eme@hrsdc-rhdcc.gc.ca

OFFICIAL USE ONLY Agreement II 8060027

s.19(1)

Labour Program

s.24(1)

Federal Contractors Program

### Agreement to Implement Employment Equity (AIEE)

New Agreement	** ** *********************************	npivyment cyt	***		
Revised Agreement	-	***************************************	***************************************		
	Organiza	ation	·		
Legal Name			Parent Compi	any Located Outside	Canada
ADGA Group		:	No		
Common Name			Employer BN		***************************************
APS Aviation Inc. / ADGA Limited /ADGA Inc./ ADGA	Group Consultants Inc./ ADC	GA Quebec Inc.	Total Employ	oos In Canada	****
NAICS Title 5416					325
	Head O	fira			
Address		Terry		Province / State	***************************************
110 Argyle Avenue		****		Province / State	
		Ottawa	3	ON	
Country	Postal / Zip Code	Telephone		FAX	
Canada	K2P 184	613 237-3022	ext	613 237-3024	ext
	EANLINA CA				
Name	Employment Eq				•
Nathalle Chiasson		itte Iuman Resources Coord	dimentan		
Telephone		mali Address	Unaio		
613 237-3022 ext		chlasson@adga.ca			
null	Certifica	tion			
	Signato	w	***************************************		
Name					
Francoise Gagnon		hief Executive Officer			
Telephone	Er	nali Address	***************************************		
613 237-3022 ext	fg	jagnon@adga.ca			
Signature	Da	ate (YYYY-MM-DD) 2016 - 0 4	4 - 05		
	Return Instru	uctions		***************************************	
IMPORTANT Return a signed and dated Agreement to			rogram fax, at: (	(819) 953-8768 or by e	mall at: ee-

### 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)

	ı	Province		
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	129	1	3	133
Québec	153	1	1	155
Nova Scotia	3	0	0	3
New Brunswick	3	0	0	3
Manitoba	3	2	0	5
British Columbia	9	0	0	9
Saskatchewan	3	0	0	3
Alberta	10	1	0	11
Total Employees in Car	nada 🕨			322

	Cen	sus Metropolita	n Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Calgary	1	1	0	2
Edmonton	5	0	0	5
Montréal	2	0	0	2
Toronto	3	0	0	3
Winnipeg	1	0	0	1
Moncton	1	0	0	1
Québec	7	0	0	7
Kingston	12	0	0	12
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 CM/	As 4	0	0	4
B.C. less CMA	ls 3	0	0	3
Man. less CM	A 2	2	0	4
N.B. less CMA	. 2	0	0	2

Canada

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

### **Census Metropolitan Areas**

	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
N.S. less CMA	3	0	0	3
Ont. less CMA	s 9	0	0	9
Que. less CMA	s 17	0	0	17
Sask. less CM	A 2	0	0	2
Total Employe	es in Canada	<b>•</b>		322

Employment and Social Emploi et Développement Development Canada social Canada

### ADGA Group (certificate # 060027)

### FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

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

Occupational Group		,	All Employee:	S	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4	1		1									
Top Range: \$100,000 and over	3	1	1										
Bottom Range: \$100,000 and over	2	3	3										
	1	5	4	1									
	Total	10	8	2									
Middle and Other Managers	4	3	3										
Top Range: \$100,000 and over	3	2	2										
Bottom Range: \$ 90,000 - \$94,999	2	2	2										
	1	4	2	2							1		1
	Total	11	9	2							1		-
Professionals	4	5	5										
Top Range: \$100,000 and over	3	36	33	3				1	1		2	1	1
Bottom Range: \$ 5,000 - \$ 9,999	2	65	48	17				2	2		13	8	5
	1	13	11	2							3	1	2
	Total	119	97	22				3	3		18	10	{
Semi-Professionals and Technicians	4	8	7	1									
Top Range: \$ 95,000 - \$99,999	3	25	21	4							3	3	
Bottom Range: \$ 10,000 - \$14,999	2	101	88	13	2	2					21	16	5
	1	6	5	1									
	Total	140	121	19	2	2					24	19	ŧ

Page 1 of 5 Canada

Employment and Social Emploi et Développement Development Canada social Canada

### ADGA Group (certificate # 060027)

### FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

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

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

Page 2 of 5 Canada

Employment and Social Emploi et Développement Development Canada social Canada

ADGA Group (certificate # 060027) Form 2 A

### FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

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

Occupational Group		F	All Employee:	S	Ab	original Peop	les	Perso	ns with Disa	bilities	Member	s of Visible M	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Total Number of Employees		313	243					3	3		49		18

Canada

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

Form 2 B

Form 2 C

### ADGA Group (certificate # 060027)

### FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Temporary / National

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

Occupational Group			All Employee	S	Ab	original Peo <sub>l</sub>	ples	Perso	ons with Disa	bilities	Membe	s of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Semi-Professionals and Technicians	4												
Top Range: \$ 65,000 - \$69,999	3												
Bottom Range: \$ 65,000 - \$69,999	2												
	1	1	1										
	Total	1	1										
Administrative and Senior Clerical Personnel	4	1		1									
Top Range: \$ 30,000 - \$34,999	3												
Bottom Range: \$ 15,000 - \$19,999	2												
	1	1		1									
	Total	2		2									
Clerical Personnel	4												
Top Range: \$ 35,000 - \$39,999	3												
Bottom Range: \$ 35,000 - \$39,999	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		4	2	2									

Canada

### Form 3 A

### ADGA Group (certificate # 060027)

### FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / National

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

		All Employees		Al	original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	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

Canada

Form 3 B

### ADGA Group (certificate # 060027)

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

Total Number of Employees	\$ 50,000 and over	\$ 35,000 - \$39,999	\$ 12,500 - \$14,999		Salary Range	
5	3	1	1	Col. 1	Total	
5	3	1	1	Col. 2	Men	All Employees
				Col. 3	Women	0,
J.	1			Col. 4	Total	A
,				Col. 5	Men	Aboriginal Peoples
				Col. 6	Women	les
1			1	Col. 7	Total	Per
			1	Col. 8	Men	Persons with Disabilities
				Col. 9	Women	oilities
				Col. 10	Total	Membe
				Col. 11	Men	Members of Visible Minorities
				Col. 12	Women	linorities

### Form 3 C

### ADGA Group (certificate # 060027)

### FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Temporary / National

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

		All Employees	i	Α	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 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									

Canada

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

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

		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
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

# FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / National Reporting Period 2014-10-21 to 2017-11-28

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

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Temporary / National

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

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / National

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

	Employ	ees promoted	(Employees pro	moted during	the year are to	be reported or	nly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Occupational Crown		All Employees		Α	boriginal Peop	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	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	

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

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

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
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

Canada

Form 6 B

### ADGA Group (certificate # 060027)

# FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / National Reporting Period 2014-10-21 to 2017-11-28

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

Page 2 of 3

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Temporary / National

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

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
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

### **Workforce Analysis - Detailed Report**

Date: 2017-11-28

### Women

					Women		
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	sentation %	Avail %	ability #	Gap Recruitment Area
01 : Senior Managers	National		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	National	120	22	18.3 %	26.3 %	32	-10
1111 : Financial auditors and accountants	National	120	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



### **Workforce Analysis - Detailed Report**

Date: 2017-11-28

### Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		•	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

000391

Date: 2017-11-28

### **Aboriginal Peoples**

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

2017-11-28



### **Workforce Analysis - Detailed Report**

Date: 2017-11-28

### **Aboriginal Peoples**

				Aboriç	jinal Peoples			
Employment Equity Occupational Group	Internal Location	All Employees	-	entation	Availa	•	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
77 : 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**

			-	Viembers of	Members of Visible Minorities	ies	
Employment Equity Occupational Group	Internal Location	All Employees #	##	# %	Availability % #	iity Gap	Recruitment Area
01 : Senior Managers	National	10	0	0.0 %	10.1 %	<u> </u>	National
02 : Middle and Other Managers	National	12	_	8.3 %	15.0 %	2 -1	National
03 : Professionals		120	18	15.0 %	29.3 %	35 -17	
1111 : Financial auditors and accountants	National	_	0	0.0 %	27.5 %	0 0	National
1122 : Professional occupations in business management consulting	National	23	ω	13.0 %	21.6 %	5	National
1123 : Professional occupations in advertising, marketing and public relations	National	_	0	0.0 %	16.9 %	0 0	National
2133 : Electrical and electronics engineers	National	œ	0	0.0 %	34.9 %	3 -3	National
2146 : Aerospace engineers	National	ω	2	66.7 %	25.0 %	1	National
2147 : Computer engineers (except software engineers and designers)	National	N	0	0.0 %	38.2 %	<u> </u>	National
2171 : Information systems analysts and consultants	National	36	Οī	13.9 %	31.4 %	-6	National
2173 : Software engineers and designers	National	_	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	N	_	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	_	0	0.0 %	6.9 %	0 0	Québec
2241 : Electrical and electronics engineering technologists and technicians	Alberta	10	51	50.0 %	22.2 %	2 3	Alberta
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	9	ω	33.3 %	29.5 %	3 0	British Columbia
2241 : Electrical and electronics engineering technologists and technicians	Manitoba	<b>G</b> 1	0	0.0 %	14.3 %	_	Manitoba
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	ω	0	0.0 %	0.0 %	0 0	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	ω	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	ω	0	0.0 %	9.6 %	0 0	Saskatchewan
2255 : Technical occupations in geomatics and meteorology	Ontario	_	0	0.0 %	15.3 %	0 0	Ontario

