



s.19(1) Labour Program

s.24(1) Federal Contractors Program

Agreement to Implement Employment Equity (AIEE)

- New Agreement
- Revised Agreement

Organization	
Legal Name ADGA Group	Parent Company Located Outside Canada No
Common Name APS Aviation Inc. / ADGA Limited / ADGA Inc. / ADGA Group Consultants Inc. / ADGA Quebec Inc.	Employer BN [REDACTED]
NAICS Title 5416	
Total Employees in Canada 329	

Head Office			
Address 110 Argyle Avenue	CITY Ottawa	Province / State ON	
Country Canada	Postal / Zip Code K2P 1B4	Telephone 613 237-3022 ext	FAX 613 237-3024 ext

Employment Equity Contact	
Name Nathalie Chiasson	Title Human Resources Coordinator
Telephone 613 237-3022 ext	Email Address nchiasson@adga.ca

Certification
null

Signatory	
Name Francoise Gagnon	Title Chief Executive Officer
Telephone 613 237-3022 ext	Email Address fgagnon@adga.ca
Signature [REDACTED]	Date (YYYY-MM-DD) 2016-04-05

Return Instructions
IMPORTANT Return a signed and dated Agreement to Implement Employment Equity form to the Labour Program fax, at: (819) 953-8768 or by e-mail at: ee-eme@hrsdcc-rhdcc.gc.ca



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

Reporting Period 2014-10-21 to 2017-11-28

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	129	1	3	133	Calgary	1	1	0	2
Québec	153	1	1	155	Edmonton	5	0	0	5
Nova Scotia	3	0	0	3	Montréal	2	0	0	2
New Brunswick	3	0	0	3	Toronto	3	0	0	3
Manitoba	3	2	0	5	Winnipeg	1	0	0	1
British Columbia	9	0	0	9	Moncton	1	0	0	1
Saskatchewan	3	0	0	3	Québec	7	0	0	7
Alberta	10	1	0	11	Kingston	12	0	0	12
Total Employees in Canada				322	Ottawa - Gatineau	231	2	4	237
					Kitchener - Cambridge - Waterloo	1	0	0	1
					Saskatoon	1	0	0	1
					Abbotsford - Mission	6	0	0	6
					Alta. less CMAs	4	0	0	4
					B.C. less CMAs	3	0	0	3
					Man. less CMA	2	2	0	4
					N.B. less CMA	2	0	0	2



ADGA Group (certificate # 060027)

Form 1

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA
Reporting Period 2014-10-21 to 2017-11-28

	Census Metropolitan Areas			Total Number of Employees
	Permanent Full-time	Permanent Part-time	Temporary	
N.S. less CMA	3	0	0	3
Ont. less CMAs	9	0	0	9
Que. less CMAs	17	0	0	17
Sask. less CMA	2	0	0	2
Total Employees in Canada				322



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2014-10-21 to 2017-11-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: \$100,000 and over Bottom Range: \$100,000 and over	4	1		1									
	3	1	1										
	2	3	3										
	1	5	4	1									
	Total	10	8	2									
Middle and Other Managers Top Range: \$100,000 and over Bottom Range: \$ 90,000 - \$94,999	4	3	3										
	3	2	2										
	2	2	2										
	1	4	2	2							1		1
	Total	11	9	2							1		1
Professionals Top Range: \$100,000 and over Bottom Range: \$ 5,000 - \$ 9,999	4	5	5										
	3	36	33	3				1	1		2	1	1
	2	65	48	17				2	2		13	8	5
	1	13	11	2							3	1	2
	Total	119	97	22				3	3		18	10	8
Semi-Professionals and Technicians Top Range: \$ 95,000 - \$99,999 Bottom Range: \$ 10,000 - \$14,999	4	8	7	1									
	3	25	21	4							3	3	
	2	101	88	13	2	2					21	16	5
	1	6	5	1									
	Total	140	121	19	2	2					24	19	5



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National

Reporting Period 2014-10-21 to 2017-11-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 60,000 - \$64,999	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Administrative and Senior Clerical Personnel Top Range: \$ 65,000 - \$69,999 Bottom Range: \$ 30,000 - \$34,999	4	3		3									
	3	1		1									
	2	2		2							2		2
	1	4	1	3									
	Total	10	1	9							2		2
Skilled Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: \$ 60,000 - \$64,999	4	1		1									
	3												
	2	3	3										
	1	2	2								1	1	
	Total	6	5	1							1	1	
Clerical Personnel Top Range: \$ 55,000 - \$59,999 Bottom Range: \$ 25,000 - \$29,999	4	3		3							1		1
	3	5	1	4									
	2	6		6							1		1
	1	2	1	1							1	1	
	Total	16	2	14							3	1	2



ADGA Group (certificate # 060027)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National

Reporting Period 2014-10-21 to 2017-11-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Total Number of Employees		313	243	70	2	2		3	3		49	31	18



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Part-Time / National
 Reporting Period 2014-10-21 to 2017-11-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities			
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13	
Middle and Other Managers Top Range: \$ 80,000 - \$84,999 Bottom Range: \$ 80,000 - \$84,999	4													
	3													
	2													
	1		1	1										
	Total		1	1										
Professionals Top Range: \$ 50,000 - \$54,999 Bottom Range: \$ 50,000 - \$54,999	4													
	3													
	2													
	1		1	1										
	Total		1	1										
Semi-Professionals and Technicians Top Range: \$ 50,000 - \$54,999 Bottom Range: \$ 10,000 - \$14,999	4		1	1		1								
	3		1	1										
	2													
	1		1	1					1					
	Total		3	3		1	1		1	1				
Total Number of Employees		5	5		1	1		1	1					



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Temporary / National
 Reporting Period 2014-10-21 to 2017-11-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Semi-Professionals and Technicians Top Range: \$ 65,000 - \$69,999 Bottom Range: \$ 65,000 - \$69,999	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Administrative and Senior Clerical Personnel Top Range: \$ 30,000 - \$34,999 Bottom Range: \$ 15,000 - \$19,999	4	1		1									
	3												
	2												
	1	1		1									
	Total	2		2									
Clerical Personnel Top Range: \$ 35,000 - \$39,999 Bottom Range: \$ 35,000 - \$39,999	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		4	2	2									



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / National
Reporting Period 2014-10-21 to 2017-11-28

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	2	1	1									
\$ 25,000 - \$29,999	3	2	1									
\$ 30,000 - \$34,999	4	3	1							1	1	
\$ 35,000 - \$37,499	7	4	3	1	1							
\$ 37,500 - \$39,999	24	21	3							10	8	2
\$ 40,000 - \$44,999	50	37	13	1	1					11	7	4
\$ 45,000 - \$49,999	33	25	8							5	2	3
\$ 50,000 - \$59,999	43	30	13							5	3	2
\$ 60,000 - \$69,999	24	15	9							2		2
\$ 70,000 - \$84,999	40	33	7				1	1		9	6	3
\$ 85,000 - \$99,999	30	24	6				2	2		5	3	2
\$100,000 and over	53	48	5							1	1	
Total Number of Employees	313	243	70	2	2		3	3		49	31	18



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Part-Time / National
 Reporting Period 2014-10-21 to 2017-11-28

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 12,500 - \$14,999	1	1					1	1				
\$ 35,000 - \$39,999	1	1										
\$ 50,000 and over	3	3		1	1							
Total Number of Employees	5	5		1	1		1	1				



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Temporary / National
Reporting Period 2014-10-21 to 2017-11-28

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 15,000 - \$17,499	1		1									
\$ 30,000 - \$34,999	1		1									
\$ 35,000 - \$39,999	1	1										
\$ 50,000 and over	1	1										
Total Number of Employees	4	2	2									

ADGA Group (certificate # 060027)

Form 4 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2014-10-21 to 2017-11-28

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	9	6	3									
Middle and Other Managers	8	6	2							1		1
Professionals	32	27	5				2	2		6	4	2
Semi-Professionals and Technicians	53	50	3							15	13	2
Administrative and Senior Clerical Personnel	11	1	10	1		1				4		4
Skilled Sales and Service Personnel	7	5	2							1	1	
Clerical Personnel	5	1	4							2		2
Total Number of Employees Hired	125	96	29	1		1	2	2		29	18	11



ADGA Group (certificate # 060027)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / National

Reporting Period 2014-10-21 to 2017-11-28

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



ADGA Group (certificate # 060027)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Temporary / National

Reporting Period 2014-10-21 to 2017-11-28

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



ADGA Group (certificate # 060027)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / National
Reporting Period 2014-10-21 to 2017-11-28

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

ADGA Group (certificate # 060027)

Form 6 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2014-10-21 to 2017-11-28

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	10	8	2									
Middle and Other Managers	14	11	3									
Professionals	33	23	10	1	1		1	1		5	4	1
Semi-Professionals and Technicians	34	31	3				1	1		5	3	2
Administrative and Senior Clerical Personnel	14	4	10	1		1				2		2
Skilled Sales and Service Personnel	3	2	1									
Clerical Personnel	12	1	11									
Total Number of Employees Terminated	120	80	40	2	1	1	2	2		12	7	5



ADGA Group (certificate # 060027)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

Reporting Period 2014-10-21 to 2017-11-28

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



ADGA Group (certificate # 060027)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Temporary / National

