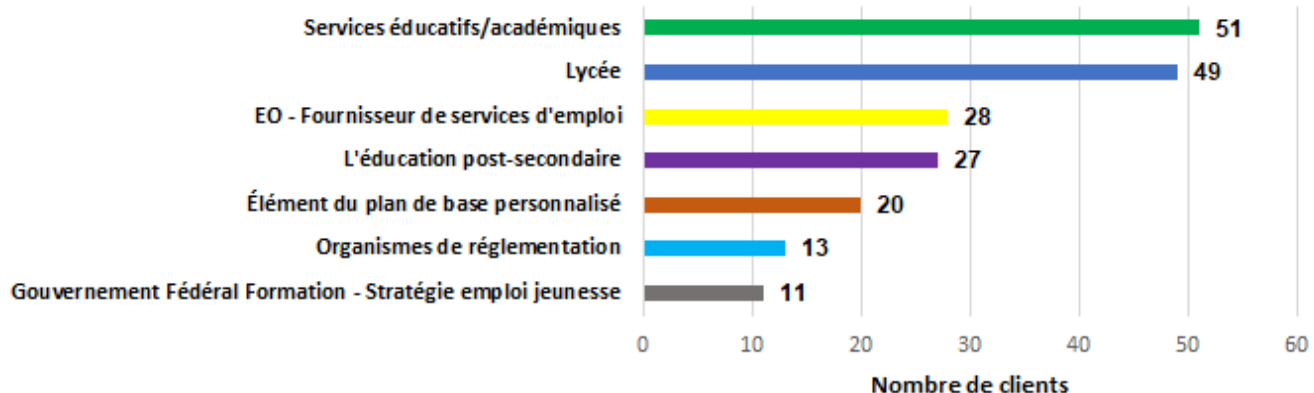
c `Yg WjYbtg sHjYbh]g fsZfsg
 ci fb]ggYi f XY gYfj]VWg XYa d`c] 3
 ci j YfbYa Ybh cfa U]cb sXsfUY Yi bYggY , /
 HfUs[]Y XYa d`c]
 ci WY p cfY]`Y]bZfa Y`Y fsZfYbWU a sX]Ug
 bHf]c U HfUj U] /
 i HfY sZfYbW gfii Vm fsY Zfa Y`Y ,
 WUs[cf]Yg WbbHbUjYbhXYg XcbbsYg gi ddf]a sYg Yh
 Wbbg]H UjYbh`Y fYgH XYg fsZfYbWg)

fc[fUa a Yg X a d`c] bHf]c

Parcours des objectifs de l'apprenant en matière d'alphabétisation et de compétences de base

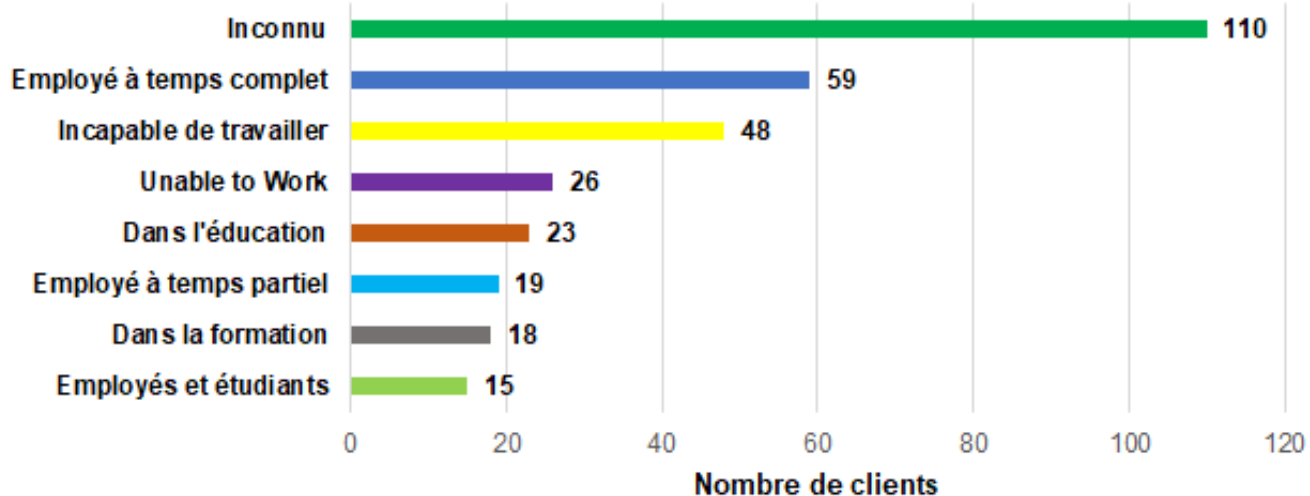


Orientation vers d'autres ressources, programmes et services communautaires



] i jhU IfYg VUrs[cf]Yg V&bHf]c]YbhXYg Xcbbs Yg gi ddf]a sYg)

Résultat détaillé à la sortie du programme



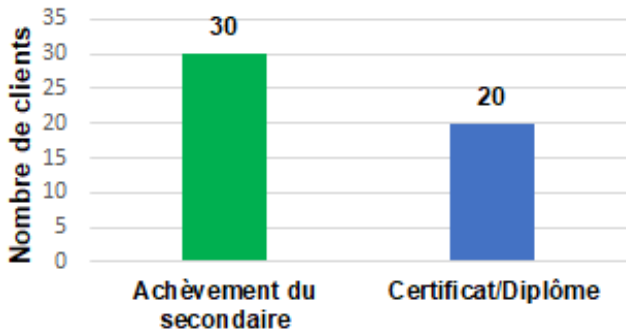
]b U IfYg VUrs[cf]Yg V&bHf]c]YbhXYg Xcbbs Yg gi ddf]a sYg)

fc[fUa a Yg X a d`c] bHf]c

Y a Y`Yi fg Ya d`c]g
D bHf]c UbVYbbYa Ybh
Yi] a YWff] fY

i hciU 3, WYbng cbhshs UjXsg XUbg `Y WUXfY Xi dfc[fUa a Y Yi] a Y
Wuff] fY gc]hi bY U [a YbHf]cb XY dUf fUddcfhp `UbbsY dfsV\$XYbhY)

Niveaux d'éducation les plus élevés des clients



DYg WUhs[cf]Yg gi]j UbhYg
V\$bhYbUjYbhXYg XcbbsYg
gi ddf]a sYg c]bg XY Y
UbbsY c]bg XY, Y
UbbsY Yfh]ZVW
X UddfYbh]ggU Y ci fbY
Yfgcb dd] i s ggcV]s
UWVU fsUh shi XYg
gi dsf]Yi fYg YhU IfYg WfHfUjbg
UddfYbh]ggU Y V\$ [Y
bj Yfg]hs)



DYg XcbbsYg XYg dfc[fUa a Yg XY Zfa U]cb
cbhshs gi ddf]a sYg XUbg hci hYg `Yg WUhs[cf]Yg
p `Y Wd]cb XYg V\$bXi Wri fg XY WUa]cbg XY
fUbgdcfh WYbng) DYg XcbbsYg]bX] i Ybh i Y
`Yg WYbng cbh dUf]V]ds U dfc[fUa a Yg gi]j Ubng)

DYg dfc[fUa a Yg gi f]] bsg Yb fci [Y gcbhXYg
dfcZ]gg]cbg Yb XYa UbXY

s Yf[Ya Ybh j c U] Yg hci f]ga Y YhU IfYg
i dYf]]gYi fg XY gYfj]Wg
ca a]g p `U V\$a d]U]]hs YhdYfgcbbY Ugg]a]s
YWb]WYbg V\$a d]U `Yg YhYbYi fg XY]j fYg
Xc]bng Uxa]b]ghfU]Z
[Ybng Uxa]b]ghfU]Z
YWb]WYbg XY fsgYU]bZfa U] i Yg
dsfU]Yi fg XY di]W]cb Ugg]g]sY dUf cfX]bU]Yi f Yh
gYfj]Wg UggcV]sg
cfYi fg YhX bUa]hri fg d`c]U]cb a]b] fY p WY` ci j Yfh
Wuff] fYg YhV\$bgfii W]cb
bgY] bU]hU b]j YU d]f]a U]fY YhgYV\$bXU]fY
gg]ghU]bng
gh sh]WYbbYg s`WVfc`c[i Yg YhUgg]a]sg
fcZ]gg]cbg
cbgY]`Yfg Z]a]]U a U]f]a cb]U YhU IfYg V\$bgY]`Yfg V\$bbY Yg
i dYf]]gYi fg XYg gYfj]Wg U]a YbHf]fY
fU U]`Yi fg XY gci h]Yb XY i fYU [sbsfU

YWb]WYbg Yb U]fg [fUd] i Yg
fUd]ghYg Yh]i ghU]Yi fg
c]Z]i fg Yh U]]Yfg
dsfU]Yi fg Xs i]dYa Ybh`ci fX gU Z] fi Y
]XYg p Xca]WY U]XYg a sbU] fYg Yh
fcZ]gg]cbg V\$bbY Yg
YWbc`c[i Yg Yb [sb]Y a sWU] i Y Yh
YWb]WYbg
gg]ghU]bng Uxa]b]ghfU]Z a sX]WU
YWb]WYbg XY `U cfU]c]fY a sX]WU Yh
gg]ghU]bng dU]h c`c[]ghYg
YWbc`c[i Yg Yb fU]X]U]cb a sX]WY
]XYg]bZ]a] fYg U]XYg gc]] bU]bng YhgYfj]W U dU]Ybng
ggcV]sg
i IfYg hWbc`c[i Yg Yh]Wb]WYbg a sX]WU
U ZgU]bs XYbHf]fY
Xa]b]ghfU]Yi fg XY `U dU]Y
c]Yhri fg XU]a U Yhri U]`Yi fg Yb gc]bg XYg U]a U
fcZ]gg]cbg dfcZ]gg]cbbY`Yg Yb di]W]s
Uf Y]b] YhfYU]cbg di] i Yg
sWd]cb]ghYg
bgU`U]ri fg fsg]XYb]Yg YhV\$a a YfV]U YhAgents de service
fU U]`Yi fg XYg gYfj]Wg gcV]U YhV\$a a i bU Hf]fYg
U Z]i fg XY WUa]cbg XY fUbgdcfh WYbng
]bYi fg XY dfcXi W]cb YhXY Xsj YcddYa Ybhgci hYf]U]bg

fc[fUa a Yg X a d`c] bHf]c

Y a Y]`Yi fg Ya d`c]g

D bHf]c UbVYbbYa Ybh

Yi] a YWUff] fY

i fsY XU gYbWV a d`c] cfa U]cb

c]bg XY a c]g 3

DYg XcbbsYg XY hci hYg Yg U hfYg

WUrs[cf]Yg cbhsths gi ddf]a sYg)

fUbWYg X [YXYg W]Ybng

// 3

/ /

cbbsYg dci f `Yg W]Ybng
[sg XY, Ubg / Usths
gi ddf]a s)

ci fWV XY fYj Ybi

] WUrs[cf]Yg WbhbYU]YbhXYg XcbbsYg
gi ddf]a sYg)

ggi fUbWV Ya d`c] ,

i WbY gci fWV XY fYj Ybi

Y]`Yi fg a d`c]g bHf]c sgi `hUg XYg W]Ybng p `Ugcf]Y

DYg XcbbsYg]bX] i Ybh i] Uj U]h, / W]Ybng Ya d`c] sg Yh / W]Ybng gUbg Ya d`c])

i g]Yi fg WUrs[cf]Yg XY XcbbsYg XstU]`sYg gi f `Yg fsg] `hUg p `Ugcf]Y cbhsths gi ddf]a sYg Wta df]g
`Yg W]Ybng XUbg `Yg WUrs[cf]Yg a d`c] s p hYa dg d`Y]b a d`c] s p hYa dg dU]f]Y a d`c] s i hfY
Ya d`c] s XUbg i b Ya d`c] d`i g Uddfcdf]s Ya d`c] s XUbg i b a st]Yf dfcZ]gg]cbbY` Ya d`c] s XUbg `Y
Xca U]bY XY Zfa U]cb Wc] fUj U]`Yi f U hcbca Y b Zfa U]cb Yh bVbbi)