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# Workforce Analysis - Detailed Report

Workplace Equity Information Management System - ADGA Group

000394

Date: 2017-11-28

### **Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees #	Repres #	Members o Representation # %	Members of Visible Minorities entation Availability #	rities bility Gap	o Recruitment Area
2281 : Computer network technicians	Ontario	10	2	20.0 %	34.1 %	3 -1	Ontario
2281 : Computer network technicians	Québec	7	_	14.3 %	13.1 %	<u> </u>	0 Québec
2283 : Information systems testing technicians	Ontario	10	4	40.0 %	46.6 %	<b>л</b>	1 Ontario
2283 : Information systems testing technicians	Québec	31	٥.	16.1 %	20.0 %	6	1 Québec
5211 : Library and public archive technicians	Ontario	_	0	0.0 %	14.5 %	0	0 Ontario
5211 : Library and public archive technicians	Québec	2	0	0.0 %	6.9 %	0	0 Québec
5241 : Graphic designers and illustrators	Ontario	<u> </u>	0	0.0 %	24.0 %	0	0 Ontario
07 : Administrative and Senior Clerical Personnel		12	2	16.7 %	14.2 %	2	0
Employment Equity Occupational Group	Ottawa - Gatineau	11	_	9.1 %	12.2 %	<u> </u>	0 Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	<u> </u>	_	100.0 %	37.3 %	0	1 Toronto
08 : Skilled Sales and Service Personnel		O	_	16.7 %	20.8 %	_	0
6221 : Technical sales specialists - wholesale trade	Ontario	O	_	16.7 %	20.8 %	_	0 Ontario
10 : Clerical Personnel		17	ω	17.6 %	16.8 %	ω	0
Employment Equity Occupational Group	Montréal	<u> </u>	0	0.0 %	17.4 %	0	0 Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	15	2	13.3 %	14.7 %	2	0 Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	_	_	100.0 %	48.1 %	0	1 Toronto
Total		321	49	15.3 %	23.5 %	76 -27	

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**

000395

Date: 2017-11-28

### **Persons with Disabilities**

				Persons w	Persons with Disabilities	Š		
Employment Equity Occupational Group	Internal Location	All Employees #	Representation # %	entation %	Availability %#	bility #	Gap #	Recruitment Area
01/02 : Managers	National	22	0	0.0 %	4.3 %	_	<u>.</u>	National
03 : Professionals	National	120	ω	2.5 %	3.8 %	Ŋ	ĸ	National
04 : Semi-Professionals and Technicians	National	144	<u> </u>	0.7 %	4.6 %	7	÷	National
05 : Supervisors	National	_	0	0.0 %	13.9 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	12	0	0.0 %	3.4 %	0	0	National
08 : Skilled Sales and Service Personnel	National	0	0	0.0 %	3.5 %	0	0	National
10 : Clerical Personnel	National	17	0	0.0 %	7.0 %	1	<u>.</u>	National
Total		322	4	1.2 %	4.4%	14	-10	
H-1								

Total may not equal sum of components due to rounding.

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

# Workplace Equity Information Management System - ADGA Group

000396

# **Workforce Analysis - Detailed Report**

Date: 2017-11-28

# WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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

### **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



Date of P	revious Workforc	e Analysis
YYYY	MM	DD
2014	10	21

Date of C	urrent Workfored	Analysis
YYYY	MM	DD
2017	- 11	28

			Table 1: Womer	1
		Previ	ous Workforce An	alysis
Emple	nyment Equity Occupational Crown (FEOC)	All Employees	Wor	nen
շահո	oyment Equity Occupational Group (EEOG)		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	o	28.5
09	Skilled Crafts & Trades Workers	0	o	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

Table 5: Women										
Current Workforce Analysis										
All Employees	Won	nen								
	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								
321	71	0.0								

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

Date of	<b>←</b>	Data from
Date of Previous Workforce Analysis	<b>←</b>	Data from Previous Workforce Analysis
ce Analysis	<b>←</b>	force Analysis
Date of Cu	<b>←</b>	Data from Current Wor
Date of Current Workf	<b>←</b>	urrent Wor

Table		2014
e 2: Aboriginal F		10
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**Employment Equity Occup** 

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2017	YYY	Date of Current
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rkforce Analysis

	Table	<b>Fable 2: Aboriginal Peoples</b>	eoples
	Previ	Previous Workforce Analysis	alysis
The state of the s	All Employees	Aboriginal Peoples	d Peoples
nyment eduny Occupational Group (EEOG)		Representation	Availability*
	#	#	%
Senior Managers	10	0	2.4
Middle & Other Managers	17	0	1.9
Professionals	125		1.0
Semi-Professionals & Technicians	132	Ü	1.3
Supervisors	0	0	0.0
Supervisors: Crafts & Trades	0	0	0.0
Administrative & Senior Clerical Personnel	15	0	1.9
Skilled Sales & Service Personnel	2	0	0.6
Skilled Crafts & Trades Workers	0	0	0.0
Clerical Personnel	28	0	2.2
Intermediate Sales & Service Personnel	0	0	0.0
Semi-Skilled Manual Workers	0	0	0.0
Other Sales & Service Personnel	0	0	0.0
Other Manual Workers	0	0	0.0

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Curre	Current Workforce Analysis	alysis
1	Representation Availal	Availability*
#	#	%
10	0	2.9
12	0	2.2
120	0	1.1
144	3	1.4
0	0	0.0
0	0	0.0
12	0	3.0
6	0	1.0
0	0	0.0
17	0	2.6
0	0	0.0
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## Federal Contractors Program Achievement Table ADGA Group Consultants Inc. Part 1: Workforce Analysis 2017-11-28

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	Table 3: Mei	Table 3: Members of Visible Minorities	e Minorities
	Previo	Previous Workforce Analysis	alysis
	All Employees	Members of Visible Minorities	ible Minorities
y mem equity Occupational Group (EEOG)		Representation	Availability*
	#	#	%
Senior Managers	10	0	8.7
Middle & Other Managers	17	0	14.0
Professionals	125	17	25.6
Semi-Professionals & Technicians	132	12	22.1
Supervisors	0	0	0.0
Supervisors: Crafts & Trades	0	0	0.0
Administrative & Senior Clerical Personnel	15	0	8.9
Skilled Sales & Service Personnel	2	0	17.0
Skilled Crafts & Trades Workers	0	0	0.0
Clerical Personnel	28	0	13.0
Intermediate Sales & Service Personnel	0	0	0.0
Semi-Skilled Manual Workers	0	0	0.0
Other Sales & Service Personnel	0	0	0.0

01 02 03 03 04 04 05 06 06 06 07 07 07 07 09 10 11 11

Table /: Me	Lable /: Members of Visible Minorities  Current Workforce Analysis	e Minorities alysis
All Employees	Members of Visible Minorities	sible Minorities
	Representation	Availability*
#	#	%
10	0	10.1
12	1	15.0
120	18	29.3
144	24	21.9
0	0	0.0
0	0	0.0
12	2	14.2
6		20.8
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Other Manual Workers Other Sales & Service Pe

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

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	Table 4: I	Table 4: Persons with Disabilities	sabilities
	Previo	Previous Workforce Analysis	alysis
The state of the s	All Employees	Persons with Disabilities	Disabilities
Symeth Equity Occupational Group (EEOG)		Representation	Availability*
	#	#	%
Managers	27	0	3.2
Professionals	125	2	4.5
Semi-Professionals & Technicians	132	1	4.8
Supervisors	0	0	0.0
Supervisors: Crafts & Trades	0	0	0.0
Administrative & Senior Clerical Personnel	15	0	2.6
Skilled Sales & Service Personnel	2	0	5.6
Skilled Crafts & Trades Workers	0	0	0.0
Clerical Personnel	28	0	4.4
Intermediate Sales & Service Personnel	0	0	0.0
Semi-Skilled Manual Workers	0	0	0.0
Other Sales & Service Personnel	0	0	0.0
Other Manual Workers	0	0	0.0
		,	

03 04 05 06 07 07 08 09 10 11 12

Curr	Current Workforce Analysis	alysis
All Employees	Persons with Disabilities	Disabilities
	Representation	Availability*
#	#	%
22	0	4.3
120	3	3.8
144	1	4.6
0	0	
0	0	0.0
12	0	3.4
6	0	3.5
0	0	
17	0	7.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0