Reporting Period 2014-10-21 to 2017-11-28

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



Workplace Equity Information Management System - ADGA Group

Workforce Analysis - Detailed Report

Date: 2017-11-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	10	2	20.0 %	27.4 %	3	-1	National
02 : Middle and Other Managers	National	12	2	16.7 %	38.9 %	5	-3	National
03 : Professionals		120	22	18.3 %	26.3 %	32	-10	
1111 : Financial auditors and accountants	National	1	1	100.0 %	55.1 %	1	0	National
1122 : Professional occupations in business management consulting	National	23	8	34.8 %	42.0 %	10	-2	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	66.4 %	1	-1	National
2133 : Electrical and electronics engineers	National	8	0	0.0 %	11.3 %	1	-1	National
2146 : Aerospace engineers	National	3	0	0.0 %	12.1 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	2	0	0.0 %	12.6 %	0	0	National
2171 : Information systems analysts and consultants	National	36	5	13.9 %	28.3 %	10	-5	National
2173 : Software engineers and designers	National	1	0	0.0 %	17.4 %	0	0	National
2174 : Computer programmers and interactive media developers	National	43	6	14.0 %	17.9 %	8	-2	National
5121 : Authors and writers	National	2	2	100.0 %	54.9 %	1	1	National
04 : Semi-Professionals and Technicians		144	19	13.2 %	20.6 %	30	-11	
2231 : Civil engineering technologists and technicians	Québec	1	1	100.0 %	16.3 %	0	1	Québec
2241 : Electrical and electronics engineering technologists and technicians	Alberta	10	4	40.0 %	9.9 %	1	3	Alberta
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	9	0	0.0 %	11.6 %	1	-1	British Columbia
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	5	1	20.0 %	10.7 %	1	0	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	3	0	0.0 %	6.2 %	0	0	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	3	1	33.3 %	4.2 %	0	1	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	24	0	0.0 %	12.1 %	3	-3	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	23	0	0.0 %	9.1 %	2	-2	Québec
2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	3	0	0.0 %	8.7 %	0	0	Saskatchewan
2255 : Technical occupations in geomatics and meteorology	Ontario	1	0	0.0 %	28.8 %	0	0	Ontario



Workplace Equity Information Management System - ADGA Group

Workforce Analysis - Detailed Report

Date: 2017-11-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2281 : Computer network technicians	Ontario	10	0	0.0 %	20.8 %	2	-2	Ontario
2281 : Computer network technicians	Québec	7	0	0.0 %	18.5 %	1	-1	Québec
2283 : Information systems testing technicians	Ontario	10	1	10.0 %	46.8 %	5	-4	Ontario
2283 : Information systems testing technicians	Québec	31	9	29.0 %	32.5 %	10	-1	Québec
5211 : Library and public archive technicians	Ontario	1	0	0.0 %	89.2 %	1	-1	Ontario
5211 : Library and public archive technicians	Québec	2	1	50.0 %	80.1 %	2	-1	Québec
5241 : Graphic designers and illustrators	Ontario	1	1	100.0 %	44.9 %	0	1	Ontario
07 : Administrative and Senior Clerical Personnel		12	11	91.7 %	77.4 %	9	2	
Employment Equity Occupational Group	Ottawa - Gatineau	11	10	90.9 %	77.2 %	8	2	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	1	100.0 %	80.1 %	1	0	Toronto
08 : Skilled Sales and Service Personnel		6	1	16.7 %	28.7 %	2	-1	
6221 : Technical sales specialists - wholesale trade	Ontario	6	1	16.7 %	28.7 %	2	-1	Ontario
10 : Clerical Personnel		17	14	82.4 %	65.6 %	11	3	
Employment Equity Occupational Group	Montréal	1	1	100.0 %	62.5 %	1	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	15	12	80.0 %	65.8 %	10	2	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	1	100.0 %	65.2 %	1	0	Toronto
Total		321	71	22.1 %	28.3 %	92	-21	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2017-11-28

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability #	Availability %		
01 : Senior Managers	National	10	0	0.0 %	0	2.9 %	0	National
02 : Middle and Other Managers	National	12	0	0.0 %	0	2.2 %	0	National
03 : Professionals		120	0	0.0 %	1	1.1 %	-1	
1111 : Financial auditors and accountants	National	1	0	0.0 %	0	1.3 %	0	National
1122 : Professional occupations in business management consulting	National	23	0	0.0 %	0	1.6 %	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	0	2.1 %	0	National
2133 : Electrical and electronics engineers	National	8	0	0.0 %	0	0.7 %	0	National
2146 : Aerospace engineers	National	3	0	0.0 %	0	0.6 %	0	National
2147 : Computer engineers (except software engineers and designers)	National	2	0	0.0 %	0	0.9 %	0	National
2171 : Information systems analysts and consultants	National	36	0	0.0 %	0	1.1 %	0	National
2173 : Software engineers and designers	National	1	0	0.0 %	0	0.6 %	0	National
2174 : Computer programmers and interactive media developers	National	43	0	0.0 %	0	1.0 %	0	National
5121 : Authors and writers	National	2	0	0.0 %	0	1.9 %	0	National
04 : Semi-Professionals and Technicians		144	3	2.1 %	2	1.4 %	1	
2231 : Civil engineering technologists and technicians	Québec	1	0	0.0 %	0	1.3 %	0	Québec
2241 : Electrical and electronics engineering technologists and technicians	Alberta	10	0	0.0 %	0	2.1 %	0	Alberta
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	9	0	0.0 %	0	2.1 %	0	British Columbia
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	5	1	20.0 %	0	8.5 %	1	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	3	0	0.0 %	0	1.2 %	0	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	3	0	0.0 %	0	1.6 %	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	24	0	0.0 %	0	1.8 %	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	23	1	4.3 %	0	0.8 %	1	Québec
2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	3	1	33.3 %	0	1.3 %	1	Saskatchewan
2255 : Technical occupations in geomatics and meteorology	Ontario	1	0	0.0 %	0	4.7 %	0	Ontario



Workplace Equity Information Management System - ADGA Group

Workforce Analysis - Detailed Report

Date: 2017-11-28

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
2281 : Computer network technicians	Ontario	10	0	0.0 %	1.4 %	0	0	Ontario
2281 : Computer network technicians	Québec	7	0	0.0 %	1.1 %	0	0	Québec
2283 : Information systems testing technicians	Ontario	10	0	0.0 %	1.0 %	0	0	Ontario
2283 : Information systems testing technicians	Québec	31	0	0.0 %	0.0 %	0	0	Québec
5211 : Library and public archive technicians	Ontario	1	0	0.0 %	1.3 %	0	0	Ontario
5211 : Library and public archive technicians	Québec	2	0	0.0 %	1.9 %	0	0	Québec
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	1.6 %	0	0	Ontario
07 : Administrative and Senior Clerical Personnel		12	0	0.0 %	3.0 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	11	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.8 %	0	0	Toronto
08 : Skilled Sales and Service Personnel		6	0	0.0 %	1.0 %	0	0	
6221 : Technical sales specialists - wholesale trade	Ontario	6	0	0.0 %	1.0 %	0	0	Ontario
10 : Clerical Personnel		17	0	0.0 %	2.6 %	0	0	
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	15	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.7 %	0	0	Toronto
Total		321	3	0.9 %	1.5 %	3	0	

Total may not equal sum of components due to rounding.

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

Workplace Equity Information Management System - ADGA Group
Workforce Analysis - Detailed Report

Date: 2017-11-28

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability		Gap #	Recruitment Area
			Representation #	%	#	%		
01 : Senior Managers	National	10	0	0.0 %	10.1 %	1	-1	National
02 : Middle and Other Managers	National	12	1	8.3 %	15.0 %	2	-1	National
03 : Professionals		120	18	15.0 %	29.3 %	35	-17	
1111 : Financial auditors and accountants	National	1	0	0.0 %	27.5 %	0	0	National
1122 : Professional occupations in business management consulting	National	23	3	13.0 %	21.6 %	5	-2	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	16.9 %	0	0	National
2133 : Electrical and electronics engineers	National	8	0	0.0 %	34.9 %	3	-3	National
2146 : Aerospace engineers	National	3	2	66.7 %	25.0 %	1	1	National
2147 : Computer engineers (except software engineers and designers)	National	2	0	0.0 %	38.2 %	1	-1	National
2171 : Information systems analysts and consultants	National	36	5	13.9 %	31.4 %	11	-6	National
2173 : Software engineers and designers	National	1	0	0.0 %	40.5 %	0	0	National
2174 : Computer programmers and interactive media developers	National	43	7	16.3 %	31.5 %	14	-7	National
5121 : Authors and writers	National	2	1	50.0 %	10.7 %	0	1	National
04 : Semi-Professionals and Technicians		144	24	16.7 %	21.9 %	32	-8	
2231 : CIVIL engineering technologists and technicians	Québec	1	0	0.0 %	6.9 %	0	0	Québec
2241 : Electrical and electronics engineering technologists and technicians	Alberta	10	5	50.0 %	22.2 %	2	3	Alberta
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	9	3	33.3 %	29.5 %	3	0	British Columbia
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	5	0	0.0 %	14.3 %	1	-1	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	3	0	0.0 %	0.0 %	0	0	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	3	0	0.0 %	2.3 %	0	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	24	2	8.3 %	31.4 %	8	-6	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	23	2	8.7 %	9.5 %	2	0	Québec
2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	3	0	0.0 %	9.6 %	0	0	Saskatchewan
2255 : Technical occupations in geomatics and meteorology	Ontario	1	0	0.0 %	15.3 %	0	0	Ontario

Workplace Equity Information Management System - ADGA Group
Workforce Analysis - Detailed Report

Date: 2017-11-28

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
2281 : Computer network technicians	Ontario	10	2	20.0 %	3	-1	Ontario
2281 : Computer network technicians	Québec	7	1	14.3 %	1	0	Québec
2283 : Information systems testing technicians	Ontario	10	4	40.0 %	5	-1	Ontario
2283 : Information systems testing technicians	Québec	31	5	16.1 %	6	-1	Québec
5211 : Library and public archive technicians	Ontario	1	0	0.0 %	0	0	Ontario
5211 : Library and public archive technicians	Québec	2	0	0.0 %	0	0	Québec
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	0	0	Ontario
07 : Administrative and Senior Clerical Personnel		12	2	16.7 %	2	0	
Employment Equity Occupational Group	Ottawa - Gatineau	11	1	9.1 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	1	100.0 %	0	1	Toronto
08 : Skilled Sales and Service Personnel		6	1	16.7 %	1	0	
6221 : Technical sales specialists - wholesale trade	Ontario	6	1	16.7 %	1	0	Ontario
10 : Clerical Personnel		17	3	17.6 %	3	0	
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	15	2	13.3 %	2	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	1	100.0 %	0	1	Toronto
Total		321	49	15.3 %	76	-27	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2017-11-28