DYg XcbbsYg cbhs[UYa Ybh]bX] i s i Y `Y fsg] `hU, a c]g Udf g `Ugcf]Y Xi dfc[fUa a Y stU]hXY //
W]Ybng Ya d`c] sg , W]Ybng Xcbh`Y g]h hXYa d`c] stU]h]bVbbi Yh `Yg XcbbsYg gi f `Yg W]Ybng gUbg
Ya d`c] cbhsths gi ddf]a sYg)

`Ygh]a dcf]UbhXY Wta dfYbXfY i Y `Yg fUddcf]g XYg W]Ybng p `U Zb XY `U Zfa U]cb dYi j YbhY dUg
fYZshf j sf]U `Ya Ybh`U fsi gg]h XYg W]Ybng) `g dYi j Ybh
gY XsWUfYf U W a U] Y a U]g U] c]f i b

Ya d`c] dfsj i dci f Wta a YbWV p i bY XU]Y i `st]Yi fY)

DU hfY Z]V]i f i] UZZ]V]Y `U

Wta dfs Ybg]cb Xi gi W]g Xi dfc[fUa a Y Ygh
`Y bca fY XY W]Ybng]bVbbi g p `Ugcf]Y Yh

U gi]j] Udf g , a c]g) Yth WUrs[cf]Y XY
W]Ybng U gi]j] `Y dfc[fUa a Y a U]g bY g Ygh Ua U]g
WbbsW]s dUf `U gi]h dci f]bZfa Yf XY gcb g]h i h)

YU Wta d XY W]g W]Ybng cbhdYi h hfY fsi gg] p

c h]b]f i b Ya d`c] a U]g] Ygh]a d]gg] `Y

XY `Y gU] c]f)

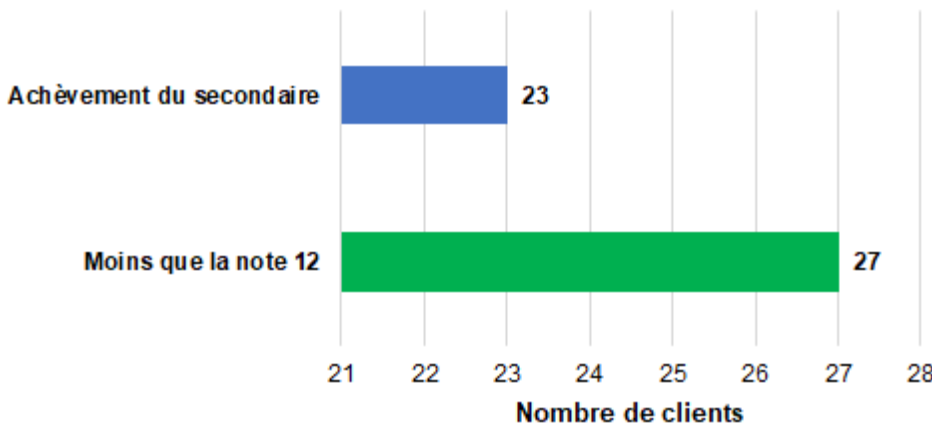


fc[fUa a Yg X a d`c] bHf]c

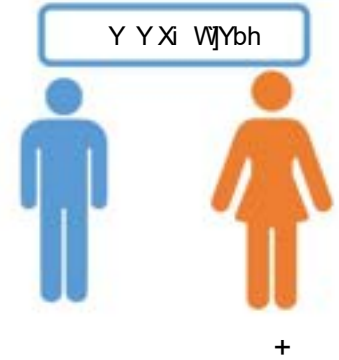
cbbY]cb Ya d`c] Yi bYggY

i hcU 3 V]Ybng cbhfY i XY`UjXY XUbg`Y WUXFY Xi dfc[fUa a Y
ci h c cbbYV]cb) DY bca fY XY dYfgcbbYg U UbhUWVg p W
dfc[fUa a Y U U [a Ybts XY / U Vti fg XY`U XYfb] fY dsf]cXY XY
fsZfYbW) YthY U [a YbH]cb Xi bca fY XY V]Ybng XY ci h c
cbbYV]cb gi [[fY i Y`Y dfc[fUa a Y VtbbU hXsgcfa U]g i bY fYdf]gY
]Ybj Ybi Y Udf g`Y d]WXY`U dUbXsa]Y XY ,)

Client de YJC ayant les niveaux d'éducation les plus élevés à l'admission



DYg W]ts[cf]Yg c]bg XY
Y UbsY
Yfh]W]h]d` a Y i fY
b dYi XUddfYb]ggU] Y
c` [Y b]j Yfg]h Yh
bVtbbi VtbbYbU]YbhXYg
bi a sfcg XY V]Ybng
gi ddf]a sg)



DYg W]ts[cf]Yg XY [YbfY
gi ddf]a sYg Vta dfYbU]Ybh`Yg
dYfgcbbYg HUbg YhU ifYg)

ci fW XY fY] Ybi Xi V]Ybh
DYg V]Ybng cbh]bX] i s i]g b U] U]YbhU WbY gci fW XY
fY] Ybi g) DYg W]ts[cf]Yg di d]`Y XY`U ci fcbbY
dYfgcbbY p WUf] Y X fc[fUa a Y cbHf]Yb
XY gci h]Yb U dYfgcbbYg UbX]W]dsYg bHf]c U i fU] U]
Yh bVtbbi VtbbYbU]YbhXYg XcbbYg gi ddf]a sYg)

fUbWYg X [Y XYg V]Ybng
, /
// i ddf]a s

fci dYg XY V]Ybng Xsg]] bsg
fci dY U hcW]cbY ,
YfgcbbY UbX]W]dsY +

DYg W]ts[cf]Yg gi ddf]a sYg Vta dfYbU]Ybh`Yg
W]ts[cf]Yg XY bci j YU Uf]j Ubrg YhXY dYfgcbbYg fU]U]gsYg)

fc[fUa a Yg X a d`c] bHf]c

cbbY]cb Ya d`c] Yi bYggY

i h`U , , VjYbrg cbh s`ts UjXsg XUbG `Y WUXfY Xi dfc[fUa a Y Xs`ts ci h c cbbYVjcb) YU]bX] i Y i bY U [a YbHf]cb XY , Xi bca fY XY VjYbrg Xs`ts Xi dUf fUddcfh p `UbsY dfsV`XYbhY)

`i g U hb]j YU XY gV`Uf]h p `UXa]gg]cb
` Uj Ujh, +/ VjYbrg i]Uj UjYbha c]bg i Y`U, Y UbsY)
DYg XcbbsYg]bX] i UjYbhs[UYa Ybh i]` Uj UjhXYg VjYbrg XUbG `Yg
WU`ts[cf]Yg c]bg XY Y UbsY Yh]b Xsti XYg gV`bXUf]Yg) YdYbXUbh `Yg
W]Z`Yg cbhst`ts gi ddf]a sg)

ci fW XY fY] Ybi Xi VjYbh
` Uj Ujh, , VjYbrg XY i a a Yf i]b cbhXsWU`ts U WbY
gci fW XY fY] Ybi g) DYg WU`ts[cf]Yg YfgcbbY p WUf[Y X
fc[fUa a Y cbHf]Yb XY gci h]Yb U dYfgcbbYg
UbX]WU`tsYg bHf]c U fUj U]` Yh bV`bbi V`bhYbUjYbhXYg
XcbbsYg gi ddf]a sYg)



DYg WU`ts[cf]Yg XY [YbfY gi ddf]a sYg
V`a dfYbUjYbh fUbg i fY`Yh YdfsZ fY bY
dUg Xj i [i Yf)

fUbWYg X [YXYg VjYbrg
` Uj Ujh, + VjYbrg [sg XY, p / Ubg
dci f W dfc[fUa a Y) DYg XcbbsYg cbhst`ts
gi ddf]a sYg XUbG `U WU`ts[cf]Y bV`bbi)

fci dYg XY VjYbrg Xsg] bsg
` UYi 3 VjYbrg]Xybh]Zsg V`a a Y
dYfgcbbYg UbX]WU`tsYg fUbX]g i Y, VjYbrg cbh
st`ts]Xybh]Zsg V`a a Y UddUf]YbUbh p i b [fci dY
U h`W h`bY) DYg WU`ts[cf]Yg ci j YU j Ybi Yh
UjU]gs V`bhYbUjYbhXYg XcbbsYg gi ddf]a sYg)

DYg XcbbsYg gi f `Yg VjYbrg XUbG i b Wf]Uj bca fY XY WU`ts[cf]Yg cbhst`ts gi ddf]a sYg XY gcf]Y i Y`Y bca fY XY VjYbrg bY gYfU dUg h`ci ci fg s[U U
bca fY h`U XY VjYbrg dUf]YbUbhU dfc[fUa a Y)

Vjcbg p `cb[hYfa Y jgY p ci f + /

DUGsfjY XY HU `YU gi j] UbH`dfsgYbH`Yg a jgYg p ci f XYg Xca UjbYg X]bHfj YbHjcb Yh`Yg UVMj]hsg dfcdcgsgYg j]gUbh p fsgci XfY `Yg dfc ` a Yg]XYbh]Zsg Yb a Uj] fY XY a Ujb X i j fY U Vti fg Xi d`Ub Hf]YbbU) Yg a jgYg p ci f gcbhd fsgYbHs Yg VtbZfa sa YbhU VUggYa YbhXYg df]cf]hsg XshYfa]bs dUf `U Vta a i bU hS `cfG Xi dfcWgggi g XY Vtbgi `hUjcb]b]jU XY +)

ci hU `cb[XYg dfcWgggi g XY Vtbgi `hUjcb YhXYb i H` d`i g]Yi fg WUb[Ya Ybng YhUci hg cbhstS Uddcfhsg YbfU bUbhXYg sVUfng dUf fUddcfhU HU `YU di]sg Yb +) YUVta dfYbX`Ugi ddfYgg]cb XYb Yi i]bY gcbhd`i g Vtb]Xsfsg Vta a Y XYg df]cf]hsg Vta a i bU Hf]Yg U]bg] i Y `UfYZfa i `Ujcb XY VUfU]bg gi Yng dci f a]Yi g U] bYf gi f `Yg df]cf]hsg XY `U Vta a i bU hS) `Yg dfscWV dU]cbg `Yg Xca UjbYg X]bHfj YbHjcb Yh`Yg UVMj]hsg XsZ]g dUf `U Vta a i bU hS) Y d`i g `Yg bci j YU dfc ` a Yg]XYbh]Zsg U Vti fg Xi dfcWgggi g cbhstS]b]S[fsg)