**Employment Equity Occupat** 

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	43067	ADGA Group Consultants Inc.	Part 2: Flow Data Analysis	Federal Contractors Program Achievement Table
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Total	14 Other Manual Workers	13 Other Sales & Service Personnel	12 Semi-Skilled Manual Workers	11 Intermediate Sales & Service Personnel	10 Clerical Personnel	09 Skilled Crafts & Trades Workers	08 Skilled Sales & Service Personnel	07 Administrative & Senior Clerical Personnel	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Technicians	03 Professionals	02 Middle & Other Managers	01 Senior Managers		Employment Equity Occupational Group (EEOG)						
125	0	0	0	0	5	0	7	11	0	0	53	32	8	9	#	All Employees Hired	Full-time		←		Data	
29	0	0	0	0	4	0	2	10	0	0	3	Ų.	2	3	#	Women Hired	Full-time / National	Table 1:	<b>←</b>	Hired	from Forn	Start   YYYY 2014
4	0	0	0	0	_	0	0	0	0	0	2	1	0	0	#	All Employees Hired	Part-time / National	Fable 1: Women	<b>←</b>	red	Data from Form 4 - Employees	YY         MM         D           14         10         2
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Women Hired	/National		<b>←</b>		oyees	Data DD 21
5	0	0	0	0	0	- 0	0	0	0	_		2	0	_	#	All Employees Promoted	Full-time		<b>←</b>		Data	End
3	0	0	0	0	0	0	0	0	0	_	0	2	0	0	#	Women Promoted	Full-time / National	Table 5:	<b>←</b>	Promoted	Data from Fori	End Date of Flow Data YY MM E
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**Employment Equity Occupational Group** 

Employees Hired

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All Employees Hired

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Table 2: Aboriginal Peoples

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Supervisors

Supervisors: Crafts & Trades

Administrative & Senior Clerical Personnel

Semi-Professionals & Technicians

9 8 32 53 53 0

Middle & Other Managers

Professionals

Senior Managers

11 12 13

14 Other Manual Workers

Other Sales & Service Personnel Semi-Skilled Manual Workers 10 Clerical Personnel

Intermediate Sales & Service Personnel

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Skilled Crafts & Trades Workers Skilled Sales & Service Personnel

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Data from Form 6 - Employees

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Part 2: Flow Data Analysis

ADGA Group Consultants Inc.

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02 Middle & Other Managers	8	0 0	0	0	0	0 0	14	0	0
03 Professionals	32	2 1	0	2	0_	0 0	33		0
04 Semi-Professionals & Technicians	53	0 2		1	0	0 0	34	Н	0
05 Supervisors	0	0 0	0	1	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0 0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	11	0 0	0	0	0	0 0	14	0	0
08 Skilled Sales & Service Personnel	7	0 0	0	0	0	0	3	0	0
09 Skilled Crafts & Trades Workers	0	0 0	0	0	0	0 0	0	0	0
10 Clerical Personnel	S	0 1	0	0	0	0 0	12	0	0
11 Intermediate Sales & Service Personnel	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
13 Other Sales & Service Personnel	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
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Part 2: Flow Data Analysis

ADGA Group Consultants Inc.

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Data from Form 4 - Employees Hired

Table 4: Members of Visible Minorities

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Part-time / National

Members of Visible Minorities Hired

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Data from Form 6 - Employees

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Supervisors

Supervisors: Crafts & Trades

Administrative & Senior Clerical Personnel

Semi-Professionals & Technicians

02

Senior Managers

Middle & Other Managers

Professionals

**Employment Equity Occupational Group** 

Employees

Visible Minorities Members of

Employees

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09 80

Skilled Crafts & Trades Workers Skilled Sales & Service Personnel

10 Clerical Personnel

Intermediate Sales & Service Personnel

14 Other Manual Workers

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Other Sales & Service Personnel Semi-Skilled Manual Workers

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

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			Table 1: Women  Women	Women	
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		#	9%	#	9/0
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	<u>()</u>	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	<del>ن</del>	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

			2
			2017
	Ta		20
	Table 5: Women		2018
-	5: Y		
	Von		2017
	nen		17
			2020
			20
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8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Short-ter			
0.0							28.7				20.6	26.3	38.9	27.4	%	Short-term Goals	Women	Table 5: Women	
19	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Long-term Goals	nen	Women	1111
0.0							28.7				20.6	26.3	38.9	27.4	%	m Goals			

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

- CONTRACTOR OF THE CONTRACTOR		Other Manual Workers	Other Sales & Service Personnel	Semi-Skilled Manual Workers	Intermediate Sales & Service Personnel	Clerical Personnel	Skilled Crafts & Trades Workers	Skilled Sales & Service Personnel	Administrative & Senior Clerical Personnel	Supervisors: Crafts & Trades	Supervisors	Semi-Professionals & Technicians	Professionals	Middle & Other Managers	Senior Managers		loyment Equity Occupational Group (EEOG)			1								
	0	0	0	0	0		0	0	0	0	0	-1	0	0	0	#	Short-term Goals		Table		2014	AAAA	From	Short-term	Dui	<b>←</b>	Data	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	%	1 Goals	Aboriginal Peoples	2: Abor		2015	AAAA	To	erm	ration of P	<b>←</b>	I Irom Pr	J
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Long-term Goals	d Peoples	Table 2: Aboriginal Peoples		2014	AAAA	From	Long-term	Duration of Previous Goals	<b>←</b>	Data from Previous Goals	
	0.0	0.0	0.0	0.0	0.0	2.2	0.0	0.6	1.9	0.0	0.0	1.3	1.0	1.9	2.4	%	m Goals		ples		2017	AAAA	To	term	S	<b>←</b>	als	-
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Short-te		Tak		2017	AAAA	From	Short	1	<b>←</b>	. Da	7
	0.0												1.1			%	-term Goals	Aborigin	able 6: Abor		2018	AAAA	To	ort-term	Duration of Current Goals	<b>←</b>	Data from Current Goals	•
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Long-te	Aboriginal Peoples	<b>Aboriginal Peoples</b>		2017	YYYY	From	Long	Jurrent Goa	<b>←</b>	urrent G(	·
	0.0	_											<u> </u>		-	9/6	Long-term Goals		ples		2020	AAAA	To	Long-term	ıls	<b>←</b>	als	
	C																1	1	1	ı	i					l		

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

From 71  YYYY YY  2014 20	Duration of Previous Goals	<b>←</b>	Design at other a controlled Country
To YYYY  2017	Is	<b>←</b>	•

2017	YYYY	From	Short-term	D
2018	AAAA	To	-term	uration of C
2017	AAAA	From	Long	Duration of Current Goals
2020	AAAA	To	Long-term	ls

ta from Current Goals

		Lable 3	Table 3: Persons with Disabilities  Persons with Disabilities	With Disa Disabilities	bilities	lable	tble /: Persons with I Persons with Disabi	With D
Employ	Employment Equity Occupational Group (EEOG)	Short-term Goals	m Goals	Long-ter	Long-term Goals	Short-term Goals	m Goals	Long
		#	%	#	%	#	%	#
01/02	01/02 Managers	1	0.0	0	3.2	0	4.3	
03	Professionals	<u>Us</u>	0.0	_	4.5	0	3.8	
04	Semi-Professionals & Technicians	<u>Us</u>	0.0	1	4.8	0	4.6	
05	Supervisors	0	0.0	0	0.0	0		
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	0		
07	Administrative & Senior Clerical Personnel	0	0.0	0	2.6	0		
08	Skilled Sales & Service Personnel	0	0.0	0	5.6	0		
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0	0		
10	Clerical Personnel	1	0.0	0	4.4	0	7.0	
11	Intermediate Sales & Service Personnel	0	0.0	0	0.0	0		
12	Semi-Skilled Manual Workers	0	0.0	0	0.0	0		
13	Other Sales & Service Personnel	0	0.0	0	0.0	0		
14	Other Manual Workers	0	0.0	0	0.0	0		
Total		12	0.0	0	0.0	2	0.0	

	0		<u>&gt;</u>
	0		0
	0		0
7.0	0	7.0	0
	0		0
	0		0
	0		0
	0		0
	0		0
4.6	0	4.6	0
3.8	0	3.8	0
4.3	0	4.3	0
%	#	%	#
Goals	Long-term Goals	n Goals	Short-term Goals
	Disabilities	Persons with Disabilities	Pı
IIIIes	able /: Persons with Disabilities	Persons V	Table /:

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

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	from Current Goal
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2017	2014	2015	2014
AAAA	YYYY	YYYY	YYYY
To	From	T <sub>0</sub>	From
Long-term	Long	Short-term	Short
ls	revious Goa	<b>Duration of Previous Goals</b>	D

Short-term To YY YYYY 17 2018	Duration of Current Goals
From YYYY 2017	Jurrent Goa
Long-term           m         To           YYYY           7         2020	S