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities		Availability #	Gap #	Recruitment Area
			Representation #	%			
01/02 : Managers	National	22	0	0.0 %	1	-1	National
03 : Professionals	National	120	3	2.5 %	5	-2	National
04 : Semi-Professionals and Technicians	National	144	1	0.7 %	7	-6	National
05 : Supervisors	National	1	0	0.0 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	12	0	0.0 %	0	0	National
08 : Skilled Sales and Service Personnel	National	6	0	0.0 %	0	0	National
10 : Clerical Personnel	National	17	0	0.0 %	1	-1	National
Total		322	4	1.2 %	14	-10	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2017-11-28

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workplace Equity Information Management System - ADGA Group

Workforce Analysis - Detailed Report

Date: 2017-11-28

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Table
Part 1: Workforce Analysis
ADGA Group Consultants Inc.
2017-11-28

Data from Previous Workforce Analysis
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↓ ↓ ↓

Date of Previous Workforce Analysis		
YYYY	MM	DD
2014	10	21

Data from Current Workforce Analysis

↓ ↓ ↓

Date of Current Workforce Analysis		
YYYY	MM	DD
2017	11	28

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
01	Senior Managers	10	1	10.0
02	Middle & Other Managers	17	3	39.1
03	Professionals	125	25	27.8
04	Semi-Professionals & Technicians	132	20	20.3
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	15	10	76.9
08	Skilled Sales & Service Personnel	2	0	28.5
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	28	25	69.3
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		329	84	0.0

Employment Equity Occupational Group (EEOG)		Table 5: Women		
		Current Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
	10	2	27.4	
	12	2	38.9	
	120	22	26.3	
	144	19	20.6	
	0	0	0.0	
	0	0	0.0	
	12	11	77.4	
	6	1	28.7	
	0	0	0.0	
	17	14	65.6	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
Total		321	71	0.0

* Source:

* Source:

Federal Contractors Program Achievement Table
Part 1: Workforce Analysis
ADGA Group Consultants Inc.
2017-11-28

Data from Previous Workforce Analysis
 ↓ ↓ ↓

Date of Previous Workforce Analysis		
YYYY	MM	DD
2014	10	21

Data from Current Workforce Analysis
 ↓ ↓ ↓

Date of Current Workforce Analysis		
YYYY	MM	DD
2017	11	28

Table 2: Aboriginal Peoples
 Previous Workforce Analysis

	All Employees #	Aboriginal Peoples		Availability* %
		Representation #	Availability* %	
01 Senior Managers	10	0	0.0	2.4
02 Middle & Other Managers	17	0	0.0	1.9
03 Professionals	125	1	0.8	1.0
04 Semi-Professionals & Technicians	132	3	2.3	1.3
05 Supervisors	0	0	0.0	0.0
06 Supervisors: Crafts & Trades	0	0	0.0	0.0
07 Administrative & Senior Clerical Personnel	15	0	0.0	1.9
08 Skilled Sales & Service Personnel	2	0	0.0	0.6
09 Skilled Crafts & Trades Workers	0	0	0.0	0.0
10 Clerical Personnel	28	0	0.0	2.2
11 Intermediate Sales & Service Personnel	0	0	0.0	0.0
12 Semi-Skilled Manual Workers	0	0	0.0	0.0
13 Other Sales & Service Personnel	0	0	0.0	0.0
14 Other Manual Workers	0	0	0.0	0.0
Total	329	4	0.0	0.0

Table 6: Aboriginal Peoples
 Current Workforce Analysis

	All Employees #	Aboriginal Peoples		Availability* %
		Representation #	Availability* %	
01 Senior Managers	10	0	0.0	2.9
02 Middle & Other Managers	12	0	0.0	2.2
03 Professionals	120	0	0.0	1.1
04 Semi-Professionals & Technicians	144	3	2.1	1.4
05 Supervisors	0	0	0.0	0.0
06 Supervisors: Crafts & Trades	0	0	0.0	0.0
07 Administrative & Senior Clerical Personnel	12	0	0.0	3.0
08 Skilled Sales & Service Personnel	6	0	0.0	1.0
09 Skilled Crafts & Trades Workers	0	0	0.0	0.0
10 Clerical Personnel	17	0	0.0	2.6
11 Intermediate Sales & Service Personnel	0	0	0.0	0.0
12 Semi-Skilled Manual Workers	0	0	0.0	0.0
13 Other Sales & Service Personnel	0	0	0.0	0.0
14 Other Manual Workers	0	0	0.0	0.0
Total	321	3	0.0	0.0

* Source:
 0

* Source:
 0

Federal Contractors Program Achievement Table
Part 1: Workforce Analysis
ADGA Group Consultants Inc.
2017-11-28

Data from Previous Workforce Analysis
 ↓ ↓ ↓

Date of Previous Workforce Analysis	MM	DD
YYYY		
2014	10	21

Data from Current Workforce Analysis
 ↓ ↓ ↓

Date of Current Workforce Analysis	MM	DD
YYYY		
2017	11	28

Table 4: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Previous Workforce Analysis		
	All Employees	Persons with Disabilities Representation	Availability*
	#	#	%
01/02 Managers	27	0	3.2
03 Professionals	125	2	4.5
04 Semi-Professionals & Technicians	132	1	4.8
05 Supervisors	0	0	0.0
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	15	0	2.6
08 Skilled Sales & Service Personnel	2	0	5.6
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	28	0	4.4
11 Intermediate Sales & Service Personnel	0	0	0.0
12 Semi-Skilled Manual Workers	0	0	0.0
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
Total	329	3	0.0

Table 8: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Current Workforce Analysis		
	All Employees	Persons with Disabilities Representation	Availability*
	#	#	%
01/02 Managers	22	0	4.3
03 Professionals	120	3	3.8
04 Semi-Professionals & Technicians	144	1	4.6
05 Supervisors	0	0	0.0
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	12	0	3.4
08 Skilled Sales & Service Personnel	6	0	3.5
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	17	0	7.0
11 Intermediate Sales & Service Personnel	0	0	0.0
12 Semi-Skilled Manual Workers	0	0	0.0
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
Total	321	4	0.0

* Source:

* Source:

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

ADGA Group Consultants Inc.

43067

Start Date of Flow Data			
YYYY	MM	DD	
2014	10	21	

End Date of Flow Data			
YYYY	MM	DD	
2017	11	28	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 1: Women Hired				Table 5: Women Promoted				Table 9: Women Terminated			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
01 Senior Managers	9	3	0	0	1	0	0	0	10	2	0	0
02 Middle & Other Managers	8	2	0	0	0	0	0	0	14	3	0	0
03 Professionals	32	5	1	0	2	2	0	0	33	10	0	0
04 Semi-Professionals & Technicians	53	3	2	0	1	0	0	0	34	3	0	0
05 Supervisors	0	0	0	0	1	1	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	11	10	0	0	0	0	0	0	14	10	0	0
08 Skilled Sales & Service Personnel	7	2	0	0	0	0	0	0	3	1	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	5	4	1	0	0	0	0	0	12	11	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	125	29	4	0	5	3	0	0	120	40	0	0

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

ADGA Group Consultants Inc.

43067

Start Date of Flow Data			
YYYY	MM	DD	
2014	10	21	

End Date of Flow Data			
YYYY	MM	DD	
2017	11	28	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
01 Senior Managers	9	0	0	0	1	0	0	0	10	0	0	0
02 Middle & Other Managers	8	0	0	0	0	0	0	0	14	0	0	0
03 Professionals	32	0	1	0	2	0	0	0	33	1	0	0
04 Semi-Professionals & Technicians	53	0	2	0	1	0	0	0	34	0	0	0
05 Supervisors	0	0	0	0	1	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	11	1	0	0	0	0	0	0	14	0	0	0
08 Skilled Sales & Service Personnel	7	0	0	0	0	0	0	0	3	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	5	0	1	0	0	0	0	0	12	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	125	1	4	0	5	0	0	0	120	2	0	0

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

ADGA Group Consultants Inc.

43067

000404

Start Date of Flow Data		
YYYY	MM	DD
2014	10	21

End Date of Flow Data		
YYYY	MM	DD
2017	11	28

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
01 Senior Managers	9	0	0	0
02 Middle & Other Managers	8	0	0	0
03 Professionals	32	2	1	0
04 Semi-Professionals & Technicians	53	0	2	1
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	11	0	0	0
08 Skilled Sales & Service Personnel	7	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	5	0	1	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	125	2	4	1

Table 7: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	2	0	0	0
04 Semi-Professionals & Technicians	1	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	5	0	0	0

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
01 Senior Managers	10	0	0	0
02 Middle & Other Managers	14	0	0	0
03 Professionals	33	1	0	0
04 Semi-Professionals & Technicians	34	1	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	14	0	0	0
08 Skilled Sales & Service Personnel	3	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	12	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	120	2	0	0

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

ADGA Group Consultants Inc.