Yg d]ghYg X UVMj]hsg dchYb]Y`Yg gcbhZi fb]Yg dci f WU i Y UVMj]hsg YhXU HfYg X]gWgg]cbg Uj YWYg dUfHbUjYg gcbhd fsg i Yg dci f XshYfa]bYf `Yg Xs`Ujg XY a jgY Yb i j fY)

XYbh]Zf `Yg cddcfh b]hsg `Yg `UWbYg Yh`Yg XsZg YbfY `sXi VUjcb Yh`Yg XYa UbXYg Xi a UfWs Xi HfUj Uj)

Y VtbWVbfYf	Vmj]hS	DYg dUfHbUjYg	Vmj]hS + /
XYbh]Zf `Yg `UWbYg Yb a Uj] fY XY Vta dshYbWVg HfY dUf] XYg fsi gg]HfYg dUfHU[sYg YhU]XY `Yg Ya d`c Yi fg p UHfYf Yhp fYHb]f `Yg HfUj Uj`Yi fg XUbg `Yg gYVHri fg X]ZVYg p dci fj c]f)	YbYf XYg Vtbgi `hUjcbg Yhcf[U]gYf XYg HU `Yg fcbXYg Uj YWYg Ya d`c Yi fg)	YbfY dci f `Ua Ujb X i j fY sj YcddYa Ybh Vt fYgdcbgU `Y c` [Y Dc U]gh Vt fYgdcbgU `Y Ua fY XY Vta a YfWV ggcV]Ujcbg XYbfYdf]gYg	b sj sbYa YbhXY Vt`U cfUjcb Vta dfYbUbhXYg HU `Yg fcbXYg YbfY `Yg Ya d`c Yi fg Yh`Yg VUXfYg gi dsf]Yi fg Xi c` [Y Dc U]gh i]gY HfYbXfU Yb + /) +)
ccfX]bUjcb fs[]cbUY dci f f]gYf `Yg g]`cg Uj YW Hci g `Yg dfYg]UjYfYg XsXi VUjcb XY Zfa Ujcb Yh`Yg XshYbHri fg XY XcbbsYg Yb Vta a i bU hS)	Yb[Uf Yf Uj YWfci g `Yg b]j YU XY dfYg]UjYfYg XsXi VUjcb YhXY Zfa Ujcb XY `U Vta a i bU hS dci f Xsj YcddYf i bY fsdcbgY VtcdsfUj] Y) DYg UVMj]hsg XY a c]]gUjcb dci ffUjYbh]bWf Y XYg UH`YfYg X Yh`U a jgY Yb i j fY Xi b [fci dY fs[]cbU XY a Ujb X i j fY)	YbfY dci f `Ua Ujb X i j fY sj YcddYa Ybh fYgdcbgU `Y a d`c] bHf]c Ygt]cb]UjY Xi g gh a Y XY gYf]]WV a d`c] bHf]c `d U sh]gUjcb YhVta dshYbWVg XY Ugy ca a]gg]cbg gVt`UjYfYg c` [Y `c U]ghY	i WbY UVMjcb p VV ci f)
cfXY `Y XsWU] Y]b[i]g] i Y YbfY `Yg sXi VUfYi fg dcbg]VtbXUjYfYg Yh`Yg Ygc]bg XYg YbfYdf]gYg)	Ua dUf bY XY a Uf Y]b[a YbsY dUf i b stU]ggYa Ybhdcg]gYVtbXUjYfY Uddi sY dUf XYg]bHfj YbUbng Vta a i bU Hf]Yg dci f dfca ci j c]f Yh]a d`] i Yf `Yg Ya d`c Yi fg XUbg `Yg Vta]hsg Vtbgi `hUjZg XYg dfc[fUa a Yg)	c` [Y `c U]ghY fYgdcbgU `Y YbfY dci f `Ua Ujb X i j fY sj YcddYa Ybh Ua fY XY Vta a YfWV cbg]fi VUfY fg XY a U]gcbg i]b]Y ggcV]Ujcb i]b]Y Vtbca] i Y	i WbY UVMjcb p VV ci f)
d`cfY `UXsVtbY]cb Uj YWU a Ujb X i j fY sa Yf] YbH`	b[Uf Yf `Yg s` j Yg XYg b]j YU df]a UjYf YngVtbXUjYfY dci f gi gV]HfY `Yi f]b]Sf h dci f `Y Xsj YcddYa YbhXY VUf]fY) b]]HfY `Yg dfcZ]gg]cb]Yg p j]g]HfY `Yg sVt `Yg dci f dUfHU[Yf `Yi f Y dsf]YbWV Yh`Yi fg Vtb]Ujgg]U] YWYg sh X]U]bg) Ya d`Yg ci fbsYg VUf]fY)	Ua fY U]cW Yi bY b]fYdfYbYi fg DYbbc Yh X]X]b[Hcb bZ]bg YbfYdfYbYi fg fcd]sHf]Yg YhdfcZ]gg]cb]Yg XYbfYdf]gYg `cWU]Yg	ca a Y]`g U]]hXi b bci j Y`c YVMZUVMj]hS]`b U U WbY UVMj]hS UVM Y`Yp g] bU]Yf)

Vjcbg p `cb[hYfa Y]gY p ci f + /

XYbhjZyf `Yg cddcfh b]rsg `Yg `UW/bYg Yh`Yg XsZg YbfY `sXi WUjcb Yh`Yg XYa UbXYg Xi a UfWs Xi fUj Uj`)

Y VebWbhfYf	Vmj]rs	DYg dUfhYbUjYg]gY p ci f XYg Uvmj]rsg + /
<p>fsYf i b Vea d`Yh</p> <p>Y dsf]YbWY Yb</p> <p>Ybfcbbc]f c `Yg Yi bYg</p> <p>gcbhgci hYbi g tci hU `cb[</p> <p>XY`Yi f dUfVei fg XY</p> <p>`sXi WUjcb p</p> <p>`UddfYbhjggU] Y gH] Y</p> <p>Yhp `c hYbhjcb Xi b Ya d`c)</p>	<p>YWYfWYf `Yg dfcWVggi g UvM Yg dUf `Y</p> <p>]Ujg Xi bY UbU` gY XcW a YbUjYfY YhXY</p> <p>Vebgi `hUjcbg U] YWXYg dUfhYbUjYg UZb XY</p> <p>lfci j Yf YhXY Vea `Yf `Yg `UW/bYg Y]g]UbhYg)</p> <p>UfU] Y XYg]g]c]fYg XY fsi gg]hY Yb</p> <p>a Uj] fY XY gci hYb XY `sXi WUjcb p `Ya d`c)</p> <p>Ya d`Y XY a s]Yf XY d`ca]Yf `Yg</p> <p>shi X]Ubtg cbhXi a U p hfY Ya U Wsg</p> <p>Vea a Y UddfYbhjg a a Y Udf g U] c]f</p> <p>hYfa]bs `Y)</p>	<p>YbfY dci f `Ua U]b X i j fY</p> <p>sj YcddYa Ybh</p> <p>a d`c] bH]c</p> <p>gh a Y XY gYfj]Wg</p> <p>]fYVW] f</p> <p>ggcV]Ujcbg dfcZ]gg]cbbY`Yg</p>	<p>ca a Y] g U]]hXi b</p> <p>c YW]ZUvMj]rs d`i g fsWVbh</p> <p>] b U U W b Y</p> <p>Uvmj]rs UvM Y`Y p g] b U Yf)</p>
<p>fc[fUa a Yg</p> <p>XY Zfa U]jcb</p> <p>dYfgcbbU]gsg</p> <p>j U]Xsg dUf</p> <p>`Ya d`c Yi f)</p> <p>i dUfU] Ubh]</p> <p>g U]]ggU]h</p> <p>XY a]Wc WYh]ZVUhg</p>	<p>cfa U]jcb dYfgcbbU]gsgY</p> <p>s`U cfs Y YhX]gdYbgs U] YWU dUfh]VdU]jcb</p> <p>XYg Ya d`c Yi fg dci f fsdcbXfY U Ygc]bg</p> <p>XY`Yi f cf[]b]U]jcb Vea df]g `U</p> <p>a sh cXY Yh`Y Xs`U] XY dfYg]U]jcb)</p> <p>Uf Y Ya d`Y `YDc U]gh fU]b]b[UbX</p> <p>bc `YX] Y YbfY D Uv]ss i b</p> <p>dfc[fUa a Y XY Zfa U]jcb dYfgcbbU]gsg</p> <p>dci f fcV]cf UbX Ua `Y i]</p> <p>UbVg XYggU]]bV] g) df g</p> <p>`Yg sh X]Ubtg cbhUddf]g p</p> <p>YZV] Yf XYg h WYg gi f `Yg UbVg</p> <p>XYggU] `]bg]fi V]i f `Yi f W]sU]hXYg YffYi fg</p> <p>p fsgci XfY UZb i]g di]ggYbhXsa cbfYf i]g</p> <p>U] U]YbhUW]i]g `Yg Vea dshYbW]g bsW]ggU]fYg)</p>	<p>c` [YDc U]ghY Dc U]ghY</p> <p>cbbU]gg]UbW]g Yh cfa U]jcb</p> <p>YbfY fYgdc]bgU `Y</p> <p>YbfY dci f `Ua U]b X i j fY</p> <p>sj YcddYa Ybh</p> <p>Ua fY XY Vea a YfW</p> <p>ggcV]U]jcbg XYbfYdf]gYg</p> <p>sj YcddYa YbhsVebca] i Y</p> <p>Yg i rU</p> <p>`d U sh]gU]jcb YhVea dshYbW]g XY U]g</p> <p>ddfYbhjggU] Y Vea a i bU]U]fY</p> <p>`hYf]U]j Yg</p> <p>a d`c] bH]c</p> <p>Yg]cbbU]fY Xi g gh a Y XY gYfj]Wg</p>	<p>]Yb i] b U]hYi U W b Y</p> <p>a Ygi fY</p> <p>gdsV]Z i Y Yb + +</p> <p>ci + + / `U</p> <p>Vea a i bU]s U</p> <p>fYVea a UbXs i Yb</p> <p>+ / + YhgYg</p> <p>dUfhYbU]fYg dUfU] Ybh`Yg</p> <p>fsi gg]hYg Xi D Yh</p> <p>Xi D)</p>
<p>bY a Y]`Yi fY i h]gU]jcb</p> <p>XY</p> <p>cbbsYg X]bZfa U]jcb</p> <p>gi f `Ya UfWs Xi fUj Uj`</p> <p>U b] YU</p> <p>`cW] fs[]cbU</p> <p>Yhdfc]]bV]U dci f</p> <p>ZU cbbYf `Yg W Ub[Ya Yb]g</p> <p>XY W]d)</p>	<p>f[]b]gYf XYg U]h]Yfg dci f `Yg `c U]ghYg</p> <p>Ya fYg Xi Vea]rs Vebgi `hU]ZXYg</p> <p>dfc[fUa a Yg Vea `s[]U)</p> <p>]gY Yb d`UW XY fUddf]g] a Ybgi Yg</p> <p>X dci f `U Vea a i bU]s)</p>	<p>YbfY dci f `Ua U]b X i j fY</p> <p>sj YcddYa Ybh fYgdc]bgU `Y</p> <p>c` [Y`c U]ghY</p> <p>YbfY dci f `Ua U]b X i j fY</p> <p>sj YcddYa Ybh fYgdc]bgU `Y</p> <p>c` [Y`c U]ghY</p>	<p>i W b Y UvM]cb Yb +</p> <p>U s]s]bW] gY XUbg `Y</p> <p>+ /</p> <p>`Ubb]b[XUZU]fYg</p> <p>i W b Y UvM]cb Yb + +</p> <p>XY bci j Y`Yg XcbbsYg</p> <p>Yb Vei fg Xs`U cfU]jcb dci f</p> <p>`Yg gci hYb]f Yb</p> <p>+ + /</p>