		Table 4: N	Aembers o	Table 4: Members of Visible Minorities	<b>Tinorities</b>	Tab
		Me	mbers of Vis	Members of Visible Minorities	ies	
Emplo	Employment Equity Occupational Group (EEOG)	Short-term Goals	m Goals	Long-term Goals	n Goals	Sh
		#	%	#	%	
01	Senior Managers	1	0.0	0	8.7	
02	Middle & Other Managers	2	0.0	0	14.0	
03	Professionals	19	0.0	6	25.6	
04	Semi-Professionals & Technicians	19	0.0	4	22.1	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Senior Clerical Personnel	1	0.0	0	8.9	
08	Skilled Sales & Service Personnel	0	0.0	0	17.0	
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0	
10	Clerical Personnel	4	0.0	_	13.0	
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		46	0.0	11	0.0	

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0 21.9	21.9		0
0 29.3	29.3		0
0 15.0	15.0		0
0 10.1	10.1		0
# %	#	%	#
Long-term Goals		rm Goa	Short-term Goals
// // // // // // // // // // // // //	Members of Visible Minorities	mbers	Me
TABLE OF TATCHED CLE OF A PSIDIC TATHEOLITICS	CIS OI VI	ATCITIO	401C 0. 1

01 Senior Managers 02 Middle & Other Managers		01 Senior Man				(EEOG)	Occupational Group	Employment Equity			Data sources:	_	03 Professionals	Managers	Middle & O	01 Senior Managers		(EEOG)	Occupational Group	Employment Equity			Data sources:	A B				
																							***************************************					
2017	2020	2017	2020	2017	#	En	JEST		Ι		Fic A	2017	2014	2017	014	2014	#	En		Year			Wa A	С				
35	∞	8	10	10	#	Employees	≟ F	lires an	New	<b>←</b>	Part 2: Flow Data F Analysis /	120	125	12	17	<u> 10</u>	#	Employees	À			<b>←</b>	Part 1: Workforce W Analysis	D				
7	2	2	3	3	#	Actual	Women	Hires and Promotions	Entrants	<b>←</b>	Part 2: Flow Data Analysis	22	25	2	. l	2 1	#	Representation				←	Part 1: Workforce Analysis	E				
20.0	25.0	25.0	30.0	30.0	9/6	=	8	tions	ıts	<b>←</b>	E÷Dx 100	18.3	20.0	16.7	176	10.0 20.0	9%	fation		1	Workfi	<b>←</b>	E + D x 100	F				
15	0	4	0	1	#	Goal				<b>←</b>	Part 3: Goals	26.3	27.8	38.9	30 1	10.0 27.4	%	Availability	Women	Workforce	Workforce Analysis	<b>←</b>	Part 1: Workforce Analysis	G				
167	0.0	0.05	0.0	0.00	%	Percent of Goal Met	Wo	Short-term Goals		<b>←</b>	E ÷ G x 100	32	35	ر د	7	ــ در	#	bility	неп	e	nalysis	<b>←</b>	D x G + 100	H				
0.0	38.9	0.0		0.0	9/9	Goal	Women	rm Goa		<b>←</b>	Part 3: Goals	-10	-10	<b>.</b>		<u>-</u> 0	#	Gap				<b>←</b>	Е-Н	I				
		0.0	1	0.0	9%	Percent of Goal Met		S	G	<b>←</b>	F + I x 100	69.7	71.9	3 42.8		73.0	%	EE Result				←	E+H x100	J				Fede
					#	Goal			Goals	<b>←</b>	Part 3: Goals	7 33	6				#	Employees	All			<b>←</b>	Part 2: Flow Data Analysis	K		AI		Federal Contractors Program Achievemen
6 1167	0.0	0.0		0.0	#	Percent of Goal Met		Long-		<b>←</b>	E ÷ K x 100			∞		9	#					←	Part 2: a Flow Data Analysis	T		)GA G	Part 4	itracto
	.0 38.9				%و	of Goal	Women	Long-term Goals		<b>←</b>	Part 3: Goals	5 15.2		2 25.0		33 3	%	Actual		Hires		↓	L÷K s ×100	7	43067	ADGA Group Consultants Inc.	Part 4: Results - Women	rs Prog
		0.0	1	0.0	#	Percent of Goal Met		als		←	F÷Mx 100	.2		.0	[	در	#1	Expected	Women	s		←	K x G- 100	z	67	onsult	Its - W	gram A
o l	64.3	0.0	).5	0.0		et of	<u> </u>					9		ω	t	)	#:	ed Difference				←	- L-N	0		ants In	omen	chieve
												4		<u> </u>	+	_	#	nce Employees	AII			↓	Part 2: Flow Data Analysis	P		c.		ment T
												2		0	<u> </u>	_	78:	yees	Γ			←	2: Part 2: Data Flow Data sis Analysis	Q				t Table
												2 1		0		0		Actual		Prom	Flow							
												100.0		0.0		0 0	9/6	Exp	Women	Promotions	Flow Data Analysis	←	Q+Px PxF	R				
							^					0		0		<u> </u>	#:	Expected Diff			nalysis	<b>←</b>	P x F ÷ 100 (	S				
							Comments					2		0		0	#	Difference Em				<b>←</b>	Q-S Flo	T				
							nts					33		14	į	10	18:	Employees	AII .			<b>←</b>	Part 2: Flow Data Fl Analysis A	U				
												10		ω	t	2	#	Actual				←	Part 2: Flow Data Analysis	V				
												30.3		21.4	1000	20.0	%		Women	Terminations		<b>←</b>	V÷Ux 100	W				
												7		2			#	Expected	28	ations		<b>←</b>	UxF÷100	X				
												3				_	#	Difference				←	V - X	Υ				
												26.9		96.6	.00.0	100 0	%	Rate	Turnover			<b>←</b>	U+ ((DYearl + DYear2)+ 2) x 100	Z				

06 Superv Trades		05 Sup	Tecl			(EEOG)	Occupa	Employ			Data sources		06 Superv		05 Sup	Tecl			(EEOG)	Occupa	Employ			Data sources	Α				
Supervisors: Crafts & Trades		Supervisors	Technicians	Semi-Professionals &		)	Occupational Group	Employment Equity			S		Supervisors: Crafts & Trades		Supervisors	Technicians	Semi-Professionals &		,	Occupational Group	Employment Equity			S:	B				
2017 2020	2020	2017	2020	2017	#:		1631					2017	2014	2017	2014	2017	2014	#	Г		Year				С				
0	1		56	56	#	Employees	<u></u>		New	<b>←</b>	Part 2: Flow Data Analysis		0		0	144	132	#	Employees	All			<b>←</b>	Part 1: Workforce Analysis	D				
0	1		3	s s	#		W	Hires and Promotions	w Entrants	<b>←</b>	Part 2: Flow Data Analysis		0 0		0		20	#					<b>←</b>	Part 1: Workforce Analysis	E				
0.0	100.0		5.4	5.4	%	Actual	Women	notions	ants	<b>←</b>	E + D x 100		0.0			13.2	15.2	%	Representation			Work	<b>←</b>	E ÷ D x 100	F				
0	0		0	. 10	#	Goal				<b>←</b>	Part 3: Goals		0.0				20.3	%	Avail	We	Workforce	Workforce Analysis	<b>←</b>	Part 1: Workforce Analysis	G				
0.0	0.0		0.0	30.0	9,6	Percent of Goal Met	We	Short-te		<b>←</b>	E+Gx 100		0		0	30	27	#	Availability	Women	ce	nalysis	<b>←</b>	DxG ÷100	Н				
0.0	0.0		20.6	0.0	9/9	Goal	Women	Short-term Goals		<b>←</b>	Part 3: Goals		0		0	-11	-7	#	Gap				<b>←</b>	Е-Н	I				
0.0	0.0		26.0	0.0	%	Percent of Goal Met		8	Ge	<b>←</b>	F÷I x 100		0.0			64.1	74.6	%	EE Result				<b>←</b>	E÷H x 100	ľ				Feder
0		0	0	3	#	Goal			Goals	<b>←</b>	Part 3: Goals		0	0		55		#	Employees	All			<b>←</b>	Part 2: Flow Data Analysis	К		AD		Federal Contractors Program Achievemen
0.0 0.0	0.0		0.0	100.0	#	Percent of Goal Met	Wo	Long-ter		<b>←</b>	E+Kx 100		>	0		3		#	λe				<b>←</b>	Part 2: Flow Data Analysis	Т		ADGA Group Consultants Inc.	Part 4: Results -	tractors
0.0	0.0	0.0	20.6	20.3	%	Goal	Women	Long-term Goals		<b>←</b>	Part 3: Goals	0.0	0	0.0		5.5		%	Actual	Wo	Hires		<b>←</b>	L + K x 100	Z	43067	oup Co	Results	Progr
0.0	0.0	0.0	26.0	26.4	#	Percent of Goal Met				<b>←</b>	F + M x 100		0	0		11		#	Expected	Women			<b>←</b>	K x G+	Z	7	nsultan	; - Women	am Ach
													0	0		-8		#	Difference				<b>←</b>	L - N	0		ts Inc.	ien	ieveme
														1		1		#	Employees	All			<b>←</b>	Part 2: Flow Data Analysis	P				nt Table
													>	_		0		#	Actual		P	Flo	<b>←</b>	Part 2: Flow Data Analysis	Q				le
												9	0	100.0		0.0		%	ual	Women	Promotions	w Data	<b>←</b>	Q ÷ P x 100	R				
												_	0	0		0		##	Expected	nen	IS	Flow Data Analysis	<b>←</b>	P x F ÷ 100	s				
							Comments					_	0	_		0		#	Difference			sis	<b>←</b>	Q-S	Т				
							nents						>	0		34		#	Employees	All			<b>←</b>	Part 2: Flow Data Analysis	U				
													0	0	***************************************	3		#	Actual				<b>←</b>	Part 2: Flow Data Analysis	V				
												0:0	0	0.0		8.8		%	al	Women	Terminations		<b>←</b>	V ÷ U x 100	W				
												9	>	0		5		#	Expected	Ten	ations		<b>←</b>	U x F ÷ 100	X				
												9		0		-2		#	Difference				<b>←</b>	V - X	Y				
												0.0	0	0.0		24.6		9%	Rate	Turnover			←	U+ ((DYearl + DYear2)+ 2) x 100	Z				