43067

Start Date of Flow Data			
YYYY	MM	DD	
2014	10	21	

End Date of Flow Data			
YYYY	MM	DD	
2017	11	28	

Data from Form 4 - Employees
Hired

Data from Form 5 - Employees
Promoted

Data from Form 6 - Employees
Terminated

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National	Part-time / National	All Employees Hired	Members of Visible Minorities Hired	Full-time / National	Part-time / National	All Employees Promoted	Members of Visible Minorities Promoted	Full-time / National	Part-time / National	All Employees Terminated	Members of Visible Minorities Terminated
01 Senior Managers	9	0	0	0	1	0	0	0	10	0	0	0
02 Middle & Other Managers	8	1	0	0	0	0	0	0	14	0	0	0
03 Professionals	32	6	1	0	2	0	0	0	33	5	0	0
04 Semi-Professionals & Technicians	53	15	2	0	1	1	0	0	34	5	0	0
05 Supervisors	0	0	0	0	1	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	11	4	0	0	0	0	0	0	14	2	0	0
08 Skilled Sales & Service Personnel	7	1	0	0	0	0	0	0	3	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	5	2	1	0	0	0	0	0	12	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	125	29	4	0	5	1	0	0	120	12	0	0

Federal Contractors Program Achievement Table
Part 3: Goals
ADGA Group Consultants Inc.
 43067

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Data from Current Goals

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Duration of Previous Goals				
Short-term		Long-term		
From	To	From	To	To
YYYY	YYYY	YYYY	YYYY	YYYY
2014	2015	2014		2017

Duration of Current Goals				
Short-term		Long-term		
From	To	From	To	To
YYYY	YYYY	YYYY	YYYY	YYYY
2017	2018	2017		2020

Table 1: Women

	Women			
	Short-term Goals		Long-term Goals	
	#	%	#	%
01 Senior Managers	1	0.0	0	0.0
02 Middle & Other Managers	4	0.0	0	0.0
03 Professionals	15	0.0	6	27.8
04 Semi-Professionals & Technicians	10	0.0	3	20.3
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	4	0.0	2	76.9
08 Skilled Sales & Service Personnel	1	0.0	0	28.5
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	-2	0.0	3	69.3
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	33	0.0	14	0.0

Table 5: Women

	Women			
	Short-term Goals		Long-term Goals	
	#	%	#	%
	0	27.4	0	27.4
	0	38.9	0	38.9
	0	26.3	0	26.3
	0	20.6	0	20.6
	0		0	
	0		0	
	0	28.7	0	28.7
	0		0	
	0		0	
	0		0	
	0		0	
	0		0	
	0		0	
	8	0.0	19	0.0

Federal Contractors Program Achievement Table
Part 3: Goals
ADGA Group Consultants Inc.
 43067

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Duration of Previous Goals		Long-term	
Short-term	To	From	To
From	YYYY	YYYY	YYYY
2014	2015	2014	2017

Data from Current Goals

↓ ↓ ↓ ↓ ↓

Duration of Current Goals		Long-term	
Short-term	To	From	To
From	YYYY	YYYY	YYYY
2017	2018	2017	2020

Table 2: Aboriginal Peoples

	Aboriginal Peoples		Long-term Goals	
	Short-term Goals	%	#	%
Employment Equity Occupational Group (EEOG)	#	%	#	%
01 Senior Managers	0	0.0	0	2.4
02 Middle & Other Managers	0	0.0	0	1.9
03 Professionals	0	0.0	0	1.0
04 Semi-Professionals & Technicians	-1	0.0	0	1.3
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	1.9
08 Skilled Sales & Service Personnel	0	0.0	0	0.6
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	1	0.0	0	2.2
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	0	0.0	0	0.0

Table 6: Aboriginal Peoples

	Aboriginal Peoples		Long-term Goals	
	Short-term Goals	%	#	%
Employment Equity Occupational Group (EEOG)	#	%	#	%
01 Senior Managers	0		0	
02 Middle & Other Managers	0		0	
03 Professionals	0	1.1	0	1.1
04 Semi-Professionals & Technicians	0		0	
05 Supervisors	0		0	
06 Supervisors: Crafts & Trades	0		0	
07 Administrative & Senior Clerical Personnel	0		0	
08 Skilled Sales & Service Personnel	0		0	
09 Skilled Crafts & Trades Workers	0		0	
10 Clerical Personnel	0		0	
11 Intermediate Sales & Service Personnel	0		0	
12 Semi-Skilled Manual Workers	0		0	
13 Other Sales & Service Personnel	0		0	
14 Other Manual Workers	0		0	
Total	0	0.0	0	0.0

Federal Contractors Program Achievement Table
Part 3: Goals
ADGA Group Consultants Inc.
43067

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Data from Current Goals

↓ ↓ ↓ ↓ ↓

Duration of Previous Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2014	2015	2014	2017

Duration of Current Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2017	2018	2017	2020

Table 3: Persons with Disabilities

	Persons with Disabilities		Long-term Goals	
	Short-term Goals	%	#	%
Employment Equity Occupational Group (EEOG)	#	%	#	%
01/02 Managers	1	0.0	0	3.2
03 Professionals	5	0.0	1	4.5
04 Semi-Professionals & Technicians	5	0.0	1	4.8
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	2.6
08 Skilled Sales & Service Personnel	0	0.0	0	5.6
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	1	0.0	0	4.4
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	12	0.0	0	0.0

Table 7: Persons with Disabilities

	Persons with Disabilities		Long-term Goals	
	Short-term Goals	%	#	%
Employment Equity Occupational Group (EEOG)	#	%	#	%
01/02 Managers	0	4.3	0	4.3
03 Professionals	0	3.8	0	3.8
04 Semi-Professionals & Technicians	0	4.6	0	4.6
05 Supervisors	0		0	
06 Supervisors: Crafts & Trades	0		0	
07 Administrative & Senior Clerical Personnel	0		0	
08 Skilled Sales & Service Personnel	0		0	
09 Skilled Crafts & Trades Workers	0		0	
10 Clerical Personnel	0	7.0	0	7.0
11 Intermediate Sales & Service Personnel	0		0	
12 Semi-Skilled Manual Workers	0		0	
13 Other Sales & Service Personnel	0		0	
14 Other Manual Workers	0		0	
Total	2	0.0	2	0.0

Federal Contractors Program Achievement Table
Part 4: Results - Women
ADGA Group Consultants Inc.
43067

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Hires					Promotions					Terminations					Turnover Rate %
		All						Women						All					Women										
		Employees #	Representation #	%	Availability %	#	Gap #	EE Result %	Employees #	Actual #	%	Expected #	Difference #	Employees #	Actual #	%	Expected #	Difference #	Employees #	Actual #	%	Expected #	Difference #						
04 Semi-Professionals & Technicians	2014	132	20	15.2	20.3	27	-7	74.6	55	3	5.5	11	-8	1	0	0.0	0	0	0	34	3	8.8	5	-2	24.6				
	2017	144	19	13.2	20.6	30	-11	64.1	55	3	5.5	11	-8	1	0	0.0	0	0	0	34	3	8.8	5	-2	24.6				
05 Supervisors	2014	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0				
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0				
06 Supervisors: Crafts & Trades	2014	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0				
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0				

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All		Women		All		Women		All		Women		
		Employees #	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
04 Semi-Professionals & Technicians	2017	56	5.4	10	30.0	0.0	0.0	3	100.0	20.3	26.4			
	2020	56	5.4	0	0.0	20.6	26.0	0	0.0	20.6	26.0			
05 Supervisors	2017	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	2020	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
06 Supervisors: Crafts & Trades	2017	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	2020	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			

Federal Contractors Program Achievement Table
Part 4: Results - Women
ADGA Group Consultants Inc.
43067

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:				Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x E + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x E + 100	V - X	U + (DYcar1 + DYcar2) / 2 x 100
				↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Occupational Group (EOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Promotions						Terminations						Turnover Rate %
		All Employees				Women				All Employees				Women				All Employees				Women				All Employees				Women								
		#	%	Representation	Availability	#	%	Gap	EE Result	#	%	Actual	%	Expected	Difference	#	%	Actual	%	Expected	Difference	#	%	Actual	%	Expected	Difference	#	%	Actual	%	Expected	Difference					
07 Administrative & Senior Clerical	2014	15	66.7	76.9	12	-2	86.7	11	10	90.9	9	1	0	0	0.0	0	0	0	0	0	14	10	71.4	9	1	103.7												
	2017	12	91.7	77.4	9	2	118.4	11	10	90.9	9	1	0	0	0.0	0	0	0	0	0	14	10	71.4	9	1	103.7												
08 Skilled Sales & Service Personnel	2014	2	0.0	28.5	1	-1	0.0	7	2	28.6	2	0	0	0.0	0	0	0.0	0	0	0	3	1	33.3	0	1	75.0												
	2017	6	16.7	28.7	2	-1	58.1	7	2	28.6	2	0	0	0.0	0	0	0.0	0	0	0	3	1	33.3	0	1	75.0												
09 Skilled Crafts & Trades Workers	2014	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0.0													
	2017	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0.0													

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
07 Administrative & Senior Clerical	2017	11	90.9	10	4	250.0	0.0	0.0	2	500.0	76.9	118.2		
	2020	11	90.9	10	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2017	7	28.6	2	1	200.0	0.0	0.0	0	0.0	28.5	100.3		
	2020	7	28.6	2	0	0.0	28.7	99.6	0	0.0	28.7	99.6		
09 Skilled Crafts & Trades Workers	2017	0	0.0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0.0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table
Part 4: Results - Women
ADGA Group Consultants Inc.
43067

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Promotions						Terminations						Turnover Rate %
		All Employees				Women				All Employees				Women				All Employees				Women				All Employees				Women								
		#	%	Representation	Availability	#	%	Gap	EE Result	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%							
10 Clerical Personnel	2014	28	89.3	69.3	19	6	128.8	6	4	66.7	4	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	53.3			
	2017	17	82.4	65.6	11	3	125.5	6	4	66.7	4	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
11 Intermediate Sales & Service Personnel	2014	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0				
	2017	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0				
12 Semi-Skilled Manual Workers	2014	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0				
	2017	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0				

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
10 Clerical Personnel	2017	6	66.7	4	-2	-200.0	0.0	0.0	3	133.3	69.3	96.2		
	2020	6	66.7	4	0	0.0	0.0	0	0	0.0	0.0	0.0		
11 Intermediate Sales & Service Personnel	2017	0	0.0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0.0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
12 Semi-Skilled Manual Workers	2017	0	0.0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0.0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table
Part 4: Results - Women
ADGA Group Consultants Inc.
43067

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

Occupational Group (EOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Terminations						Turnover Rate %
		All Employees						Women						All Employees			Women			All Employees			Women									
		#	Representation %	Availability %	Gap #	EE Result %	#	Actual #	%	Expected #	Difference #	All Employees #	Actual #	%	Expected #	Difference #	All Employees #	Actual #	%	Expected #	Difference #	All Employees #	Actual #	%	Expected #	Difference #						
13 Other Sales & Service Personnel	2014	0	0.0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0					
	2017	0	0.0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0					
14 Other Manual Workers	2014	0	0.0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0					
	2017	0	0.0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0					
Total	2014	329	84	25.5	0.0	0	84	0.0	0	84	0.0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0					
	2017	321	71	22.1	0.0	0	71	0.0	0	71	0.0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0					