Vjcbg p `cb[hfa Y]gY p ci f + /

XYbhjZyf `Yg cddcfh b]hsg `Yg `UWbYg Yh`Yg XsZg XUbg `Yg gVMM fg XY `U ZU f]VUjcb YhXY `U Vebgfii Vjcb)

Y VebWbhfYf	Vj]hs	DYg dUfhYbUjYg]gY p ci f XYg UMMj]hsg + /
<p>DYg Ya d`c Yi fg cZFYbhi bYa Yj`Yi fY Vea dfs Ybgjcb Xi b]j YU XYbfsY YhXY `U [Yghjcb cddcfh b]hsg XY b]j YU)</p>	<p>f[Ub]gYf XYg sj sbYa Ybfg XYgh]bsg U sXi WUhi fg U dUfYbfg U s` j Yg Xi df]a UjYf Yh Xi gYVebXUjYf YhU WYfWYi fg XYa d`c] XYg XYi gYVMM fg) DYg Y Ya d`Yg]bW Ybh`U ci fbsY XY `U ZU f]VUjcb Yh`U ci fbsY XYg a sh]Yfg XY `U Vebgfii Vjcb)</p>	<p>U f]VUjcb i]bhY ggcV]Ujcb YgdcbgU `Y XY ZU f]VUjcb cbgfii VMM fg XY a Ujgcbg i]bhY ggcV]Ujcb YZXY W Ubi]Yf YbhfY dci f `U a Ujb X i j fY sj YcddYa Ybh a d`c] b]Uj]c YghjcbUjYf Xi g gh a Y XY gYfj]Wg DYg Zi fb]ggYi fg XY gYfj]Wg</p>	<p>DY cVeb fY + UVeb cf[Ub]gs i b sj sbYa Ybh XsXi VUjcb Y dsf]Ybh]Y`Y gi f `Yg a sh]Yfg gdsV]U]gsg Yb Vebgfii Vjcb dci f `Yg YbgY] bUbtg Xi gYVebXUjYf Yh`Yg s` j Yg XY Y Yh, +Y UbsYg Yb dUfhYbUj]U Uj YW)</p>
	<p>ca a YfV]U]gUjcb XY WYa]bYa Ybfg XY WUff] fY Yb XY cfg XYg shi XYg i b]j Yfg]UjYf YhVeb`[]U]Yg) W`U U]XYf U]h p Vea dfYbXfY `Yg j c]Yg a YbUbh XYg Ya d`c]g g] b]ZVUj]Zg</p> <p>,) fsYf XYg UMMj]hsg j]gUbh dUfYbfg sXi WUhi fg YhWYfWYi fg XYa d`c] dci f `Yg U]XYf p Vea dfYbXfY i Y `Yg a sh]Yfg gcbh i bYj c]Yj U U `Yj Yfg `U fsi gg]hY WUff] fYg)</p> <p>) fsY XYg j]Xscg X]ghc]fYg XY fsi gg]hY `cWU]Yg a YhUbhYb j YXYhY XYg [Ybg Xi gYVMM f a Ubi ZMM f]Yf YhXYg a sh]Yfg XYg U]Z]W Yg XY d]YXg gi f / Uj YW XYg VebXYg]sg U j]Xscg) Uf]U] Y XYg j]Xscg gi f `Yg fsgYU gcV]U Yhj]U `Yg bY g`YhYfg Xi ` VebY</p>	<p>U f]VUjcb i]bhY ggcV]Ujcb YgdcbgU `Y XY ZU f]VUjcb cbgfii VMM fg XY a Ujgcbg i]bhY ggcV]Ujcb YZXY W Ubi]Yf YbhfY dci f `U a Ujb X i j fY sj YcddYa Ybh</p>	<p>DY , a Ufg + / Yb Veb`U cfUjcb Uj YW U cZ i]bhY Vebca]W Yj Ycda Ybh Ucf[Ub]gsi bY j]g]hY `cWU]Y XY ZU f]VUjcb Yhi bY gsUbW X]bZfa Ujcb gi f `Ya d`c]]f g Zs i YbtsY j]gUbh sXi i Yf `Yg sXi WUhi fg Vea dfYbUbhXYg VebgY]`Yfg Xcf]YbUjcb XYg YbgY] bUbtg Xcf]YbUjcb dfcZgg]cbbY`Y YhXYg fYdfsYbUbtg XY `UddfYb]ggU] Y dci f `Yg Yi bYg XY ` b]Uj]c Yb Ubh i Y dUfh]Y]dUbtg)</p>
<p>sj YcddYf i b dcf[fUa a Y XUd U sh]gUjcb XYg UXi `hYg U s gi f `Yg YVMM f a Ubi ZMM f]Yf Yh dci j UbhUW i sfj `Yg Vea dshYbWg i Y `Yg YVMM f]bX] i Y hY bsV]ggUjYf Yg U dchYbh]Yg)</p>	<p>f[Ub]gY XYg U]h]Yfg dcf[fUa a Yg XUd U sh]gUjcb Yb a Uj fY XY ZU f]VUjcb dci f `Yg XYa UbXYi fg XYa d`c] Yh`Yg Ya d`c sg UMM Yg)</p>	<p>a d`c] b]Uj]c `d U sh]gUjcb Yh UgY ca dshYbWg fYgdcbgU `Y YbhfY dci f `U a Ujb X i j fY sj YcddYa Ybh a d`c] b]Uj]c gh a Y XY gYfj]Wg]fYVMM f ggcV]Ujcbg dcfZgg]cbbY`Yg</p>	<p>i WbY UMMjcb p WY ci f)</p>

Vjcbg p `cb[hfa Y JgY p ci f + /

XYbhjZyf `Yg cddcfh b]rsq `Yg `UW/bYg Yh`Yg XsZg XUbg `Yg gYMMi fg XY `U ZJ f]WUjcb YhXY `U Vebgfif Vjcb)

Y VebWbhfYf	Vj] Jrs	DYg dUfhYbUjfyg	Vj] Jrs + / JgY p ci f
<p>a s`c]fYf `Yg Ya d`c Yi fg Vea dfYbUbh`Y dci j c]f Xi fsgYU HU Y dci f UhfYf `Yg Ya d`c sg Veb]bi Yf p dUfHU Yf `Yg a Y]`Yi fYg dfUj i Yg Xi ci WYp cfY]`Y p `Yb[U Ya Ybh bi a sf] i Y)</p>	<p>cb]bi Yf p dUfHU Yf `Yg a Y]`Yi fYg dfUj i Yg p hfUj Yfg i bYj U]jsths XUWj] Jrsq bcHUa a Ybh s gi f `UWUa fY dfsgYbHUjcbg p `Yi fg a Ya fYg hY]Yfg dci f `Yg Ya d`c Yi fg sdUf]jcb XYg Xi c hY p ci h]g Uj YW[i]XY XY di]V]rs Yb] bY i h]g XYb[U Ya Ybhbi a sf] i Y</p>	<p>Ua fY XY Vea a YfW ggcV]Ujcbg XYbfYdf]gYg a d`c] bU]j DYg Zi fb]ggYi fg XY gYfj]Wg YbfY dci f `U a U]b X i j fY sj YcddYa Ybh</p>	<p>Y]bUjYg Yh]b sj sbYa Ybtg Yb dYfgcbbY cf[Ub]gsg Yb + Yh + + / fYa Uf i Y W`UWbi j fY s[UYa Ybh`Yg U]cbg]XYbh]Zs Yg gci g ddcfii b]rsq XUhfU]cb XY VebbY]cb YhXY fshYbh]cb XYg YbfYdf]gYg Yh XYg XYa UbXYi fg XYa d`c) c hY p ci h]g a]gY p ci f di]sY Yb a Ufg +)</p>
<p>i ddf]a Yf `Yg c gHUWYg p `cZY XY Vei fg XY a sh]Yfg XUbg i bY sVeb`Y gYVebXUjfy b] YU df]a Ujfy gi frci h Yb a]]Yi fi fU) ca UhfY `Y cXY XYg Yi bYg i]Xc] YbhUddfYbXfY Uj`Yi fg YhWc]g]ggYbh gci j YbhXY bY dUg fYj Yb]f)</p>	<p>b]]gU[Yf Xs`ja]bYf `Yg c gHUWYg i] Ya d WYbh`Yg [Ybg XY a sh]Y Vfh]Zsg Xc h]b]f i b X]d` a YXYbgY] bYa Ybh) X) dci f YbgY] bYf U b] YU df]a Ujfy Yh gYVebXUjfy) Vj] Jrsq XY gci h]Yb dci f YbVei fUj Yf `Yg sh X]Ubtg p gi]i fY XYg Vei fg XY a sh]Yfg Vei fg XUbg `Yi f fs[]cb) XYbhjZyf XU hfYg j c]Yg XUWg dci f `Y ZJ `Y bca fY Xs` j Yg Xi gYVebXUjfy XUbg `Yg cbYg fi fUYg) Wg Vei fg ci i bY Zfa U]cb s i]i UYbhY</p>	<p>YbfY dci f `U a U]b X i j fY sj YcddYa Ybh Ua fY XY Vea a YfW ggcV]Ujcbg XYbfYdf]gYg a d`c] bU]j Yg]jcbUjfy Xi g gh a YXY gYfj]Wg Xi WU]cb</p>	<p>i WbY U]cb p W` ci f)</p>
<p>fsYf i b d`Ub p a i `h]d`Yg ZUW]hYg c]g]h i Y dci f fsdcbXfY U Ygc]bg XY `Ua U]b X i j fY YhXi gYMMi f XY `U ZJ f]WUjcb YhXY `U Vebgfif Vjcb) gYMMi fg)</p>	<p>YWYfWYf YhYbVei fUj Yf i bY UddfWY c]g]h i Y Veb i Y dci f dfYbXfY Yb Vebg]XsfU]cb hci g `Yg ZUW] fg]sg p `Ya d`c] Vea df]g `Y c[Ya Ybh `Yg hfUbgdcf]g di]V] `UgsWf]gU]cb XYg UddfYbh]ggU Yg `YbfYdfYbYi f]Uh `]a a] fU]cb Yh `sa] fU]cb)</p>	<p>YbfY dci f `U a U]b X i j fY sj YcddYa Ybh Ua fY XY Vea a YfW ggcV]Ujcbg XYbfYdf]gYg]`Y XY Y`Y]`Y]`Y XY i]bhY i Ygh Ugj]b[g f]bVW X UfX Yh DYbbc Yh XX]b[hcb ca hsq UbV]cZn UXcW YXX i]bhY Vebca] i Y ca a]gg]cb XY sj YcddYa Ybh s[]cbU XY `U UjY XY i]bhY ca a]gg]cb XY Vea a YfWU]gU]cb</p>	<p>i WbY U]cb p W` ci f)</p>