Trades Workers	09 Skilled Crafts &	Service Personnel	OS Skilled Sales &	Senior Clerical	Administrative &		(EEOG)	Occupational Group	Employment Equity			Data sources:	TIMES PROTECTS	O9 Skilled Crafts &	Service Personnel	OS Skilled Sales &	Senior Clerical	Administrative &		(EEOG)	Creational Group	Employment Equity			Data sources:	AB				
2020	2017	2020	2017	2020	2017	#:		1831					2017	2014	2017	2014	2017	2014	#			Year				С				
	0	7	7	11	==	#	Employees	<u> </u>	Hires	New	<b>←</b>	Part 2: Flow Data Analysis		0	6	2	12	15	#	Employees	All			<b>←</b>	Part 1: Workforce Analysis	D				
	0	2	2	10	10	#	Ą	We	Hires and Promotions	w Entrants	←	Part 2: Flow Data Analysis		0		0	11	10	#	Repre				<b>←</b>	Part 1: Workforce Analysis	E				
	0.0	28.6	28.6	90.9	90.9	8	Actual	Women	notions	ants	←	E + D x 100	0.0		16.7	0.0		66.7	9/6	Representation			Work	<b>←</b>	E ÷ D x 100	F				
	0	0	1	0	4	#	Goal				<b>←</b>	Part 3: Goals	0.0		28.7	28.5	77.4	76.9	%	Avai	W	Workforce	Workforce Analysis	<b>←</b>	Part 1: Workforce Analysis	G				
0.0		0.0	200.0	0.0	250.0	%	Percent of Goal Met	We	Short-te		<b>←</b>	E+Gx 100				1	9	12	#	Availability	Women	ce	nalysis	<b>←</b>	D x G ÷ 100	H				
0.0		28.7	0.0	0.0	0.0	%	Goal	Women	Short-term Goals		<b>←</b>	Part 3: Goals		0 0		-1	2	-2	#	Gap				<b>←</b>	Е-Н	I				
	0.0	99.6	0.0	0.0	0.0	%	Percent of Goal Met		S		<b>←</b>	F÷I x 100	0.0		58.1	0.0	118.4	86.7	%	EE Result				<b>←</b>	E+H x100	J				Fede
	0	0		0	2	#	Goal			Goals	<b>←</b>	Part 3: Goals			7		. 11		#	Employees	ΔII			<b>←</b>	Part 2: Flow Data Analysis	K		AD		ral Con
0.0		0.0	0.0	0.0	500.0	#	Percent of Goal Met	Wo	Long-te		←	E+Kx 100			2		10		#	že.				<b>←</b>	Part 2: Flow Data Analysis	Т		ADGA Group Consultants Inc.	Part 4:	Federal Contractors Program Achievement Table
0.0		28.7	28.5	0.0	76.9	%	Goal	Women	Long-term Goals		←	Part 3: Goals	0.0		28.6		90.9		9/6	Actual	We	Hires		<b>←</b>	L+K x 100	Z	43067	oup Co	Part 4: Results - Women	s Progr
0.0		99.6	100.3	0.0	118.2	#	Percent of Goal Met				←	F÷M x 100			2		9		#	Expected	Women			<b>←</b>	K x G +	z	7	nsultar _	s - Wor	am Acl
												<u> </u>			0		1		#	Difference				<b>←</b>	L-N	0		its Inc.	nen	ievemo
															0		0		#	Employees	<u>, , , , , , , , , , , , , , , , , , , </u>			<b>←</b>	Part 2: Flow Data Analysis	P				ent Tab
															0		0		#			]_	Ξ	<b>←</b>	Part 2: Flow Data Analysis	Q				le
													0.0		0.0		0.0		9/6	Actual	We	Promotions	ow Dat	<b>←</b>	Q + P x 100	R				
															0		0		#	Expected	Women	ns	Flow Data Analysis	<b>←</b>	P x F ÷ 100	s				
								Com							0		0		#	Difference			'SiS	<b>←</b>	Q-S	T				
								Comments						>	ω		14		#	Employees	AII			<b>←</b>	Part 2: Flow Data Analysis	U				
															1		10		#	λc				<b>←</b>	Part 2: Flow Data Analysis	V				
													0.0		33.3		71.4		%	Actual	Woi	Termi		<b>←</b>	V ÷ U x	W				
													_		0		9		#	Expected	Women	<b>Terminations</b>		<b>←</b>	U x F ÷ 100	X				
															_		1		#	Difference				<b>←</b>	V - X	Υ				
													0.0		75.0		103.7		%	Rate	Turnover			←	U + ((DYear1 + DYear2) + 2) x 100	Z				

12 Semi-Skilled Manual Workers	9	Service Personnel	Intermediate Sales &	TO CICICAL I CISOIIICI			(EEOG)	Occupational Group	Employment Equity			Data sources:	Workers	12 Semi-Skilled Manual	Service Personnel	Intermediate Sales &	10 Ciericai Personnei			(EEUG)	Occupanonal Group	Employment Equity			Data sources:	A B				
2020	2013	2020	2017	2020	2017	#:		1631	Van				2017	2014	2017	2014	2017	2014	#			Year				С				
0 0		0	0	6	6	#	Employees	<u>^</u>		New	<b>←</b>	Part 2: Flow Data Analysis	0	0	0	0	17	28	#	Employees				<b>←</b>	Part 1: Workforce Analysis	D				
0 0		0		4	4	#	4	#	Hires and Promotions	w Entrants	<b>←</b>	Part 2: Flow Data Analysis	0			0		25	#	Repre				<b>←</b>	Part 1: Workforce Analysis	E				
0.0			0.0	66.7	66.7	%	Actual	Women	notions	ants	<b>←</b>	E + D x 100	0.0		0.0	0.0		89.3	%	Representation			Work	<b>←</b>	E÷D x100	F				
0			0	0	-2	#	Goal				<b>-</b>	Part 3: Goals	0.0			0.0		69.3	%	Avai	W	Workforce	Workforce Analysis	<b>←</b>	Part 1: Workforce Analysis	G				
0.0		0.0	0.0	0.0	-200.0	9/6	Percent of Goal Met	Wo	Short-te		←	E + G x 100	0			0	11	19	#	Availability	Women	ce	nalysis	<b>←</b>	D x G + 100	Н				
0.0		0.0	0.0	0.0	0.0	9/0	Goal	Women	Short-term Goals		<b>-</b>	Part 3: Goals	0			0	3	6	#	Gap				<b>←</b>	Е-Н	I				
0.0		0.0	0.0	0.0	0.0	9%	Percent of Goal Met		ì	Go	←	F÷I x 100	0.0	0.0	0.0	0.0	125.5	128.8	*	EE Result				<b>←</b>	E+H x100	J				Feder
0	0	0	0	0	3	#	Goal			Goals	←	Part 3: Goals	0		0		6		#	Employees	All			<b>←</b>	Part 2: Flow Data Analysis	K		AD		Federal Contractors Program Achievement Table
0.0		0.0	0.0	0.0	133.3	#	Percent of Goal Met	Women	Long-term Goals		<b>←</b>	E÷Kx 100	0		0		4		#	Actual				<b>←</b>	Part 2: Flow Data Analysis	Т		ADGA Group Consultants Inc.	Part 4: Results - Women	ractors
0.0	00	0.0	0.0	0.0	69.3	%	Goal	ien	m Goals		<b>←</b>	Part 3: Goals	0.0		0.0		66.7		%	12.	Women	Hires		<b>←</b>	L+K x100	M	43067	oup Cor	Results	Progra
0.0	0 1	0.0	0.0	0.0	96.2	#	Percent of Goal Met				<b>←</b>	F + M x 100	0		0		4		#	Expected	ien			<b>←</b>	K x G+	Z		nsultant	- Wom	ım Achi
													0		0		0		#	Difference		L		<b>←</b>	L-Z	0		s Inc.	en	evemei
													0		0		0		#	Employees	<u> </u>			<b>←</b>	Part 2: Flow Data I Analysis	P				ıt Table
													0		0		0		#	Actual		Pro	Flor	<b>←</b>	Part 2: Flow Data Analysis	Q				
													0.0		0.0		0.0		%		Women	Promotions	w Data	<b>←</b>	Q ÷ P x P	R				
													0		0		0		#	Expected D	5		Flow Data Analysis	<b>←</b>	P x F ÷ 100	s				
								Comments					0		0		0		#	Difference En		L	S	<b>←</b>	Q-S FI	T				
								ents					0		0		12		#	Employees	<b>≧</b>			<b>←</b>	Part 2: I Flow Data Fk Analysis A	U				
													0		0		=		#	Actual		1		<b>←</b>	Part 2: V Flow Data Analysis	V				
													0.0		0.0		91.7		%		Women	Terminations		<b>←</b>	V + U x 100 U x	W				
													0		0		Ξ		#	Expected Diff		ions		<b>←</b>	U x F ÷ 100 V	X				
													0		0		0		#	Difference	Tu			<b>←</b>	V - X ((D) DY 2)	Y				
													0.0		0.0		53.3		*	Rate	Turnover				U + ((DYear1 + DYear2) + 2) x 100	Z				