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
13 Other Sales & Service Personnel	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
14 Other Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total	2017	134	32	23.9	33	97.0	0.0	0.0	14	228.6	0.0	0.0		
	2020	134	32	23.9	8	400.0	0.0	0.0	19	168.4	0.0	0.0		

Federal Contractors Program Achievement Table
Part 5: Results - Aboriginal Peoples
ADGA Group Consultants Inc.
43067

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L - K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x E + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x E + 100	V - X	U + (DYcart + DYcart2) x 100			

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis						Terminations						Turnover Rate %
		Workforce						Hires						Promotions												
		All Employees	Representation %	Availability %	Gap #	EE Result %	All Employees	Actual #	Expected %	Expected #	Difference #	All Employees	Actual #	Expected %	Expected #	Difference #	All Employees	Actual #	Expected %	Expected #	Difference #					
01 Senior Managers	2014	10	0.0	2.4	0	0.0	9	0	0.0	0	0	0.0	0	0	0	0	10	0	0.0	0	0	0	0	0	0	100.0
	2017	10	0.0	2.9	0	0.0	9	0	0.0	0	0	0.0	0	0	0	0	10	0	0.0	0	0	0	0	0	0	100.0
02 Middle & Other Managers	2014	17	0.0	1.9	0	0.0	8	0	0.0	0	0	0.0	0	0	0	0	14	0	0.0	0	0	0	0	0	0	96.6
	2017	12	0.0	2.2	0	0.0	8	0	0.0	0	0	0.0	0	0	0	0	14	0	0.0	0	0	0	0	0	0	96.6
03 Professionals	2014	125	1	0.8	1.0	1	33	0	0.0	0	0	0.0	0	0	0	0	33	1	3.0	0	0	0	0	0	1	26.9
	2017	120	0	0.0	1.1	1	33	0	0.0	0	0	0.0	0	0	0	0	33	1	3.0	0	0	0	0	0	1	26.9

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
01 Senior Managers	2017	10	0.0	0	0.0	0	0.0	0	0.0	0	0.0	2.4	0.0	
	2020	10	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0	
02 Middle & Other Managers	2017	8	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1.9	0.0	
	2020	8	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0	
03 Professionals	2017	35	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1.0	0.0	
	2020	35	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1.1	0.0	

Federal Contractors Program Achievement Table
Part 5: Results - Aboriginal Peoples
ADGA Group Consultants Inc.
43067

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:				Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times E + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times E + 100$	$V - X$	$U + (DY \text{ part} 2) \div 2 \times 100$
				↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Terminations						Turnover Rate %
		All Employees						Aboriginal Peoples						All Employees			Aboriginal Peoples			All Employees			Aboriginal Peoples									
		#	Representation %	Availability %	Gap #	EE Result %	Part 2: Flow Data Analysis	Actual #	Expected %	Expected #	Difference #	All Employees #	Actual #	Expected %	Expected #	Difference #	All Employees #	Actual #	Expected %	Expected #	Difference #	All Employees #	Actual #	Expected %	Expected #	Difference #						
04 Semi-Professionals & Technicians	2014	132	2.3	1.3	2	1	174.8				55	0	0.0	1	-1	1	0	0.0	0	0	34	0	0.0	1	-1	24.6						
	2017	144	2.1	1.4	2	1	148.8				55	0	0.0	1	-1	1	0	0.0	0	0	34	0	0.0	1	-1	24.6						
05 Supervisors	2014	0	0.0	0.0	0	0	0.0				0	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0	0.0						
	2017	0	0.0	0.0	0	0	0.0				0	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0	0.0						
06 Supervisors, Crafts & Trades	2014	0	0.0	0.0	0	0	0.0				0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0						
	2017	0	0.0	0.0	0	0	0.0				0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0						

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
04 Semi-Professionals & Technicians	2017	56	0.0	-1	0.0	0	0.0	0	0.0	1.3	0.0			
	2020	56	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			
05 Supervisors	2017	1	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			
	2020	1	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			
06 Supervisors, Crafts & Trades	2017	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			

Federal Contractors Program Achievement Table
Part 5: Results - Aboriginal Peoples
ADGA Group Consultants Inc.
43067

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:				Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times E + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times E + 100$	$V - X$	$U + (DY \text{ ear} 2) \div 2 \times 100$
				↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis															
		All Employees						Aboriginal Peoples						All Employees						Aboriginal Peoples									
		#	Representation %	Availability %	Gap #	EE Result %	Turnover Rate %	#	Actual #	Expected %	Difference #	#	Actual #	Expected %	Difference #	#	Actual #	Expected %	Difference #	#	Actual #	Expected %	Difference #	#	Actual #	Expected %	Difference #	Turnover Rate %	
07 Administrative & Senior Clerical	2014	15	0.0	1.9	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0
	2017	12	0.0	3.0	0	0.0	11	1	9.1	0	1	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	103.7
08 Skilled Sales & Service Personnel	2014	2	0.0	0.6	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	75.0
	2017	6	0.0	1.0	0	0.0	7	0	0.0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	2014	0	0.0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0
	2017	0	0.0	0.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
07 Administrative & Senior Clerical	2017	11	9.1	0	0.0	0	0.0	0	0.0	0	0.0	1.9	478.5	
	2020	11	9.1	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0	
08 Skilled Sales & Service Personnel	2017	7	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.6	0.0	
	2020	7	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0	
09 Skilled Crafts & Trades Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0	

Federal Contractors Program Achievement Table
Part 5: Results - Aboriginal Peoples
ADGA Group Consultants Inc.
43067

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis												Turnover Rate %	
		Workforce						Hires						Promotions						Terminations							
		All Employees	Representation %	Availability %	Gap #	EE Result %	All Employees	Actual #	Expected %	Expected #	Difference #	All Employees	Actual #	Expected %	Expected #	Difference #	All Employees	Actual #	Expected %	Expected #	Difference #						
10 Clerical Personnel	2014	28	0.0	2.2	1	0.0	6	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	53.3
	2017	17	0.0	2.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
11 Intermediate Sales & Service Personnel	2014	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0
	2017	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12 Semi-Skilled Manual Workers	2014	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0
	2017	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
10 Clerical Personnel	2017	6	0.0	1	0.0	0	0.0	0	0.0	2.2	0.0			
	2020	6	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			
11 Intermediate Sales & Service Personnel	2017	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			
12 Semi-Skilled Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			

Federal Contractors Program Achievement Table
Part 5: Results - Aboriginal Peoples
ADGA Group Consultants Inc.
43067

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times E + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times E + 100$	$V - X$	$U + (DY \text{ ear} 1 + DY \text{ ear} 2) \times 100$

Occupational Group (EOG)	Year	Workforce Analysis												Flow Data Analysis														
		Workforce						Hires						Promotions						Terminations								
		All Employees	Representation %	Availability %	Gap #	EE Result %	All Employees	Actual #	Expected %	Expected #	Difference #	All Employees	Actual #	Expected %	Expected #	Difference #	All Employees	Actual #	Expected %	Expected #	Difference #	All Employees	Actual #	Expected %	Expected #	Difference #	Turnover Rate %	
13 Other Sales & Service Personnel	2014	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0.0
	2017	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0.0
14 Other Manual Workers	2014	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0.0
	2017	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0.0
Total	2014	329	4	1.2	0.0	0.0	0	4	0.0	0.0	0	4	0.0	0	4	0.0	0.0	0	0	0	0	0	0	0.0	0	0	0	0.0
	2017	321	3	0.9	0.0	0.0	0	3	0.0	0.0	0	3	0.0	0	3	0.0	0.0	0	0	0	0	0	0	0.0	0	0	0	0.0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E + G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
13 Other Sales & Service Personnel	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
14 Other Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total	2017	134	0.7	1	0.7	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	134	0.7	1	0.7	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

ADGA Group Consultants Inc.

43067

Federal Contractors Program Achievement Table
Part 6: Results - Persons with Disabilities
ADGA Group Consultants Inc.
43067

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:				Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times E + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times E + 100$	$V - X$	$U + (DY \text{ ear} 2) + 2) \times 100$
				↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Occupational Group (EEOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Terminations						Turnover Rate %					
		All Employees		Representation %		Persons with Disabilities Availability %		Gap #		EE Result %		All Employees		Persons with Disabilities Actual		Expected		Difference #		All Employees		Persons with Disabilities Actual		Expected		Difference #		All Employees		Persons with Disabilities Actual			Expected		Difference #		
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		#	%			
07 Administrative & Senior Clerical	2014	15	0.0	2.6	0	0	0.0	0	0.0	11	0	0.0	0	0	0	0.0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0	0	0	0.0	103.7
08 Skilled Sales & Service Personnel	2014	2	0.0	5.6	0	0	0.0	0	0.0	7	0	0.0	0	0	0	0.0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0	0	0	0.0	75.0
09 Skilled Crafts & Trades Workers	2014	0	0.0	0.0	0	0	0.0	0	0.0	0	0	0.0	0	0	0	0.0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0	0	0	0.0	0.0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments		
		All Employees		Persons with Disabilities Actual	Persons with Disabilities Goal		Percent of Goal Met		Persons with Disabilities Goal			Percent of Goal Met	
		#	%	#	%	#	%	#	%	#		%	
07 Administrative & Senior Clerical	2017	11	0.0	0	0.0	0	0.0	0	0.0	2.6	0.0		
	2020	11	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2017	7	0.0	0	0.0	0	0.0	0	0.0	5.6	0.0		
	2020	7	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0		
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

ADGA Group Consultants Inc.

43067

Federal Contractors Program Achievement Table
Part 6: Results - Persons with Disabilities
ADGA Group Consultants Inc.
43067

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

Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis						Turnover Rate %						
		Workforce						Hires						Promotions							Terminations					
		All Employees	Representation %	Persons with Disabilities Availability %	Gap #	EE Result %	All Employees	Actual #	Persons with Disabilities Expected #	Difference #	All Employees	Actual #	Persons with Disabilities Expected #	Difference #	All Employees	Actual #	Persons with Disabilities Expected #	Difference #								
10 Clerical Personnel	2014	28	0.0	4.4	1	-1	0.0	6	0	0.0	0	0	0	0	0.0	0	0	0	0	12	0	0.0	0	0	53.3	
11 Intermediate Sales & Service Personnel	2014	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0.0	
12 Semi-Skilled Manual Workers	2014	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0.0	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		
		Actual #	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
10 Clerical Personnel	2017	6	0.0	1	0.0	0	0.0	0	0.0	4.4	0.0			
	2020	6	0.0	0	0.0	0	0.0	0	0.0	7.0	0.0			
11 Intermediate Sales & Service Personnel	2017	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			
12 Semi-Skilled Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

ADGA Group Consultants Inc.