Vjcbg p `cb[hfa Y jgY p ci f + /

ddcfh b]rs XY Wc]ggUbwV XY `Ua U]b X i j fY [f VV U sh X]Ubtg]bhYfbU]jcbU)

Y VebVWbhfYf	Vmj]rs	DYg dUfhYbU]fYg	Vmj]rs + / jgY p ci f i WbY U]jcb Yb +
<p>sj YcddYf i bY Vea dfs Ybg]cb XYg Ygc]bg YhXYg a c]j U]jcbg XYg shi X]Ubtg]bhYfbU]jcbU U]p XY Xsj YcddYf XYg sj sbYa Ybtg XYg dcf[fUa a Yg Yh XYg]b]U]j Yg dci f gci hYb]f `U dYfgsj sfUbVW XYg shi X]Ubtg Udf g`c hYb]jcb XY `Yi f X]d` a Y)</p>	<p>YbYf XYg fYWYfWYg Uj YWYg shi X]Ubtg]bhYfbU]jcbU dci f a]Yi Vea dfYbXYf `Yi fg XsZg `Yi fg ZfVWg U]jbg] i Y `Yg cddcfhi b]rs g i]g dYi j YbhcZ]f)</p> <p>f[U]jgY i bY ci fbsY dci f `Yg dfcZ]gg]cbYg Zfa sg p `sfUb[Yf U]p XY dUfhU] Yf `Yg a Y]`Yi fYg dfU] i Yg XY `]bXi gh]Y `cWVY `UW `hi fY XYa d`c] WbLX]YbbY Yh`Y Xsj YcddYa YbhXi fsgYU]U] Y)</p>	<p>c` [Y Dc U]gh Vt fYgdcbgU `Y YbHfY dci f `Ua U]b X i j fY sj YcddYa Ybh Vt fYgdcbgU `Y ` j Y]bhYfbU]jcbU f[U]jgU]jcbg U]j XY i]bHf cbgY] fs[]cbU XY Vea a YfV]U]gU]jcb ggcV]U]jcbg XYbHfYdf]gYg Ua fY XY Vea a YfVW</p> <p>YbHfY dci f `Y Xsj YcddYa Ybh XY `Ua U]b X i j fY fYgdcbgU `Y Yfj]W]g X]a a][fU]jcb XY i]bHf Z]W fs[]cbU XY Vea a YfV]U]gU]jcb XY `U U]j XY i]bHf a d`c] Yfj]W]g XYa d`c] bH]j ggcV]U]jcbg]bXi gh]Y`Yg Yh cf[U]jga Yg XY fs[`Ya YbH]jcb)</p>	<p>i WbY U]jcb Yb + UfhYbU]jcbU]hVea a i bU]U]fY dcgg] `Y dci f + / YghYb X]gW gg]cb a U]g U Ygc]b XY d`i g]Yi fg dUfhYbU]fYg Z]bU]V]f]g dci f dU]j Yb]f UddYs `c U cbZfYbVW gi f `Yg Vea dsHfVWg gh</p>
<p>`U cfYf Yha YHfY Yb i j fY XYg gh]U]s[]Yg XYb[U] Ya Ybh dci f `U U]j XY i]bHf dci f VebYVWVf Y a]]Yi XYg UZ]jYg Uj YWU Vea a i bU]s shi X]Ubtg]bhYfbU]jcbU)</p>	<p>]j YfgYg U]j]rs dci ffU]Ybh HfY UggcV]s Yg p VWhc YW]Z bclUa a Ybh f[U]jgYf XYg sj sbYa Ybtg W `hi fYg gdsV]Z i Ya Ybh dci f `U dUfh]V]U]jcb XYg Ya d`c `Yi fg ci hYb]f Yndfca ci j c]f `Y sj sbYa Ybtg W `hi fYg cf[U]jgsg dci f `U Vea a i bU]s b]]Hf `Yg `YUXYfg shi X]Ubtg]bhYfbU]jcbU p dUfh]V]dYf U fsgYU XYa d`c] `cWU) DYg `YUXYfg shi X]Ubtg]bhYfbU]jcbU Zbh`U dfca c]jcb Xsj sbYa Ybtg YhXY fYWYfWYg Yb Vei fg]sg U a U]W s Xi H]U U]</p>	<p>` j Y]bhYfbU]jcbU Yg cf[U]jgU]jcbg H`Yg i Y Y`Yj]`Y bhYfbU]jcbU c `ca U]j XY i]bHf cbgY] fs[]cbU XY Vea a YfV]U]gU]jcb c fYgdcbgU `Y YbHfY dci f `Ua U]b X i j fY sj YcddYa Ybh ggcV]U]jcbg XYbHfYdf]gYg Ua fY XY Vea a YfVW</p>	<p>DU]`YXY Y`Y]`YU H]U U]`s U] YWU Vea a i bU]s shi X]Ubtg]bhYfbU]jcbU Y dUf `]bhYfa sX]U]fY Xcf[U]jgU]jcbg H`Yg i Y Y`Y]`Y bhYfbU]jcbU dci f UWVY]`f Y Ygt]j U] U] p `U]ca bY + , Yh +) YU U U]Xs `U Vea a i bU]s p Yb UddfYbXY X]U]bU] Y gi f `Yg shi X]Ubtg]bX]Ybg Yh`Yi f W `hi fY)</p>
<p>sj YcddYf i bY gYbg]]]gU]jcb]bhYfW `hi fY`Y Yhi bY Zfa U]jcb p `UX]j Yfg]s dci f `Yg Ya d`c `Yi fg)</p>	<p>sj YcddYa YbhYndfYgU]jcb Xi bY gsf]Y XU]H]Yfg [fU]i]g dci f `Yg Ya d`c `Yi fg)</p>	<p>c` [Y `c U]g]Hf YfYgdcbgU `Y YbHfY dci f `Ua U]b X i j fY sj YcddYa Ybh ggcV]U]jcbg XYbHfYdf]gYg Ua fY XY Vea a YfVW Yfj]W]X a d`c] bH]j ci fb]ggYi fg</p>	<p>i WbY U]jcb p VV ci f)</p>

Vjcbg p `cb[hfa Y jgY p ci f + /

ddcfli b]rsg XUffUWjcb XY WbbY jcb YhXY fshYb]jcb XYbfYdf]gYg YhXY XYa UbXYi fg XYa d`c])

Y WbbYbfYf	Vj] jhs	DYg dUfhYbUjYg	jgY p ci f XYg UWj] rsg + /
<p>Xi i Yf `Yg Ya d`c Yi fg gi f `Ua s`jcfUjcb XY `U dfsgYbW bi a sf] i Y XY `Yi f YbfYdf]gY Yh`Udfca cljcb XYg cddcfli b]rsg XYa d`c] Yb `Yi f gY]b hci hYb d`UjXUbh dci f `UXcd]jcb XY bci j Y`Yg hWbc`c]]Yg Wta a Y`]bh`]] YbW Ufh]ZVY`Y dUf `Y]Ujg XY Zfa Ujcbg `cWYg ci j]fhi Y`Yg dci f dYfZV]cbYf `Yg Wta dshYbW]g XYg XYa UbXYi fg XYa d`c] YhXYg Ya d`c sg Y]g]Ubrg)</p>	<p>`U cfYf YhU]a Yf i bY gsf]Y XUfh]Yf dci f `Yg Ya d`c Yi fg i]]bZfa Yfcbh`Yg Ya d`c Yi fg gi f ZYXYa d`c] Yb]] bY]Yi a sh cXYg YhfsZY jcb cfg XYg gYb]Yf]g Uhi g cbbYg dfUj] i Yg XY Xsj YcddYa Ybh XY g]Yg Y UfhU] Y XY `UW`hi fY XYbfYdf]gY</p>	<p>YbfY dci f `U a U]b X i j fY sj YcddYa Ybh c` [Y`c U]g]hY ggcV]U]cbg XYbfYdf]gYg Ua fY XY Wta a YfW</p>	<p>Yg Y]bUjYg YhXYg sj sbYa Yb]g Yb dYfgcbbY cbhYi]Yi Yb + Yh + + / W`UWta i j fY s[UYa Ybh`Yg UWjcbg]X]b]ZsYg gci g XYb]Z]Yf `Yg cddcfli b]rsg `Yg `UWbYg Yh`Yg XsZg XUbg `Yg gYW]ri fg XY `U ZU f]VU]cb YhXY `UWb]gfli Vjcb)</p>
<p>Yg Ufh]Yf]g XY Zfa Ujcb XYg Ya d`c Yi fg gi f `Yg gYf]]W]g XYa d`c] X a d`c] bU]c Yngi f `Ud U sh]gUjcb Yh`Yg Wta dshYbW]g XY U]gY gcbh UW]gg] `Yg [fU]i]hYa Ybh)</p>	<p>UfhU] Y `Yg fYggci fW]g gi f `Yg a Y]`Yi fYg dfUj] i Yg XU fhYg cf[U]j]gU]cbg h`Yg i Y]]]U U]bg]fYh YW ci d c]bdfcZ]h i j]U`Y g]hY Y Ynci `Y i `Y]b X]bZfa Ujcb Xi gYbg]]]gU]cb U fYggci fW]g XU fhYg cf[U]j]gU]cbg</p>	<p>YbfY dci f `U a U]b X i j fY sj YcddYa Ybh c` [Y`c U]g]hY ggcV]U]cbg XYbfYdf]gYg Ua fY XY Wta a YfW</p>	<p>ca a Y]`g U]]hXi b c `YW]ZUW]]hs fsWta a Ybh fsj]gs]`b U U WbY UW]]hs UW] Y`Yp g]] bUYf)</p>
<p>Yg Ufh]Yf]g XY Zfa Ujcb XYg Ya d`c Yi fg gi f `Yg gYf]]W]g XYa d`c] X a d`c] bU]c Yngi f `Ud U sh]gUjcb Yh`Yg Wta dshYbW]g XY U]gY gcbh UW]gg] `Yg [fU]i]hYa Ybh)</p>	<p>sj YcddYf i bY Wta dU] bY XY a Uf Y]b] i]]bZfa YfU`Yg Ya d`c Yi fg gi f `Yg gYf]]W]g X]g]cb] `Yg) Y`Udci ffU]h]bW] fY XY `Udi]W]s XUbg `UdfYggY sW]hY p `UfUX]c Yngi f `Yg fsgYU gcV]U] U]bg] i Y XYg Ufh]Yf]g)</p>	<p>a d`c] bU]c ci fb]ggYi f XY gYf]]W]g sgYU YbfY dci f `U a U]b X i j fY sj YcddYa Ybh</p>	<p>i WbY UW]cb Yb +</p>
<p>`U cfYf i bY g]fU]s[]Y fs[]cbUY dci f Ufh]Yf XYg hUYb]g p i]b]hY YhXUbg `Ufs[]cb dci f]] fY fU] U]`Yf ci Yf Yhs`Y Yf i bY Zla]`Y) ccfX]bU]cb fs[]cbUY Yh]b]s[fU]cb XY `Ug]fU]s[]Y YbfY hci g `Yg dUfhYbUjYg)</p>	<p>Ua]bYf `Ug]fU]s[]Y fs[]cbUY X]a a]] fU]cb Xs p s`U cfsY dci f `Yg Wta hsg XY Ug]b]g f]bW] X U]X YhDYbbc Yh XX]b[]cb) fsY XYg s]hU]g WbbW] h]g U] YW XYg Ucbg dci f a YfhY Yb i j fY `Yg]b]h]U]j Yg g]fU]s[] i Yg W]sg)</p>	<p>YbfY dci f `U a U]b X i j fY sj YcddYa Ybh fYbj U]`Y XY Y`Y]`Y]`Y XY i]b]h i Ygh ca h] XY Ug]b]g DU c]f]cfU]cb Xi Wta h] XY f]bW] X U]X ca h] XY DYbbc Yh XX]b[]cb i]b]h W]bca] i Y ca a]gg]cb XY sj YcddYa Ybh s[]cbU XY `U U]Y XY i]b]h ca a]gg]cb XY Wta a Yf]U]gU]cb</p>	<p>b Ufh]Yh Xi b bci j YU Z]bU]Wta Ybh dci f d]cV]sXYf X]gW]gg]cbg Yb Wta fg U] YW `Yg dUfhYbUjYg Xcf]]]bY gi f `Yg d]cWU]bYg s]hU]g)</p>