Total	Workers	Other	Personnel	Other		(EEOG)	Occupati	Employn			Data sources:		Total	Workers	14 Other	Personnel			(60033)	Occupati	Employn			Data sources:	Α				
	ars	Other Manual	ınel	Other Sales & Service			Occupational Group	Employment Equity			***************************************			STS .	Other Manual	mel	Other Sales & Service			Occupational Group	Employment Equity				В				
2017 2020	2020	2017	2020	e 2017	#		1 521	Variable			***************************************	2017	2014	2017	2014	2017	e 2014	#			Year				С				
134 134					#	Employees	À		New	<b>←</b>	Part 2: Flow Data Analysis	321	329					#	Employees				<b>←</b>	Part 1: Workforce Analysis	D				
4 32 4 32				0	#		<u>ء</u>	Hires and Promotions	w Entrants	<b>←</b>	Part 2: Flow Data Analysis				0	0	0	#		Γ			<b>←</b>	Part 1: Workforce Analysis	E				
2 23.9 2 23.9	Ī	0.0	0.0	0.0	9/6	Actual	Women	motions	ants.	<b>←</b>	E + D x	1 22.1			0.0	0.0	0.0	9/6	Representation			Worl	<b>←</b>	E ÷ D x 100	F				
					#	Goal				<b>←</b>	Part 3: Goals	0.0				0.0	0.0	%	ΑV	5	Workforce	Workforce Analysis	<b>←</b>	Part 1: Workforce Analysis	G				
33 97.0 8 400.0			0.0	0.0	9%	Percent of Goal Met	1	Short-t		←	E + G x							#	Availability	Women	rce	\nalysi	<b>←</b>	DxG +100	Н				
0.0			0.0	0.0	9/0	of Goal	Women	Short-term Goals		<b>←</b>	Part 3: Goals				0	0	0	#	Gap			S	<b>←</b>	Е-Н	I				
					%	Percent of Goal Met		ıls	(	<b>←</b>	F÷1 x 100	/1			0 0	0 0	0 0	~	EE Result				<b>←</b>	E ÷ H x 100	l				Fedi
0.0		0.0	0.0	0.0	#	of Goal			Goals	<b>←</b>	Part 3: Goals	0.0		0	0.0	0.0	0.0	#	H Employees	All			<b>←</b>	Part 2: Flow Data Analysis	K		A		Federal Contractors Program Achievemen
<ul><li>14 228.6</li><li>19 168.4</li></ul>			0 0	0 (	#	Percent of Goal Met		Long-		<b>←</b>	E + K x	129		0		0		#		Г			<b>←</b>	Part 2: ta Flow Data s Analysis	T		DGA G	Part -	ntracto
			0.0 (	0.0	%	of Goal	Women	Long-term Goals		<b>←</b>	x Part 3: Goals	29 22.3		0	oometer	0 (	оонови	9%	Actual		Hires		<b>←</b>	L+K tta x 100	М	43067	roup (	Part 4: Results -	rs Proj
0.0			0.0 (	0.0	#	Percent of Goal Met		als		<b>←</b>	F÷Mx			0.0		0.0		#	Expected	Women	s		<b>←</b>	K x G- 100	z	)67	ADGA Group Consultants Inc	Its - W	gram A
0.0	0.0	0.0	0.0	0.0		of et			<u> </u>		×			0		0		#	ed Difference				<b>←</b>	r - Z	0		ants In	Women	chieve
												29	8	0		0		#	ice Employees	II.			<b>←</b>	Part 2: Flow Data Analysis	P		  :		nent T
												ر	1	0		0		#	es	Γ			<b>←</b>	:: Part 2: ata Flow Data sis Analysis	Q				t Table
												٥		0		0	mmm	%	Actual		Promotions	Flow D	<b>←</b>	2: Q+Px hata 100	R				
												00.0		0.0		0.0		#	Expected	Women	tions	Flow Data Analysis	<b>←</b>	) x PxF + 100	S				
							Cı					-		0		0		#	ted Difference			alysis	<b>←</b>	100 Q-S	T				
							Comments					_		0		0		#	ence Employees	l a			<b>←</b>	Part 2: S Flow Data Analysis	U				
							S					120	3	0		0		#	yees	_			<b>←</b>	2: Part 2: Data Flow Data ysis Analysis	V				
												40		0	************	0	•••••		Actual		Te		· ←	<	W				
												33.3	5	0.0		0.0		9,6 #	Ехр	Women	Terminations		+						
												31	2	0		0			Expected Diffe		Sur			U x F ÷ 100 V	X				
												2		0		0		#	Difference R	Tur			<u></u>	V - X ((DY DYe 2);	Y				
												50.9		0.0		0.0		%	Rate	Turnover				U + ((DYear1 + DYear2) + 2) x 100					

03 Professionals	Managers	02 Middle & Other	OI SEIIOI Mailageis			(EEOG)	Occupational Group	Employment Equity			Data sources:		03 Professionals	02 Managers	Middle & Other	01 Senior Managers			(EEOG)	Occupational Group	Employment Equity			Data sources:	A B				
											***************************************																		
2017 2020	2020	2017	2020	2017	#	-	1631					2017	2014	2017	2014	2017	2014	#	E		Year				С				
35 35	∞		10	10	#	Employees	≧ —	Hires a	New	←	Part 2: Flow Data Analysis	120	125	12	17	10	10	#	Employees	<u> </u>			<b>←</b>	Part 1: Workforce Analysis	D				
0 0	0	. 0	0	0	#	Actual	Aboriginal Peoples	Hires and Promotions	New Entrants	<b>←</b>	Part 2: Flow Data Analysis	0	1	0	0	0	0	#	Representation				<b>←</b>	Part 1: Workforce Analysis	E				
0.0	0.0	0.0	0.0	0.0	%	2	Peoples	otions	nts	←	E + D x 100	0.0	0.8	0.0	0.0	0.0	0.0	9/6	itation		=	Workforce Analysis	<b>←</b>	E÷D x 100	F				
0 0	0	. 0	0	0	#	Goal		70		<b>←</b>	Part 3: Goals	1.1	1.0	2.2	1.9	2.9	2.4	9/0	Availability	Aboriginal Peoples	Workforce	orce Ar	<b>←</b>	Part 1: Workforce Analysis	G				
0.0	0.0	0.0	0.0	0.0	9/0	Percent of Goal Met	Aboriginal Peoples	Short-term Goals		<b>←</b>	E ÷ G x 100	1	1	0	0	0	0	#	bility	l Peoples	e	ıalysis	<b>←</b>	DxG +100	Н				
0.0 1.1	0.0	0.0	0.0	0.0	9/6	Goal	Peoples	m Goals		<b>←</b>	Part 3: Goals	<u>-1</u>	0	0	0	0	0	#	Gap				<b>←</b>	Е-Н	I				
0.0	0.0	0.0	0.0	0.0	9,0	Percent of Goal Met			Goals	←	F + I x 100	0.0	80.0	0.0	0.0	0.0	0.0	9,6	EE Result				<b>←</b>	E÷H x100	J				Feder
0 0	0	0	0	0	#	Goal			als	←	Part 3: Goals	33		8		9		#	Employees	All			<b>←</b>	Part 2: Flow Data Analysis	K		AD	Part 5	al Cont
0.0	0.0	0.0	0.0	0.0	#	Percent of Goal Met	Aboriginal Peoples	Long-ter		<b>←</b>	E + K x 100	0		0		0		#	Actual				<b>←</b>	Part 2: Flow Data Analysis	Т		ADGA Group Consultants Inc.	Part 5: Results - Aboriginal Peoples	Federal Contractors Program Achieveme
1.0 1.1	0.0	1.9	0.0	2.4	%	Goal	d Peoples	Long-term Goals		←	Part 3: Goals	0.0		0.0		0.0		9%	ual	Aborigina	Hires		<b>+</b>	L÷K x 100	M	43067	oup Co	ts - Abi	Progra
0.0	0.0	0.0	0.0	0.0	#	Percent of Goal Met				←	F + M x 100	0		0		0		#	Expected	Aboriginal Peoples			<b>←</b>	K x G ÷ 100	Z	7	nsultan	origina	am Ach
												0		0		0		#	Difference				<b>←</b>	L-N	0		ts Inc.	People	ieveme
												2		0		1		#	Employees	All			<b>←</b>	Part 2: Flow Data Analysis	P			3	nt Table
												0		0		0		#	Ac		-	FI	<b>←</b>	Part 2: Flow Data Analysis	Q				le
												0.0		0.0		0.0		9/0	Actual	Aborigin	Promotions	ow Dat	<b>←</b>	Q ÷ P x 100	R				
												0		0		0		#	Expected	Aboriginal Peoples	ns	Flow Data Analysis	<b>←</b>	P x F ÷ 100	S				
							Com					0		0		0		#	Difference			/sis	<b>←</b>	Q-S	T				
							Comments					33		14		10		#	Employees	All			<b>←</b>	Part 2: Flow Data Analysis	U				
												1		0		0		#	Ac				<b>←</b>	Part 2: Flow Data Analysis	V				
												3.0	aomer	0.0		0.0		9%	Actual	Aborigin	Termi		<b>←</b>	V ÷ U x	W				
												0		0		0		#	Expected	Aboriginal Peoples	<b>Terminations</b>		<b>←</b>	U x F ÷ 100	X				
														0		0		#	Difference				<b>←</b>	0 V-X	Y				
												26.9		96.6		100.0		9%	Rate	Turnover			<b>←</b>	U+ ((DYear1+ DYear2)+ 2) x 100	Z				