43067

Federal Contractors Program Achievement Table
Part 6: Results - Persons with Disabilities
ADGA Group Consultants Inc.
43067

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D$ $\times 100$	Part 1: Workforce Analysis	$D \times G$ $+ 100$	$E - H$	$E + H$ $\times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K$ $\times 100$	$K \times G +$ 100	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times$ 100	$P \times E + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times$ 100	$U \times E + 100$	$V - X$	$U +$ $(DYcar1 +$ $2) \times 100$

Occupational Equity (EEOG)	Year	Workforce Analysis												Hires						Promotions						Terminations						Turnover Rate %
		All Employees				Persons with Disabilities				All Employees				Persons with Disabilities				All Employees				Persons with Disabilities										
		#	Representation %	Availability %	Gap #	EE Result %	#	Actual #	Expected %	Difference #	#	Actual #	Expected %	Difference #	#	Actual #	Expected %	Difference #	#	Actual #	Expected %	Difference #	#	Actual #	Expected %	Difference #						
13	Other Sales & Service Personnel	2014	0	0.0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0			
14	Other Manual Workers	2014	0	0.0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0			
Total		2014	329	3	0.9	0.0	0	3	0.0	0	3	2.3	0	3	5	0	0.0	0	0	0	120	2	1.7	1	1	1	36.9	1				

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times$ 100	Part 3: Goals	$E + G \times$ 100	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times$ 100	Part 3: Goals	$F + M \times$ 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments												
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities														
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %													
13	Other Sales & Service Personnel	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
14	Other Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
Total		2017	134	3	2.2	12	25.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

ADGA Group Consultants Inc.

43067

Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
ADGA Group Consultants Inc.
43067

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	E - H	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	V - X	$U + (DY \text{ ear} 2) \div 2 \times 100$
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Occupational Group (EEOG)	Year	Workforce Analysis														Flow Data Analysis						Turnover Rate %		
		All Employees		Visible Minorities				All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities						
		#	%	Representation	Availability	Gap	EE Result	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected		Difference	
07 Administrative & Senior Clerical	2014	15	0.0	8.9	1	-1	0.0	11	4	36.4	2	2	0	0	0.0	0	0	0	14	2	14.3	0	2	103.7
	2017	12	16.7	14.2	2	0	117.4	11	4	36.4	2	2	0	0	0.0	0	0	0	14	2	14.3	0	2	103.7
08 Skilled Sales & Service Personnel	2014	2	0.0	17.0	0	0	0.0	7	1	14.3	1	1	0	0	0.0	0	0	0	3	0	0.0	0	0	75.0
	2017	6	16.7	20.8	1	0	80.1	7	1	14.3	1	1	0	0	0.0	0	0	0	3	0	0.0	0	0	75.0
09 Skilled Crafts & Trades Workers	2014	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
	2017	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
07 Administrative & Senior Clerical	2017	11	36.4	4	1	400.0	0.0	0.0	0	0.0	8.9	408.6		
	2020	11	36.4	4	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2017	7	14.3	1	0	0.0	0.0	0.0	0	0.0	17.0	84.0		
	2020	7	14.3	1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0.0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0.0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
ADGA Group Consultants Inc.
43067

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

Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis												Turnover Rate %
		Workforce						Hires						Promotions						Terminations						
		All Employees	Visible Minorities	Representation %	Availability %	Gap #	EE Result %	All Employees	Visible Minorities	Actual #	Expected %	Difference #	All Employees	Visible Minorities	Actual #	Expected %	Difference #	All Employees	Visible Minorities	Actual #	Expected %	Difference #				
10 Clerical Personnel	2014	28	0	0.0	13.0	4	0.0	6	2	33.3	1	0	0	0.0	0	0	12	0	0.0	0	0	0	0	0	0.0	53.3
	2017	17	3	17.6	16.8	3	0	105.0	6	2	33.3	1	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0
11 Intermediate Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0
	2017	0	0	0.0	0.0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0
12 Semi-Skilled Manual Workers	2014	0	0	0.0	0.0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0
	2017	0	0	0.0	0.0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
10 Clerical Personnel	2017	6	33.3	4	50.0	0	0.0	1	200.0	13.0	256.4			
	2020	6	33.3	0	0.0	0	0.0	0	0.0	0.0	0.0			
11 Intermediate Sales & Service Personnel	2017	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			
12 Semi-Skilled Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0			

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

ADGA Group Consultants Inc.

43067

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U = ((DYear1 + DYear2) ÷ 2) x 100		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires				Promotions				Terminations				Turnover Rate		
		All Employees	Visible Minorities								All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability		Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	%	#	#	%	#	#	%		
13 Other Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2014	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
Total	2014	329	29	8.8	0.0	0	29	0.0																	
	2017	321	49	15.3	0.0	0	49	0.0	129	29	22.5	0	29	5	1	20.0	0	1	120	12	10.0	11	1	36.9	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	#	%	#			
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
Total	2017	134	30	22.4	46	65.2	0.0	0.0	11	272.7	0.0	0.0		
	2020	134	30	22.4	5	600.0	0.0	0.0	11	272.7	0.0	0.0		

Short-term Goal Setting Tool

[ADGA Group Consultants Inc.]

[November 28, 2017]

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

Employment Equity Occupational Group (EEOG)	All Employees 2017/11/28 #	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years #	WOMEN										
		Annually %	Over 3 Years #	Annually %	Over 3 Years #		Number #	Turnover (Replacement of Terminated Employees)		Hires Required #	3 Year Goals 2017-2020		Present Availability %	Present Gap #	Projected Gap #	Present Representation %	Projected Representation in 3 Years %
								Annually %	Over 3 Years #		#	%					
		#	%	#	%		#	%	#	%	#	%	#	%	#	%	#
Senior Managers	10	0.0%	0	0.0%	0	0	1	0.0%	0	1	0	27.4%	-1	-2	10.0%	10.0%	
Middle & Other Managers	12	2.0%	1	0.0%	0	1	2	0.0%	0	3	2	38.9%	-3	-1	16.7%	30.8%	
Professionals	120	4.0%	14	4.0%	14	28	19	4.0%	2	17	6	25.8%	-11	-12	15.8%	17.2%	
Semi-Professionals & Technicians	144	5.0%	22	4.0%	17	39	20	4.0%	2	17	4	20.5%	-10	-12	13.9%	13.3%	
Supervisors			0		0	0		0.0%	0	0	0			0	#DIV/0!	#DIV/0!	
Supervisors: Crafts & Trades			0		0	0		0.0%	0	0	0			0	#DIV/0!	#DIV/0!	
Administrative & Senior Clerical Personnel	12	2.0%	1	2.0%	1	2	12	2.0%	1	2	3	77.4%	4	4	100.0%	107.7%	
Skilled Sales & Service Personnel	6	2.0%	0	2.0%	0	0	1	2.0%	0	0	2	28.7%	1	1	16.7%	50.0%	
Skilled Crafts & Trades Workers			0		0	0		0.0%	0	0	0			0	#DIV/0!	#DIV/0!	
Clerical Personnel	17	2.0%	1	2.0%	1	2	16	2.0%	1	2	2	65.6%	5	5	94.1%	94.4%	
Intermediate Sales & Service Personnel			0		0	0		0.0%	0	0	0			0	#DIV/0!	#DIV/0!	
Semi-Skilled Manual Workers			0		0	0		0.0%	0	0	0			0	#DIV/0!	#DIV/0!	
Other Sales & Service Personnel			0		0	0		0.0%	0	0	0			0	#DIV/0!	#DIV/0!	
Other Manual Workers			0		0	0		0.0%	0	0	0			0	#DIV/0!	#DIV/0!	

Short-term Goal Setting Tool
ADGA Group Consultants Inc.
[November 28, 2017]

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

Employment Equity Occupational Group (EEOG)	All Employees 2017/11/28	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	ABORIGINAL PEOPLES											
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2017-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
								Annually	Over 3 Years		#	%						#
Senior Managers	10	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	2.9%	0	0	0.0%	0.0%
Middle & Other Managers	12	2.0%	1	0.0%	0	1	0	0.0%	0	0	0	0	2.2%	0	0	0	0.0%	0.0%
Professionals	120	5.0%	18	4.0%	14	32	0	4.0%	0	1	0	0	1.1%	-1	-2	0.0%	0.0%	
Semi-Professionals & Technicians	144	5.0%	22	4.0%	17	39	3	4.0%	0	-1	0	0	1.4%	1	1	2.1%	1.8%	
Supervisors	0		0		0	0	0	0.0%	0	0	0	0				#DIV/0!	#DIV/0!	
Supervisors: Crafts & Trades	0		0		0	0	0	0.0%	0	0	0	0				#DIV/0!	#DIV/0!	
Administrative & Senior Clerical Personnel	12	2.0%	1	2.0%	1	2	0	2.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%
Skilled Sales & Service Personnel	6	2.0%	0	2.0%	0	0	0	2.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%
Skilled Crafts & Trades Workers	0		0		0	0	0	0.0%	0	0	0	0				#DIV/0!	#DIV/0!	
Clerical Personnel	17	2.0%	1	2.0%	1	2	0	2.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%
Intermediate Sales & Service Personnel	0		0		0	0	0	0.0%	0	0	0	0				#DIV/0!	#DIV/0!	
Semi-Skilled Manual Workers	0		0		0	0	0	0.0%	0	0	0	0				#DIV/0!	#DIV/0!	
Other Sales & Service Personnel	0		0		0	0	0	0.0%	0	0	0	0				#DIV/0!	#DIV/0!	
Other Manual Workers	0		0		0	0	0	0.0%	0	0	0	0				#DIV/0!	#DIV/0!	