Wjcbg p `cb[hfya Y jgY p ci f + /

XYbfjZyf `Yg cddcfh b]tsq `Yg `UWbYg Yh`Yg XsZg XY fY j]U]gUjcb XY `Ua Ujb X i j fY XUbg IY gYMMi f Xi
hci f]ga Y YhXY I h`YfjY)

Y VebWbhfYf	Wj]]ts	DYg dUfhYbUjYg	Wj]]ts + / jgY p ci f
<p>fsYf XY bci j YU dfc[fUa a Yg XY Zfa Ujcb Wei fhY XY, Yh a c]g dci f ` h`YfjY Yh`Y hci f]ga Y g]a]UjYg p `U Zfa Ujcb a]gY Yb i j fY dUf b]Uf]c ci j YfbYa Ybh</p>	<p>`U cfYf XYg W]h fYg Yh i b fUjgcbYa Ybh XY Zfa Ujcb Yh a YhfY Yb i j fY i b dfc Yh d]c]hY XY Zfa Ujcb)</p>	<p>c` [Y`c U]ghY]f] YUbg XYbfYdf]gYg XY ` h`YfjY YhXi hci f]ga Y `Yg UggcV]Ujcbg</p>	<p>]j fs Zfa Ujcb [f]h j]h Ua Yb XY `U fYUbwXY `Y i]XY XY d WY fc[fUa a Y Uj YW ca ts XY Ugh]b[g fUjg XY ` dci f `Yg dfc[fUa a Yg XY Zfa Ujcb Yb gYfj]W</p>
<p>sj YcddYf `U Wfa a Yf]U]gUjcb XYg cddcfh b]tsq XYa d`c] `cWYg XUbg `Yg YMMi f XY ` h`YfjY YhXi hci f]ga Y Wfa df]g `Yg dUf]h] fg XY W]f] fY XUbg `]bXi g]f]Y Yh`Yg Wfa dshYbW]g hfUbgZfU `Yg)</p>	<p>Uddi Yf gi f `Y hfU U] Xs p YZ]M] s dUf `Y Yh`Y WbhfY X]bZfa Ujcb Wfa a i bU]UjY gi f `Y a UfW s Xi hfU U] X]Y U]Wf dci f W]s Yf i bY Wfa dU] bY XY a Uf Y]b] `cWY i] dci ffU]h]bW fY `U dfYggY sW]hY `U fUX]c Yh `Yg a sX]Ug gcV]U XYg U]h]YfYg YhXYg sj sbYa Yb]g XY Xsj YcddYa YbhXY W]f] fY)</p>	<p>fYgcbgU `Y YbfY dci f `Ua Ujb X i j fY sj YcddYa Ybh]f] YUbg XYbfYdf]gYg XY ` h`YfjY YhXi hci f]ga Y `Yg UggcV]Ujcbg a d`c] b]Uf]c ci fb]ggYf f XY gYfj]W]g sgYU</p>	<p>s Yf] Ya Ybh WY`Y XY W]f] fY dYi h hfY UXU]h]s Y dci f `U cbY DYg Yh`Yg]`Y XY]b[g]cb D D]Yi XY hfU U] UfhY X]bW g]cb dci ffU]h hfY UXU]h]s Y dUf `Yg Wfa a i bU]tsq cbY</p>
<p>sj YcddYf `U] fctci f]ga Y bc]Ua a YbhYb a]]Yi fi fU dci f dfca ci j c]f W]f] fY Xsj YcddYa YbhU]bg] i Y XYg cddcfh b]tsq XY W]c]ggU]bW XYbfYdf]gY</p>	<p>d`cfY `Udfca c]jcb XY `U] fctci f]ga Y bc]Ua a Ybh `s`Y] U] Y `Y W]W] XY j]Y XY `U ZfYgh]f]Y `Yg fUggYf]Yg `Yg U]W]]tsq Yh`Yg Wei fg p `U Zfa Y Wei fg XU]h]gU]bU YhXY W]g]bY Y]hY U]h] U] XYg fYggci fW]g dci f U]XYf p Xsj YcddYf W]g YbfYdf]gYg Yh`Yi fg YZ]W]Zg Wfa a Y XYg Wei fg XY a Uf Y]b] Y]hY</p>	<p>Ua fY U]cWXY ca a YfW YbfY XY `Ua Ujb XcYi j fY sj YcddYa Ybh s[]cbU XY `U U]Y XY i]b]hY ca a]gg]cb XY Wfa a Yf]U]gUjcb</p>	<p>ca a Y] g U]]hXi b bci j Y`c YW]ZU]W]]ts]`b U U WbY U]W]]ts U]h] Y`Y p g] bU]Yf)</p>
<p>U]fY W]bbU hfY `Yg fYggci fW]g X]g]dcb] `Yg dci f gci h]b]f ` h`YfjY Yh`Y hci f]ga Y</p>	<p>fca ci j c]f `Yg dfc[fUa a Yg XY Zfa Ujcb Yh U hfYg fYggci fW]g W]s]sYg dUf `Y YhXU hfYg dUfhYbUjYfYg dci f gci h]b]f ` h`YfjY Yh`Y hci f]ga Y) cb]U]W] `Yg dUfhYbUjYfYg dci f UddYbXYfY di]g dUfh]U] Yf `Yg fsi gg]h]g XY W]h]h]]bXi g]f]Y)</p>	<p>c` [Y`c U]ghY]f] YUbg UggcV]Ujcbg XYbfYdf]gYg XY ` h`YfjY YhXi hci f]ga Y</p>	<p>ca a Y] g U]]hXi b bci j Y`c YW]ZU]W]]ts]`b U U WbY U]W]]ts U]h] Y`Y p g] bU]Yf)</p>

Vjcbg p `cb[hfa Y]gY p ci f + /

DY fUj Uj` p XjgUbwV Yhgcb ja dUMgi f `Ua Ujb X i j fY)

df g XY `cb[i Yg XjgWggjcbg YhVta a YbUjYfYg `Yg a Ya fYg XY `UWta a i bU h `cfg XYg XY Vcbgi `Ujcbg cbhYgfja s i Y W bshUjplus une priorité, mais ont estimé qu'une question émergente qui englobe une partie de ce domaine de préoccupation est « les meilleures pratiques d'attraction et de rétention des employés ».

Yj`Yi fYg dfUj i Yg hfUMjcb YhfsHbjcb XYg Ya d`c sg

Y VtbWbYfYf	Vj j]s	DYg dUfHbUjYfYg]gY p ci f XYg UMj]]sg + / i WbY UMj]]s UM Y`Y p g] bUYf)
<p>Xi i Yf `Yg Ya d`c Yi fg gi f `Yg a sf]hYg XYg a cXU]sg XY fUj Uj` ZY] `Yg)</p>	<p>fca ci j c]f XYg UH]Yfg YhXU fYg fYggci fWg c XYg Y dYf]g dUfUj YbhXYg]bZfa Ujcbg gi f `Y fUj Uj` ZY] `Y Yg Xjgdcg]hcbg h`Yg i Y gUbg hci hZ]g g]a]hYf UfUj YXYa d`c] Yi fYg ZY] `Yg D]Yi XY fUj Uj` f]XYg fUj Uj` p XjgUbwV h`Yf]Y XY i fYU ZZVh Y i bYfY i YXY `U]]hsfUf fY XY U hb] YU di]g dUfUj Y W i YXU fYg cbh Wss) cgg]]]hs XY VfsYf i bY]ghY cf[Ub]gsY XY fYggci fWg)</p>	<p>YbYfY dci f `Ua Ujb X i j fY sj YcddYa Ybh fYgdcgU `Y Ua fY XY Vta a YfW ggcV]Ujcbg dfcZ]gg]cbbY`Yg</p>	
<p>XYbhZyf `Yg fYggci fWg Vfs Yf Yh a UjbHbj] i bY]ghY XY fYggci fWg Vcbgc]XsY cf[Ub]gsY dci f `Yg Ya d`c Yi fg)</p>	<p>UfUj Y XYg fYggci fWg Uj YWU Vta a i bU h i] dYi j Ybh]bW fY `Yg fsg i `fUg XY fYW YfWYg a YbsYg dUf XU fYg cf[Ub]gUjcbg Yh Y dYf]g XUbg W Xca UjbY) YU dci ffUj]bW fY XYg gi Yg h`g i Y f]YbUjcb Yh]b]s[fUjcb YZ]WUWg dci f `Yg bci j YU Ya d`c sg) b[Uj Ya YbhVcb]bi XYg Ya d`c sg Uj YWXYg dfc[fUa a Yg XY fYVcbUjggUbwV YhXY fsVta dYbgY Yh`Y dUfUj Y X]]g]fYg XY fsi gg]hY) ca a YbhVta a i b] i Yf WUj]fYa Ybh UfYbhYg YhfYgdcgU]]hs gi f `Y]Yi XY fUj Uj`)]gY p ci f XYg dc]]h i Yg]gYg p ci f hWb] i Yg gi f `Ya Ust]Y` Yh `Yg `c[]WY`g fY i]g dci f `Y fUj Uj` p XjgUbwV) Uj]fY j]U dUf fUddcfhU gUj]fY XY XsdUf gUj]fYg XYg gUj]sg i U]Z]sg) bZfa Ujcbg gi f `Yg gi j Ybh]cbg UjXYf `Yg Ya d`c Yi fg p UXcdhYf XYg a cXU]sg XY fUj Uj` ZY] `Yg Yhp UW i sf]f XY bci j Y`Yg hWbc`c[]Yg)</p>	<p>YbYfY dci f `Ua Ujb X i j fY sj YcddYa Ybh Vta fYgdcgU `Y YbYfY XYb]W]ggYa Ybh c `ca Ua fY XY Vta a YfW ggcV]Ujcbg XYbYdf]gYg)</p>	<p>i WbY UMj]]s UM Y`Y p g] bUYf)</p>