os supervisors			Technicians			(EEOG)	Occupatio	Employm			Data sources:	Trades	06 Superv	obervisors	OS Simeri	Technicians			(POSS)	Occupation	Employm			Data sources:	A				
S	ISOIS	icore	cians	Semi-Professionals &			Occupational Group	Employment Equity					Supervisors: Crafts &	ISOIS		cians	Semi-Professionals &			Occupational Group	Employment Equity				B				
2017	2020	2017	2020	2017	#		1621					2017	2014	2017	2014	2017	2014	#			Year				С				
0	_	1	56	56	#	Employees	4	Hires a	Nev	<b>←</b>	Part 2: Flow Data Analysis	0	0	0	0	144	132	#	Employees	All			<b>←</b>	Part 1: Workforce Analysis	D				
0	0	0	0	0	#	Actual	Aboriginal Peoples	Hires and Promotions	New Entrants	<b>←</b>	Part 2: Flow Data Analysis	0	0	0	0	ω	s.	#	Representation				<b>←</b>	Part 1: Workforce Analysis	E				
0.0	0.0	0.0	0.0	0.0	%	ıal	Peoples	otions	nts	<b>←</b>	E+Dx 100	0.0	0.0	0.0	0.0	2.1	2.3	9%	ntation		1	Workf	<b>←</b>	E ÷ D x 100	F				
0	0	0	0	-1	#	Goal				<b>←</b>	Part 3: Goals	0.0	0.0	0.0	0.0	1.4	1.3	%	Availability	Aboriginal Peoples	Workforce	Workforce Analysis	<b>←</b>	Part 1: Workforce Analysis	G				
0.0	0.0	0.0	0.0	0.0	%	Percent of Goal Met	Aboriginal Peoples	Short-term Goals		<b>←</b>	E+Gx 100	0	0	0	0	2	2	#	bility	Peoples	e	alysis	<b>←</b>	D x G ÷ 100	Н				
0.0	0.0	0.0	0.0	0.0	9/0	Goal	Peoples	m Goals		<b>←</b>	Part 3: Goals	0	0	0	0	_	_	#	Gap				<b>←</b>	E-H	I				
0.0	0.0	0.0	0.0	0.0	%	Percent of Goal Met			Goals	<b>←</b>	F ÷ I x 100	0.0	0.0	0.0	0.0	148.8	174.8	%	EE Result				<b>←</b>	E ÷ H x 100	J				Federa
0	0	0	0	0	#	Goal	_		als	<b>←</b>	Part 3: Goals	0		0		55		#	Employees	All .			<b>←</b>	Part 2: Flow Data Analysis	K		ADO	Part 5:	d Cont
0.0	0.0	0.0	0.0	0.0	#	Percent of Goal Met	Aboriginal Peoples	Long-term Goals		←	E÷Kx 100	0		0		0		#	Actual				<b>←</b>	Part 2: Flow Data Analysis	Т		ADGA Group Consultants Inc.	Result	ractors
0.0	0.0	0.0	0.0	1.3	%	Goal	Peoples	m Goals		<b>←</b>	Part 3: Goals	0.0		0.0		0.0		%	al.	Aboriginal Peoples	Hires		<b>←</b>	L + K x 100	Z	43067	up Cor	s - Abo	Progra
0.0	0.0	0.0	0.0	0.0	11:	Percent of Goal Met				<b>←</b>	F÷Mx 100	0		0		_		#	Expected	Peoples			<b>←</b>	K x G+	Z		nsultanı	riginal	ım Ach
												0		0		<u>.</u>		#	Difference				<b>←</b>	L-N	0		ts Inc.	Part 5: Results - Aboriginal Peoples	Federal Contractors Program Achievement Table
												0		_		1		#	Employees	À			<b>←</b>	Part 2: Flow Data Analysis	P			S	ıt Tabl
												0		0		0		#	Actual		Pı	Flo	<b>←</b>	Part 2: Flow Data Analysis	0				е
												0.0		0.0		0.0		%	mi	Aboriginal Peoples	Promotions	w Data	<b>←</b>	Q ÷ P x 100	R				
												0		0		0		#	Expected	Peoples	s	Flow Data Analysis	<b>←</b>	P x F ÷ 100	s				
							Comments					0		0		0		#	Difference			sis	<b>←</b>	Q-S	T				
							ients					0		0		34		#	Employees	AII			<b>←</b>	Part 2: Flow Data Analysis	U				
												0	omomo	0		0		#	Actual				<b>←</b>	Part 2: Flow Data Analysis	V				
												0.0		0.0		0.0		9,6	ral	Aboriginal Peoples	Terminations		<b>←</b>	V + U x	W				
												0		0		_		#	Expected	Peoples	ations		<b>←</b>	U x F ÷ 100	X				
												0		0		<u>-</u>		#	Difference				<b>←</b>	V - X	Y				
												0.0		0.0		24.6		9%	Rate	Turnover				U÷ ((DYear1+ DYear2)÷ 2) x 100	Z				