Short-term Goal Setting Tool

[ADGA Group Consultants Inc.]

[November 28, 2017]

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

Employment Equity Occupational Group (EEOG)	All Employees 2017/11/28	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	PERSONS WITH DISABILITIES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2017-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
		#	%	#	%		#	%	#	%	#	%	#	%	#	%	#
Senior Managers			0	0.0%	0	0		0.0%	0	0	0			0	#DIV/0!	#DIV/0!	
Middle & Other Managers	22	2.0%	1	0.0%	0	1	0	0.0%	0	1	0	4.3%	-1	-1	0.0%	0.0%	
Professionals	120	5.0%	18	4.0%	14	32	3	4.0%	0	3	1	3.8%	-2	-1	2.5%	2.9%	
Semi-Professionals & Technicians	144	5.0%	22	4.0%	17	39	1	4.0%	0	7	1	4.6%	-6	-6	0.7%	1.2%	
Supervisors	1	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	13.9%	0	0	0.0%	0.0%	
Supervisors: Crafts & Trades			0		0	0		0.0%	0	0	0			0	#DIV/0!	#DIV/0!	
Administrative & Senior Clerical Personnel	12	2.0%	1	2.0%	1	2	0	2.0%	0	0	0	3.4%	0	0	0.0%	0.0%	
Skilled Sales & Service Personnel	6	2.0%	0	2.0%	0	0	0	2.0%	0	0	0	3.5%	0	0	0.0%	0.0%	
Skilled Crafts & Trades Workers			0		0	0		0.0%	0	0	0			0	#DIV/0!	#DIV/0!	
Clerical Personnel	17	2.0%	1	2.0%	1	2	0	2.0%	0	1	0	7.0%	-1	-1	0.0%	0.0%	
Intermediate Sales & Service Personnel			0		0	0		0.0%	0	0	0			0	#DIV/0!	#DIV/0!	
Semi-Skilled Manual Workers			0		0	0		0.0%	0	0	0			0	#DIV/0!	#DIV/0!	
Other Sales & Service Personnel			0		0	0		0.0%	0	0	0			0	#DIV/0!	#DIV/0!	
Other Manual Workers			0		0	0		0.0%	0	0	0			0	#DIV/0!	#DIV/0!	

Short-term Goal Setting Tool

[ADGA Group Consultants Inc.]

[November 28, 2017]

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

Employment Equity Occupational Group (EEOG)	All Employees 2017/11/28 #	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years #	MEMBERS OF VISIBLE MINORITIES										
		Annually %	Over 3 Years #	Annually %	Over 3 Years #		Number #	Turnover (Replacement of Terminated Employees)		Hires Required #	3 Year Goals 2017-2020		Present Availability %	Present Gap #	Projected Gap #	Present Representation %	Projected Representation in 3 Years %
								Annually %	Over 3 Years #		#	%					
		#	%	#	%		#	%	#	%	#	%	#	%	#	%	#
Senior Managers	10	0.0%	0	0.0%	0	0	0.0%	0	1	0	0	10.1%	-1	-1	0.0%	0.0%	
Middle & Other Managers	12	2.0%	1	0.0%	0	1	0.0%	0	1	0	0	15.0%	-1	-1	8.3%	7.7%	
Professionals	120	5.0%	18	4.0%	14	32	4.0%	2	24	5	5	29.3%	-17	-19	15.0%	15.2%	
Semi-Professionals & Technicians	144	5.0%	22	4.0%	17	39	4.0%	3	16	6	6	21.9%	-8	-9	16.7%	16.3%	
Supervisors			0		0	0	0.0%	0	0	0	0				#DIV/0!	#DIV/0!	
Supervisors: Crafts & Trades			0		0	0	0.0%	0	0	0	0				#DIV/0!	#DIV/0!	
Administrative & Senior Clerical Personnel	12	2.0%	1	2.0%	1	2	2.0%	0	0	0	0	14.2%	0	0	16.7%	15.4%	
Skilled Sales & Service Personnel	6	2.0%	0	2.0%	0	0	2.0%	0	0	0	0	20.8%	0	0	16.7%	16.7%	
Skilled Crafts & Trades Workers			0		0	0	0.0%	0	0	0	0				#DIV/0!	#DIV/0!	
Clerical Personnel	17	2.0%	1	2.0%	1	2	2.0%	0	0	0	0	16.8%	0	0	17.6%	16.7%	
Intermediate Sales & Service Personnel			0		0	0	0.0%	0	0	0	0				#DIV/0!	#DIV/0!	
Semi-Skilled Manual Workers			0		0	0	0.0%	0	0	0	0				#DIV/0!	#DIV/0!	
Other Sales & Service Personnel			0		0	0	0.0%	0	0	0	0				#DIV/0!	#DIV/0!	
Other Manual Workers			0		0	0	0.0%	0	0	0	0				#DIV/0!	#DIV/0!	

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

Employer Name: ADGA Group Consultants Inc.

Primary Location: Ottawa-Gatineau

- Québec: 155
- Ontario: 133
- Alberta: 11
- British Columbia: 9
- Manitoba: 5
- Nova Scotia, New Brunswick & Saskatchewan: 9 in total

Number of Employees: 322

Organization Overview:

NAICS: 5416 - Management, Scientific and Technical Consulting Services.

ADGA is an engineer consulting firm that provides technology solutions in Defence, Security and Enterprise Computing (assessment, implementation and deployment of projects requiring multiple levels of security).

Key Dates – First Year Assessment

Initiated: 2014-09-19
 Received: 2014-10-22
 Closed: 2015-12-17
 WFA: 2014-10-21

Key Dates – Subsequent Assessment

Initiated: 2017-10-04
 Received: 2017-12-01
 WFA: 2017-11-28

DATA VERIFICATION

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

Yes No

- The data from the previous workforce analysis included in the Achievement Table is consistent with that found in the database.
- The data from the current workforce analysis included in the Achievement Table is consistent with that found in Forms 1 to 6 from WEIMS. The employer included 4 temporary employees in the workforce analysis by mistake (representing 1.2% of its workforce) which has a negligible impact in the assessment. The employer will not be asked to resubmit the updated information so that the assessment can proceed.

ASSESSMENT OF REASONABLE PROGRESS

- The organization established goals in numbers and not in percentages.

Women

1.	Senior Manager	Goal met at 300%
2.	Middle & Other Managers	Goal not met (50% achieved)
3.	Professionals	Goal not met (47% achieved)
4.	Semi-Professionals & Technicians	Goal not met (30% achieved)
7.	Administrative & Senior Clerical Personnel	Goal met at 250%
8.	Skilled Sales & Service Personnel	Goal met at 200%

Out of six goals set, three have been met at levels above 80%, and three goals were not met:

- EEOG 02: There were eight new entrants which included two women. This represents a 25% hiring rate which is below the LMA of 39.1%. Given this LMA, at least three would have been expected.
- EEOG 03: There were 35 new entrants which included seven women. This represents a 20.0% hiring rate which is below the LMA of 27.8%. A total of nine would have represented a hiring rate equal to LMA.
- EEOG 04: There were 56 new entrants which included three women. This represents a 5.4% hiring rate which is below the LMA of 20.3%. At this availability rate, 11 women would have been expected.

Aboriginal Peoples

10.	Clerical Personnel	Goal not met (0% achieved)
-----	--------------------	----------------------------

- EEOG 10: There were six new entrants and none were Aboriginal peoples. This is to be expected given the availability of 2.2%. Even though the hiring and promotion goal was not met, it should be noted that the organization has since closed the gaps as a result of downsizing within this occupational group.

Persons with Disabilities

1./2.	Managers	Goal not met (0% achieved)
3.	Professionals	Goal not met (40% achieved)
4.	Semi-Professionals & Technicians	Goal not met (20% achieved)
10.	Clerical Personnel	Goal not met (0% achieved)

- EEOG 01/02: There were 18 new entrants and none were persons with disabilities. This is to be expected given the availability of 3.2%.
- EEOG 03: There were 35 new entrants which included two persons with disabilities. This represents a 5.7% hiring rate which is above the LMA of 4.5%. Although the organization did not meet their goal of hiring five persons with disabilities, it has demonstrated reasonable progress and efforts in this occupational group by hiring at levels above LMA. As a result, the gap was reduced from -4 to -2.

- EEOG 04: There were 56 new entrants which included one person with disabilities. This represents a 1.8% hiring rate which is below the LMA of 4.8%. At this LMA rate, at least two would have been expected.
- EEOG 10: There were six new entrants and none were persons with disabilities. This is to be expected given the availability of 4.4%.

Members of Visible Minorities

1.	Senior Managers	Goal not met (0 % achieved)
2.	Middle & Other Managers	Goal not met (50 % achieved)
3.	Professionals	Goal not met (32 % achieved)
4.	Semi-Professionals & Technicians	Goal met at 84%
7.	Administrative & Senior Clerical Personnel	Goal met at 400%
10.	Clerical Personnel	Goal not met (50 % achieved)

Out of the six goals set for members of visible minorities, two were met at levels above the benchmark 80%. Below are explanations for those EEOGs where the hiring and promotion goals were not met.

- EEOG 01: There 10 new entrants and none were a visible minorities. This is to be expected given the availability of 8.7%.
- EEOG 02: There were eight new entrants which included one visible minority. Although the organization did not meet their goal of hiring two members of visible minorities to bridge the gap of -2 the organization has hired at levels equal to availability (14.0% from eight hires results in one person expected to be a member of a visible minority). Given this, reasonable progress is considered to have been achieved for this EEOG.
- EEOG 03: There were 35 new entrants which included six visible minorities. This represents a hiring rate of 17.1% which is below the LMA of 25.6%. Given the number of new entrants and the LMA, at least eight would have been expected.
- EEOG 10: There were six new entrants which included two visible minorities. This represents a hiring rate of 33% which is above the LMA of 13%. Although the organization did not meet their goal of hiring four members of visible minorities in this EEOG, their hiring rate of persons from the designated group exceeding the applicable LMA is considered evidence that reasonable progress has been made. Further, the organization has increased its representation of members of visible minorities in this EEOG from zero to 17.6% since 2014; a rate that is above the current LMA of 16.8% thereby eliminating the gap.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.