Vjcbg p `cb[hfa Y]gY p ci f + /

Y`Yi fYg dfUj i Yg HfUMjcb Yhshbhcjcb XYg Ya d`c sg

Y VcbWbfYf	VMj]rs	DYg dUfhYbUjFYg]gY p ci f XYg UMj]rs + /
<p>XYbhZYf `Yg WUb[Ya Ybtg XUbq `U dcdi `Ujcb UMj Y DUa Ujb XcYijfY]ub Uj`Yg fc ` a Yg</p>	<p>YWYfWY fYi YXY `U]hshbhcjcb fYXY U h b]j YU dci f Y d`cfYf YhdUfhUj Yf XYg fYggci fWg gi f Ub[Ya Ybtg XYa d`c s fshbhcjcb YhUgg]Xi]rs) Ub[Ya YbhXUbq `cZY Yh`U XYa UbXY XY a Ujb X i j fY) DYg Ya d`c Yi fg Xc]j Ybh XYj Ybjf Xsg]fU `Yg Yb]i bY YhUj YWXUj UbhUj Y XY fYUjcbg j Yf UYg) cfa Ujcb gi f `UW `hi fY XYbhYdf]gY i YfYdfsgYbhY j ci g YhVta a Ybh`U dfca ci j c]f U df g XY j cg VjYbtg a U]g U gg] XY j cg Ya d`c sg YhXi a UfWs Xi hfUj Uj) DUbsVWgg]rs XY a]Yi Vta dfYbXFY `Yg HxbXUbWg UMj Y`Yg XY `U a Ujb X i j fY) Ya d`Y dfcdcgyf YhUWVdhf XYg YbhYf]Ybg a U]g bY j ci g dfsgYbhY dUg) bVUjcbg p `U Zs i YbhUjcb dfcdcgs a U]g bcb Ufh]bh)</p>	<p>YbhY dci f `Ua Ujb X i j fY sj YcddYa Ybh</p>	<p>i WbY UMj]rs UMj Y`Y p g] bUYf)</p>

Wjcbg p `cb[hfa Y jgY p ci f + /

hjfYf jbrs[fYf YhfYhfj `Yg [fci dYg a Uf[jU]gsg YhVbZcbtsg p XYg c ghUWYg gi f `Ya UFWs Xi hfUj Uj`
 bctUa a Ybh`Yg ja a j[fUbtg `Yg Yi bYg `Yg dYfgcbbYg UbXjWdsYg Wfi i]cbh Ygc]b Xi b `c[Ya YbhU cfXU `Y
 `Yg j jWja Yg XY XjgVja jU]cb ZcbXsY gi f ` [Y Yh`Yg dYfgcbbYg jgi Yg XY a j]Yi XsZj cf]gsg ci Wja jbYg)

Y VebWbhfYf	Wj] jts	DYg dUfhYbUjfyg	jgY p ci f XYg UWj] jts g + /
<p>Xi i Yf `Yg Ya d'c Yi fg dci f i]g Vea dfYbbYbha jY Y Ygc]b Yh`Ua Ub] fY XUhfYf Xjbrs[fYf YhXY fYhfj `Yg [fci dYg a Uf[jU]gsg Yh VebZcbtsg p XYg c ghUWYg U gY]b XY `Ua Ujb X i j fY Yb i h]gUbhXYg dfUj i Yg XY fYhf hfa Ybh jbW g] Yg i bY Zfa U]cb U Vea dshYbWg W`hi fY`Yg XYg DJYi XY hfUj Uj` s Yf[Ya Ybtg a cXU]ts XY hfUj Uj` ZY] `Yg UjXY U `c[Ya YbhU cfXU `Y dc]h] i Yg YhZfa U]cbg Ubh] XjgVja jU]cb dfc[fUa a Yg XY gci hfYb U a YbrcfUhYh j]h]Uj Yg XYa U WY XY `UXYi] a Y WUbW</p>	<p>fca ci j c]f `Yg s'sa Ybtg gi j] Ubtg h]gU]cb XY Xj Yfg WbU XY fYhf hfa Ybhdcf Uhf]bXfY i b Ugg]b d'i g `Uf[Y XY WbXjU]g bctUa a YbhXYg cf[Ub]ga Yg Vea a i bU hfUjYg XYg gUcbg XY `Ya d'c] YhXYg d'UhfZfa Yg Yb j] bY) i ddfYgg]cb XYg dfs i [sg XUbg `Yg XYgW]d]h]cbg XY dchgY Yh`Yg UbbcbWg dci f UhfYf i b sj YbUj` d'i g Xj Yfg]Zs XY WbXjU]g) jgY Yb i j fY XY dfcWgg] g XY gs YW]cb Uj Yf [`YXYg dci f gY VebWbhfYf i b] i Ya Ybhgi f `Yg i U]ZU]cbg Yh`Yg Vea dshYbWg) cfa Yf `Yg Ya d'c sg Vea df]g `Yg [Ygh]cbUjYg Yh`Yg gi dYf] jgY fg gi f `Yg Vea dshYbWg W`hi fY`Yg Yh`U gYbg] j]gU]cb p `U Xj Yfg]ts U]b XY Ws Yf i b Ybj j]cbYb YbhXY hfUj Uj` j]bW g]Z fcdcgYf XYg dfc[fUa a Yg XY Zfa U]cb]b[i]gh] i Y ci i b gci hfYb U Ub[`cd cbYg bcb bU]Zg dci f ZW]hf `jbrs[fU]cb XUbg `Ya UFWs Xi hfUj Uj`) Yj`Yf p WY i Y `Y j]Y XY hfUj Uj` gc]h d g] i Ya YbhUW]gg] `Y U dYfgcbbYg UbXjWdsYg Vea df]g XYg fUa dYg dci f Zj Hri]g fci `Ubtg XYg hc]YhfYg UW]gg] `Yg YhXYg dchgY XY hfUj Uj` Yf[cbca] i Yg) YWbc`c[]Yg XUgg]ghU]bW Yh Ua sbU] Ya Ybtg UXU]ts U Ygc]bg XYg Ya d'c sg UbXjWds]g)</p>	<p>YbfY dci f `U a Ujb X i j fY sj YcddYa Ybh ` j Y]bhfYbU]cbU Yg cf[Ub]gU]cbg hf`Yg i Y Y`Yj]`Y bhYbU]cbUY ggcV]U]cbg XYbfYdf]gYg Ua fY XY Vea a YfW a d'c] bU]c fYghU]cbg XY gYf] jW j]Y XY Y`Yj]`Y DY `c[Ya YbhU cfXU `Y b]h]Uj Yg YZ [Y fUW bb c]W a i b]WdUY fs[]cbUY fYghU]cbg XY gYf] jW</p>	<p>ca a Y] gU]hXi b bci j Y c YWZ]` b U U WbY UW] jts UW Y`Y p g] bU]f)</p>

Wjcbg p `cb[hfa Y]gY p ci f + /

hjfYf]bts[fYf YhfYhbfj `Yg [fci dYg a Uf[]bU]gsg YhVtbZcbts p XYg c ghUWYg gi f `Y a UFs Xi hfUj Uj`
 bclLa a Ybh`Yg ja a] fUbtg `Yg Yi bYg `Yg dYfgcbbYg UbXjWdsYg Wfi i] cbh Ygc]b Xi b `c[Ya YbhU cfXU `Y
 `Yg j]Wja Yg XY XjgVja]bUjcb ZcbXsY gi f ` [Y Yh`Yg dYfgcbbYg]ggi Yg XY a]]Yi XsZj cf]gsg ci Wja]bYg)

Y VtbWbhfYf	Wj]]ts	DYg dUfhYbUjYg	Wj]]ts + /]gY p ci f
<p>Xi i Yf `Yg Ya d`c Yi fg dci f a]Yi Vta dfYbXFY `Y Ygc]b YhVta a YbhUhfYf]bts[fYf Yh fYhbfj `Yg dYfgcbbYg a Uf[]bU]gsYg YhVtbZcbtsYg p XYg c ghUWYg) [fci dYg gi f `Y a UFs Xi hfUj Uj` Yb i]]gUbhXYg dfUj i Yg XY fYWi hfa Ybh]bWj gjj Yg i bY Zfa Ujcb U Vta dshYbWYg W`hi fY`Yg XYg D]Yi XY hfUj Uj` s Yf[Ya Ybhg a cXU]tsg XY hfUj Uj` ZY] `Yg UjXY U `c[Ya Ybh U cfXU `Y dc]j] i Yg Yh Zfa Ujcbg Ubj XjgVja]bUjcb dfc[fLa a Yg XY gci hfYb U a YbtfUhYh]b]Uj Yg XYa U WYXY `UXYi] a Y WUbW</p>	<p>ZYg X cfUjYg XY hfUj Uj` ZY] `Yg ci Xcdhcbg XY hfUj Uj` p XjgUbw dci f fsdcbXFY U Ygc]bg XYg Ya d`c sg) c`U cfUjcb Uj YWXYg cf[Ub]ga Yg XY `c[Ya Ybh`cWU ci XYg Uj YbWYg [ci j YfbYa YbUjYg dci f dfcdcgYf XYg dfc[fLa a Yg XUjXY U `c[Ya Ybh ci XYg gi j Ybhjcbg U Ya d`c sg U Ubh Ygc]b Xi b `c[Ya YbhU cfXU `Y) ZYg XU`cWUjcbg XY `c[Ya Ybhci XU`cWUjcbg dci f UjXYf p Vta dYbgYf `Yg Vt]g XY `c[Ya YbhXYg Ya d`c sg) U]ggYa YbhXY dc]j] i Yg YhXY dfcVbXi fYg Ubj XjgVja]bUjcb WUjYg]bhfXjgUbhrei hf XjgVja]bUjcb ZcbXsY gi f ` [Y `UfUW `Yg Y `Y UbXjWd ci `Yg UbrsVbXYbhg Wja]bYg) cfa Ujcb XYg Ya d`c sg gi f `U Xj Yfg]ts `]bWj g]cb Yh`Yg dfs i [sg]bVtbgVYbhg UZb XY Ws Yf i bY W`hi fY XY hfUj Uj` UWWYj`UbhY YhfYgdVW Yi gY)]gY Yb i j fY XY dfc[fLa a Yg XY a YbtfUhUggcV]UbhXYg Ya d`c sg a Uf[]bU]gsg p XYg Vt` [i Yg Y dsf]a Ybts g i] dYi j YbhZi fb]f XYg VtbY]g) ZYg XY [fci dYg XY fYggci fWYg dci f `Yg Ya d`c sg ci XY fsgYU XUZb]ts c `Yg Ya d`c sg]ggi g XY [fci dYg a Uf[]bU]gsg dYi j YbhgY VtbYWYf dUfUj Yf `Yi fg Y dsf]YbWYg Yh fYWYj c]f Xi gci hfYb c`U cfYf Uj YWXYg cf[Ub]gUjcbg `cWYg ci XYg dfc[fLa a Yg XY fs]bgYf]cb dci f cZ]f XYg cddcfh b]ts g XYa d`c] U dYfgcbbYg]ggi Yg XY a]]Yi XsZj cf]gsg ci Wja]bYg)</p>	<p>YbhfY dci f `U a Ujb X i j fY sj YcddYa Ybh ` j Y]bhfYbUjcbU Yg cf[Ub]gUjcbg hf`Yg i Y Y`Yj]`Y bhYbUjcbUY ggcV]Ujcbg XYbhfYdf]gYg Ua fY XY Vta a YfWY a d`c] bUf]c fYghUjcbg XY gYfj]WY]`Y XY Y`Yj]`Y DY `c[Ya YbhU cfXU `Y b]jUj Yg YZ [Y fUWY bb c]WY a i b]V]UUY fs[]cbUY fYghUjcbg XY gYfj]WY</p>	<p>ca a Y] gU]hXi b bci j Y c W]Z] b U U WbY UW]]ts UWY `Y p g] bUYf)</p>

b fsg i a s

DUa Ujb X i j fY XUbg `U cbY XY XYggYfHY Xi YbfY dci f `Y Xsj YcddYa YbhXY `Ua Ujb X i j fY fYghY gc`]XY a Ujg `Yg YbfYdf]gYg gcbhVebZcbhsYg U XsZ dYfg]ghUbhXi b d`i g [fUbx bca fY XcZ Yg XYa d`c] i Y XY hfUj U`Yi fg X]gdc]b] `Yg) YHY Vea dsf]h]cb dci f `Yg fUYbtrg Ygh]bhYbg]ZsY dUf i b ZU] `Y fU] XY W a U] Y Yhi b fU] XY dUf]VdU]cb s`Y] s hci hU] `cb[XY `U dsf]cXY + + /) Y d`i g i bY dUf]Y bcU] `Y XY `Ua Ujb X i j fY X]gdc]b] `Y fYghUbhY YghVebZcbhsY p X]j Yfg c ghUWYg p `Ya d`c] bchUa a Ybh `Y UbX]WUd `U dsbi f]Y XY `c] Ya Ybtrg U cfXU `Yg `UX]gV]a]bU]cb ZcbXsY gi f ` [Y `Ya Ub i Y XY gYfj]WYg UWWgg] `Yg) [UfXYf]Y Yh`Yg dYfgcbbYg]ggi Yg XY a]]Yi XsZU] cf]gsg ci V]a]bYg)

U] fs WYg XsZg `U Vea a i bU] hU] U]XYbh]Zs X]a dcf]UbhYg cddcf]i b]hsg dci f fsgci XfY WYg dfc ` a Yg) DYg Ya d`c Yi fg gcbh]b]]hsg p g Yb[U] Yf Yhp fsU]]f UW]j Ya Ybhp WYg]XsYg)

i Vei fg XY `U XYfb] fY UbbsY Ua U]bhYbi gcb Yb[U] Ya Ybhp fY`Y] Yf WYg XsZg p hfU] Yfg X]j Yfg dfc Ytrg XUbg `U cbY XY XYggYfHY) DYg]b]h]U]j Yg j cbhXY `U dfcXi V]cb XY j]Xscg]bZfa U]j Yg gi f `Yg gc]bg XY gUbs p `U Vea cf[Ub]gU]cb Xsj sbYa Ybtrg Vea a Y `sj sbYa Ybh sf]Yfg gdsV]U]gsg Yb Vebg]fi V]cb + dci f `Yg shi X]U]btrg Yh`Yg YbgY]]bU]btrg Xi gYVebXU]fY U]bg] i p `U Zi fb]h] fY Xi bY sXi WU]cb gi f `Ya UfWs Xi hfUj U] WUWs U] gY]b XYg cdsfU]cbg XY ZU] f]WU]cb `cWU]Yg U] sXi WU]i fg) Yg YZcf]g dfcUW]Z] cbhs]s fYbXi g dcgg] `Yg [f WY p `U Vea `U cfU]cb U] YWYg]bhYfj YbU]btrg `cWU] bchUa a Ybh a d`c] bU]c] `Yg U] YbWYg XY Xsj YcddYa YbhsVebca] i Y `Yg UggcV]U]cbg dfcZ]gg]cbbY`Yg Yh`Yg YbfYdf]gYg)

Y d`i g `Y gYfj]WY XUgg]ghU]bWY X]bZfa U]cb gi f `Ya UfWs Xi hfUj U] XY Ua Ybs d`i g XY + Yi fYg XY fYWYfWY gi f `Yg hYbXUbWYg Yh`Yg fUddcf]g Xi a UfWs Xi hfUj U] Zi fb]gg]U]b]U]bg] XYg]bZfa U]cbg dfsV]Yi gYg U] dUf]Yg dfYbU]btrg)

DYg Vea hsg XY Ugh]b[g f]bWY X UfX YhDYbbc XX]b[hcb Veb]h]bi YbhXY Veb]bU]fY i bY W]c]gg]UbWY XUbg X]j Yfg gYV]i fg]bXi gh]Yg) ci hYZ]g `Y gi WYg XY W]hY W]c]gg]UbWY XsdYbX XY `YZcf]hVea `YV]ZXi a cbXY XYg UZU]fYg dci f fY`Y] Yf `Yg XsZg i] gcbhUggcV]sg) `YghfUddYs i Y W]hY fs[]cb cZ]Y i bY i U]h]s XY j]Y Y W]d]cbbY`Y YhXY bca fYi gYg cddcf]i b]hsg XY hfUj U] YhXY `c]g]fg)

ci f fY`Y] Yf XU] UbU] Y WYg XsZg YhWUd]hU]gYf gi f `Yg cddcf]i b]hsg `U dUf]V]dU]cb UW]j Y `U Veb]f] i]cb Yh `]a d]WU]cb XY hci hYg `Yg dUf]Yg dfYbU]btrg gcbhZcf]hYa YbhYhU] YWYbh ci g]Uga Y YbVei fU] sYg)



Ya YfVY Ya Ybhgds VYU

DY YbfY dci f `Y Xsj YcddYa YbhXY `Ua Ujb X i j fY Y dfja gU [fUjh XY p hci g bcg dUfhYbUJfYg
 Vta a i bU fUJfYg dci f `Yi fg dfsVYi gYg Vebf] i hcbg U Vei fg XY `U XYfb] fY UbsY) i Y VV gc] Yb dUfhVdUbh
 UVij Ya Ybhp XYg j]hUj] Yg XY dUfhYbUJfYh Yb fsdcbXUbh bcfY gcbXU] Y a d`c Yf bY + / ci Yb dUfhVdUbh
 p XYg XjgWgg]cbg gi f `UX bUa] i Y XY `Ua Ujb X i j fY j cfY ja d`VUjcb Usts XshYfa]bUbhY) YnbcfY
 Vta a i bU ts fYVebUjggYbh i Y `Yg dcf[f g gi f `Yg i Yghcbg XY a Ujb X i j fY bY gcbhdccg] `Yg i Y [f VV p
 XYg Vt`U cfUjcbg dcfUVij Yg Yhp j cfY gci hYb) YfVYp hci hYg `Yg dUfhYg dfYbUbhYg gi j] UbhYg dci f `Yi f
 Yb[U] Ya YbhVeb]bi Yh `Yi f dUfhVdUjcb U Xsj YcddYa YbhXY `Ua Ujb X i j fY `cVUY)

cbgY] gVt`UJfY Xi Xjgh]Vh [cb i]b DU Yg cfY ZVW
 fs[]cbU XY Vta a YfVU]gUjcb XY `U UjY XY i]bhY Ua fY
 XY ca a YfVY XY Y`Yj]`Y
 sj YcddYa YbhsVebca] i Y XY Y`Yj]`Y
 Y`Yj]`Y Vebca] i Y Yh YghUjcb
 ca]ts XY Xsj YcddYa Ybh
 sgYU XYg ZYa a Yg XUZZjYfYg YhdfcZgg]cbby`Yg
 j UbhU] Y XY Vffj fY
 `hYfbUj] Yg XUddfYbh]ggU] Y Vta a i bU fUJfY
 Vt`Y VVebXUJfY i] i Y UfW UfbYU
 YbfY X Ybf]W]ggYa Ybh dci f `UgUbs a YbUJY
 sj YcddYa YbhsVebca] i Y Xi fUbX UdUbYY sVt`hY
 Ugh]b[g
 Vt`Y Xi Xjgh]VhXY Ugh]b[g Yh f]bVW X UFX cbgY]
 sj YcddYa YbhsVebca] i Y Xi Vta ts XY Ugh]b[g Ubc]f
 Ugh]b[g
 i]bhY YhXjgh]Vh
 cV]sts c b c UFX XY Y`Yj]`Y
 sj YcddYa YbhsVebca] i Y XY DYbbc Yh XX]b[hcb
 DU cfUc]fYg XY j]Y
 cbgY] gVt`UJfY Xi Xjgh]VhXY Dja YgrcbY
 c` [Y `c U]ghY
 Yfj]VWg XYa d`c] Vta a i bU fUJfYg `c U]ghYg Ua fY XY
 ca a YfVY XY UxcW
 YbfY XY fYggci fVWg XY ZU f]VUjcb

Yfj]VWg XYa d`c]
 YbfY XY fYggci fVWg dci f `Yg ZJa]`Yg a]]fUJfYg
 c U g XY `U UjY XY i]bhY
 Ua fY XY Vta a YfVY XY UdUbYY
 sj YcddYa YbhsVebca] i Y XY ` ghXY ` bUJ]c
 ca a]gg]cb
 cV]sts XsXi VUjcb hci f]gh] i Y XY ` bUJ]c
 Ua fY XY Vta a YfVY Xi Vta ts XY f]bVW X UFX
 ca a i bU ts Xi Vta ts XY f]bVW X UFX sj YcddYa Ybh
 YbfY XUddfYbh]ggU] Y f]bVW Xci UFX
 ca a]gg]cb XY Xsj YcddYa YbhsVebca] i Y XY i]bhY
 i]bhY Ubs
 ggcVUjcb XYg Vebgh] Vhri fg X U]hUjcbg XY i]bhY
 Ua fY XY Vta a YfVY XY i]bhY i Ygh sj YcddYa Ybh
 sVebca] i Y XY i]bhY i Ygh
 f[Ub]ga Y s[]cbU XY ci f]ga Y
 Vt`Y]f Ua Yg]]bY dci f `Yg gci fXg
 YbfY dci f dYfhYg YbfYdf]gYg
 DU cbXUjcb Xi ca ts
 fYbj U
 YbfUjXY Ugh]b[g Yh f]bVW X UFX



YbhfY XY Xsj YcddYa YbhXY `Ua Ujb X i j fY
 / fi Y]bUWY i X
 Y`Yj]`Y bhUf]c 3 ,

i fYU , + +

ci ff]Y]bZc)WU

]hY Y))WU

]hYf hdg h]hYf)Wca cf ZfWY

bghU] fUa VZ X)WU

UWY cc + , 3

D]b YX b hdg)]b YX]b)Wca

YbhfYdf]gY , 3 , / Uxa]b ZYX dcghg