Out of 17 goals set, five were met and reasonable progress can be considered achieved in an additional three areas (persons with disabilities in EEOG 03, and members of visible minorities in EEOGs 02 and 10). In addition, the organization managed to close a gap for Aboriginal peoples in EEOG 10 (although it was as a result of downsizing within the occupational group).

For three instances where the goals were not met, there was insufficient hiring and promotion opportunities in each respective occupational group to expect that reasonable progress would be made.

This is the case for persons with disabilities in EEOGs 01/02 and 10; and members of visible minorities in EEOG 01.

There were sufficient hires and promotions in five instances to expect reasonable progress would be made. This is the case for women in EEOGs 02, 03 and 04; persons with disabilities in EEOG 04; and, members of visible minorities in EEOG 03.

In sum, out of 17 goals set, reasonable progress is considered achieved in eight areas and progress was limited in an additional four areas because of low hiring/promotions. In five areas, sufficient hires were made to expect progress but this progress remained limited. An assessment of reasonable form was submitted and ADGA Group Consultants made all the required measures to implement the FCP Program. Other general measures were put in place to remove barriers and increase the representation where gaps were found. They demonstrated that efforts were made to implement the program.

ASSESSMENT OF SHORT-TERM GOALS

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

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	%	%	%	%
1.	Senior Managers	-1	27.4	27.4	20.0	27.4
2.	Middle & Other Managers	-3	38.9	38.9	16.7	38.9
3.	Professionals	-10	26.3	26.3	18.3	26.3
4.	Semi-Professionals & Technicians	-11	20.6	20.6	13.2	20.6
8.	Skilled Sales & Service Personnel	-1	28.7	28.7	16.7	28.7

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		

#	Description	#	%	%	%	%
3	Professionals	-1	1.1	1.1	0	1.1

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	%	%	%	%
1.	Senior Managers	-1	10.1	10.1	0	10.1
2.	Middle & Other Managers	-1	15.0	15.0	8.3	15.0
3.	Professionals	-17	29.3	29.3	15.0	29.3
4.	Semi-Professionals & Technicians	-8	21.9	21.9	16.7	21.9

Persons with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	%	%	%	%
1/2.	Managers	-1	4.3	4.3	0	4.3
3.	Professionals	-2	3.8	3.8	2.5	3.8
4.	Semi-Professionals and Technician	-6	4.6	4.6	0.7	4.6
10.	Clerical Personnel	-1	7.0	7.0	0	7.0

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- It may be beneficial for ADGA Group Consultants Inc. to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of the designated groups. Fostering relationships with these organizations could allow ADGA Group Consultants Inc. to address and close gaps through internships or permanent employment when vacancies arise.

Name of Analyst: Maurice Yakibonge

Date: 2018-09-17



REASONABLE EFFORTS FOR THE SUBSEQUENT COMPLIANCE ASSESSMENT

Federal Contractors Program

Under the Federal Contractors Program, organizations undergoing a subsequent compliance assessment are required to make all reasonable efforts to ensure that progress is made towards having full representation of the four designated groups – women, Aboriginal peoples, persons with disabilities and members of visible minorities – within their workforce. Where short-term goals were not met by at least 80%, contractors must demonstrate that reasonable efforts to meet their goals were made.

Please complete this form to indicate the efforts that were made by your organization to implement the Federal Contractors Program and the events that took place between the previous and current compliance assessment that may have influenced your organization's activities.

The completed form must be signed by a senior officer of your organization then submitted with the other required documents for the subsequent compliance assessment.

Efforts

Please check the appropriate boxes next to the efforts that ADGA Group Consultants Inc. made to implement the Federal Contractors Program.

Required measures:

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

Other measures:



REASONABLE EFFORTS FOR THE SUBSEQUENT COMPLIANCE ASSESSMENT

Federal Contractors Program

- Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
- Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
- Ensured ongoing senior-level support for employment equity and its implementation.
- Established accountability mechanisms to ensure that the short-term goals would be met.
- Communicated the goals to relevant managers as well as monitored and recorded the results.
- Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
- Consulted employee/union representatives on communication and implementation of employment equity.
- Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.



REASONABLE EFFORTS FOR THE SUBSEQUENT COMPLIANCE ASSESSMENT
Federal Contractors Program

2 Acquisitions in early 2018.

Significant layoffs (include the number of employees affected and the occupational groups of those employees).

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

Other.

Additional Details

Please provide any additional information (optional):

ADGA did not meet all of its goals in the sections regarding women, aboriginal peoples, persons with disabilities, and visible minorities. ADGA's major lines of business are in the sectors Enterprise Computing, Defence, and Security, which are lines of business predominantly dominated by older, white men. ADGA has been taking steps to increase the number of women, aboriginal peoples, persons with disabilities, and visible minorities by looking into different Colleges and Universities in the area to recruit young students out of school, and advertise our growing diverse work environment on various business platforms such as LinkedIn. ADGA's workforce is becoming more diverse as we take strides to try to advertise and recruit people of different genders, ethnicities, and abilities and we are growing, just not to the amount that we were able to reach our most recently set goals. It is also important to note that ADGA recruits and hires based on our Client's requirements, so most of the time when we hire there are certain experience levels, certifications, and diplomas that the candidates must meet, as per the Client's requirements. ADGA does its best to find women, aboriginal peoples, persons with disabilities, and visible minorities that fit these requirements, however because there are less in these industries to begin with it is proven difficult to consistently hire them.

Name: Rylee Boyce Position Title: Talent Coordinator

Email address: rboyce@adga.ca

Telephone number: (613) 237-3022 ext.233

Business address: 110 Argyle Avenue
Ottawa, ON.
K2P 2R1

Signature _____



Date: September 17, 2018

From: Yakibonge, Maurice [NC] **On Behalf Of** EE-EME
Sent: September 21, 2018 8:46 AM
To: 'fgagnon@adga.ca' <fgagnon@adga.ca>
Cc: 'Rylee Boyce' <rboyce@adga.ca>; 'nchiasson@adga.ca' <nchiasson@adga.ca>
Subject: Government of Canada Agreement Number: 060027 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Francoise Gagnon:

I am writing to inform you that the subsequent compliance assessment initiated on September 16, 2017 has been completed. As a result of the assessment, ADGA Group Consultants Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of ADGA Group Consultants Inc.'s employment equity program.

- It may be beneficial for ADGA Group Consultants Inc. to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of the designated groups. Fostering relationships with these organizations could allow ADGA Group Consultants Inc. to address and close gaps through internships or permanent employment when vacancies arise.

Next Steps

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on September 16, 2020. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

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

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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish ADGA Group Consultants Inc. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



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

From: Rylee Boyce <rboyce@adga.ca>
Sent: June 8, 2018 3:02 PM
To: Yakibonge, Maurice [NC] <maurice.yakibonge@labour-travail.gc.ca>
Subject: FW: ADGA Employment Equity Goals
Importance: High

Hello Maurice,

Yes I confirm the percentages.

Thanks,
Rylee

From: maurice.yakibonge@labour-travail.gc.ca <maurice.yakibonge@labour-travail.gc.ca>
Sent: Friday, May 4, 2018 9:27 PM
To: Rylee Boyce <rboyce@adga.ca>
Subject: RE: ADGA Employment Equity Goals
Importance: High

Good afternoon Rylee,

Thank you for your email. The document you sent is a tool to help you set short-term goals. I wanted you to update the Achievement Table in order to be in compliance with the requirements of the FCP Program.

Please find enclosed the updated Achievement Table for your organisation. I also included the achievement table you submitted with your second compliance assessment submission. The goals have been updated in the updated Achievement Table according to the requirements. Short-term goals must be at least equal to the present availability.

Please review the document and confirm new goals in percentage. Please call me on Monday morning to discuss about the new goals.

Thank you,

Maurice Yakibonge

Direction de l'équité en milieu de travail, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
Maurice.Yakibonge@labour-travail.gc.ca / Tel.: 819-654-6099

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



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Join the online **Workplace Equity, Diversity and Inclusion Forum (WEDIF)**, a collaborative space for employers. Send us an email to join!

From: Rylee Boyce [<mailto:rboyce@adga.ca>]
Sent: May-04-18 2:42 PM
To: Yakibonge, Maurice [NC]
Subject: ADGA Employment Equity Goals

Good afternoon Maurice,

Please see attached the Employment Equity Goals document, I have filled out the percentages column as you requested. Please confirm when you have received the document.

Please take a look and let me know if there is anything else you need from ADGA. You can reach me via email or by phone at (613) 237-3022 ext.233.

Have a great weekend,
Rylee

Rylee Boyce
Human Resources Coordinator
ADGA Group Consultants Inc.
110 Argyle Avenue, Ottawa ON K2P 1B4
613.237.3022 x 233 | rboyce@adga.ca



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From: Rylee Boyce <rboyce@adga.ca>
Sent: September 17, 2018 1:57 PM
To: Yakibonge, Maurice [NC] <maurice.yakibonge@labour-travail.gc.ca>
Subject: RE: Last request - Efforts to implement employment equity - ADGA Group - 060027

Good afternoon Maurice,

As discussed, here is the updated form with my comments at the bottom. Please let me know if there is anything else you need.

Have a great day,
Rylee

From: maurice.yakibonge@labour-travail.gc.ca <maurice.yakibonge@labour-travail.gc.ca>
Sent: Monday, September 17, 2018 10:56 AM
To: Rylee Boyce <rboyce@adga.ca>
Subject: RE: Last request - Efforts to implement employment equity - ADGA Group - 060027

Good morning Rylee,

Thank you for submitting the form.

Please be advised that the **required measures are mandatory** and all boxes should be clicked in order to be in compliance. I want to have a quick conversation on the phone to review the reasonable efforts form you submitted. When are you available today? You can also call me at 819-654-6099. I am available today between 1h00 pm and 3h30 pm. Thank you,

Maurice Yakibonge

Direction de l'équité en milieu de travail, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
Maurice.Yakibonge@labour-travail.gc.ca / Tel.: 819-654-6099

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