	On Skilled Crafts &	Service Personnel	O8 Skilled Sales &	Senior Clerical	Administrative &		(EEOG)	Occupational Group	Employment Equity			Data sources:	Trades Workers	Name of the orange of the oran	Service Personnel	Skilled Sales &	O/ Senior Clerical	Administrative &		(EEOG)	Occupational Group	Employment Equity			Data sources:	A B	***************************************				
2020	2017	2020	2017	2020	2017	#			Vaar				2017	2014	2017	2014	2017	2014	#			Year				С	-				
0	0	7	7	11	11	#	Employees	À.	Hires:	Net	<b>←</b>	Part 2: Flow Data Analysis	0	0	6	2	12	15	#	Employees	All			<b>←</b>	Part 1: Workforce Analysis	D					
0	0	0	0	1	1	#:	Ac	Aborigin	Hires and Promotions	New Entrants	<b>←</b>	Part 2: Flow Data Analysis	0	0	0	0	0	0	#:	Repres				<b>←</b>	Part 1: Workforce Analysis	E					
	0.0	0.0	0.0	9.1	9.1	%	Actual	Aboriginal Peoples	notions	ınts	←	E + D x 100	0.0	0.0	0.0	0.0		0.0	%	Representation		_	Work	<b>←</b>	E÷D x100	Ŧ					
0	0	0	0	0	0	#	Goal				<b>←</b>	Part 3: Goals	0.0	0.0	1.0	0.6	3.0	1.9	%	Availe	Aboriginal Peoples	Workforce	Workforce Analysis	<b>←</b>	Part 1: Workforce Analysis	G					
0.0	0.0	0.0	0.0	0.0	0.0	%	Percent of Goal Met	Aboriginal Peoples	Short-term Goals		←	E+Gx 100	0	0		0		0	#:	Availability	il Peoples	е 9.	nalysis	<b>←</b>	D x G ÷ 100	Н					
0.0	0.0	0.0	0.0	0.0	0.0	9/6	Goal		rm Goals		<b>-</b>	Part 3: Goals	0	0	0	0	0	0	#:	Gap				<b>+</b>	Е-Н	1					
0.0	0.0	0.0	0.0	0.0	0.0	%	Percent of Goal Met			Goals	←	F÷I x 100	0.0	0.0	0.0	0.0	0.0	0.0	%	EE Result				<b>←</b>	E÷H x100	J					Federa
0	0	0	0	0	0	#	Goal		_	als	<b>←</b>	Part 3: Goals	0		7		11		#	Employees	All			<b>←</b>	Part 2: Flow Data Analysis	K			ADC	Part 5:	Federal Contractors Program Achievement Table
0.0	0.0	0.0	0.0	0.0	0.0	#:	Percent of Goal Met	Aboriginal Peoples	Long-term Goals		←	E+Kx 100	0	*********	0	**********	1		<b>31</b> :	Actual				<b>←</b>	Part 2: Flow Data Analysis	Г			ADGA Group Consultants	Part 5: Results - Aboriginal Peoples	ractors
0.0	0.0	0.0	0.6	0.0	1.9	%	Goal	4	n Goals		←	Part 3: Goals	0.0		0.0		9.1		%		Aboriginal Peoples	Hires		<b>+</b>	L+K x 100	M	-	43067	up Con	s - Abo	Progra
0.0	0.0	0.0	0.0	0.0	478.5	76.	Percent of Goal Met				<b>←</b>	F÷M x 100	0		0		0		Th:	Expected	Peoples			<b>←</b>	K x G +	Z			sultant	riginal	m Achi
													0		0		1		#	Difference 1				<b>←</b>	L-N	0	-		s Inc.	People	evemer
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													0.0		0.0		7.1		%		Aboriginal Peoples	Terminations		<b>←</b>	V ÷ U x U ,	W	-				
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12 Se W		1 In	10			(EEOG)	Оссир	Emple			Data sources	_	W.		Se	_	10			(EEOG)		Emple			Data sources:	Α				
Semi-Skilled Manual Workers	Service Personnel	Intermediate Sales &	Clerical Personnel			3)	Occupational Group	Employment Equity			OCS:		Workers	Semi-Skilled Manual	Service Personnel	Intermediate Sales &	Ciencal Personner	minal Damanal		3)	Occupational Group	Employment Equity			968:	В				
2017 2020	2020	2017	2020	2017	#		1831						2017	2014	2017	2014	2017	2014	#			Year				С				
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0 0		0		0	#	Ąc	Aborigio	Hires and Promotions	w Entrants	<b>←</b>	Part 2: Flow Data Analysis			0			0	0	#	Repre				<b>←</b>	Part 1: Workforce Analysis	E				
0.0	0.0	0.0		0.0	9/6	Actual	Aboriginal Peoples	notions	ants	<b>←</b>	E + D x 100	-		0.0		0.0	0.0	0.0	9/6	Representation			Work	<b>←</b>	E÷D x100	F				
0 0		0	0	1	#	Goal				<b>←</b>	Part 3: Goals					0.0	2.6	2.2	%	Avail	Aborigin	Workforce	Workforce Analysis	<b>←</b>	Part 1: Workforce Analysis	G				
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0.0	0.0	0.0	0.0	0.0	9/a	Goal	Aboriginal Peoples	Short-term Goals		<b>←</b>	Part 3: Goals		0	0	0	0	0	1-	#	Gap				<b>←</b>	Е-Н	I				
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0 0	0	0	0	0	#	Goal			Goals	<b>←</b>	Part 3: Goals		0		0		6		#	Employees	All			<b>←</b>	Part 2: Flow Data Analysis	K		AD	Part 5	Federal Contractors Program Achievemer
0.0	0.0	0.0	0.0	0.0	#	Percent of Goal Met	Aboriginal Peoples	Long-term Goals		<b>←</b>	E + K x 100		0		0		0		#	Actual				<b>←</b>	Part 2: Flow Data Analysis	L		ADGA Group Consultants Inc.	Part 5: Results - Aboriginal Peoples	ractors
0.0	0.0	0.0	0.0	2.2	%	Goal	d Peoples	m Goals		<b>←</b>	Part 3: Goals		0.0		0.0		0.0		%	ual	Aboriginal Peoples	Hires		<b>←</b>	L + K x 100	M	43067	oup Co	ts - Abı	Progr
0.0	0.0	0.0	0.0	0.0	#	Percent of Goal Met				←	F + M x 100		0		0		0		#	Expected	d Peoples			<b>←</b>	K x G + 100	Z	7	nsultan	original	am Ach
													0		0		0		#	Difference				<b>←</b>	L-N	0		ts Inc.	People	ieveme
													0		0		0		#	Employees	All			<b>←</b>	Part 2: Flow Data Analysis	P			<i>3</i> 5	nt Table
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							nents						0		0		12		#	Employees	<u> </u>			<b>←</b>	Part 2: Flow Data Analysis	U				
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													0.0		0.0		0.0		%		Aboriginal Peoples	Terminations		<b>←</b>	V + U x	W				
													0		0		0		#	Expected	Peoples	ations		<b>←</b>	U x F ÷ 100	X				
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													0.0		0.0		53.3		9%	Rate	Turnover				U÷ ((DYear1 + DYear2)÷ 2) x 100	Z				

	0.0	0.0 0.0 0.0 0.0 0.0								0 0 0 0 134	2020 2017 2020 2017 2017 2020	<del>                                     </del>
Comments	Percent of Goal Met	m Goals d Peoples Goal	Long-term Goals  Aboriginal Peoples  Percent of Goal Met Goal Met %  # %  0.0 0.0	te of Goal	Percer Goal !	Short-term Goals Aboriginal Peoples Percent of Goal Met %% %% %% %% %% %% %% %% %% %% %% %% %%	Short-te Aborigin Percent of Goal Met	Goal #	Aboriginal Peoples Actual	<del>*                                     </del>	Year Hires  Year All  Employees	Employment Equity Occupational Group (EEOG)  Other Sales & Service 20
	F+Mx 100	Part 3: Goals	E+Kx	Part 3: Goals	← F+1 x 100	Part 3: Goals	E+Gx	Part 3: Goals	tta E + D x 100	t 2: Part 2: E + Data Flow Data II lysis Analysis II	Part 2: Flow Data Analysis	Data sources:
0 0 0 0.0 0 0 0 0 0.0 1 5 0 0.0 0 0 120 2 1.7	0 0	0.0	1	0 129	0.0	3	0 0 0	0.0 0.0 2 0.0 9 0.0	0 0.0 0 0.0 4 1.2 3 0.9	0 0 329 321	2014 2017 2014 2017	Other Manual 20 Workers 20 al 20
# # # # # # # # %a	0	0.0	## 0	#	0.0	# 0		0.0	0 0.0	0 0	# # 2014 2017	Other Sales & Service 20 Personnel 20
Promotions   Terminations	<u>-</u>	Hires Aboriginal Peoples ual Expecte	Actual	All	EE Result	Gap	rce Analysis orkforce Aboriginal Peoples Availability	Workforce Analysis Workforce Aboriginal Peoples Availability	Work		Year All Employees	Employment Equity Occupational Group (EEOG)
Part 2:   Part 2:   Q+P x	KxG+ L	← L+K × 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	← × 100	← -н	DxG +100	Part 1: Workforce Analysis	E + D s x 100	1: Part 1: proce Workforce Workforce Analysis	Part 1: Workforce Analysis	Data sources:
O P Q R S T U V W	Z	43067 M	L	K	J	I	H	G	F	E	С Д	B
ement Table oples nc.	Federal Contractors Program Achievemen Part 5: Results - Aboriginal Peoples ADGA Group Consultants Inc.	s Prograts - Aboup Co	tractors 5: Resul	ral Con Part:	Fede							

03 Professionals		02 Managers		-	(EEOG)	Occupational Group	Employment Fauity			Data sources:		O FIOIESSIOIRIS		02 Ivialiagers			(EEOG)	Occupational Group	Employment Equity			Data sources:	AB				
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2	2	0	0	#	Actual	Persons with Disabilities	Hires and Promotions	New Entrants	<b>←</b>	Part 2: Flow Data Analysis		3	2	0	0	#	Repres				<b>←</b>	Part 1: Workforce Analysis	E				
5.7	5.7	0.0	0.0	%	ual	Persons with Disabilities	notions	ınts	<b>←</b>	E + D x 100		2.5	1.6	0.0	0.0	9%	Representation		_	Work	<b>+</b>	E ÷ D x 100	F				
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	40.0	0.0	0.0	9/6	Percent of Goal Met	Persons wi	Short-to		←	E + G x 100	900000000000000000000000000000000000000					#	Availability	Persons with Disabilities	се	nalysis	<b>←</b>	DxG ÷100	Н				
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				Ħ	Goal			Goals	<b>←</b>	Part 3: Goals	***************************************	8 33	6		0	#	Employees	<u>.</u>			<b>←</b>	Part 2: Flow Data Analysis	K		Al	Part 6: Results - Persons with Disabi	Federal Contractors Program Achievement Table
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				%	of Goal	Persons with Disabilities	Long-term Goals		<b>←</b>	Part 3: Goals		2 6		0 0		9%	Actual	Persons v	Hires		<b>←</b>	L+K x 100	M	43067	roup C	s - Pers	rs Prog
	4.5 127.0	4.3	3.2	#	Percent of Goal Met	lies	als		<b>←</b>	F + M x 100		6.1		0.0		#	Expected	Persons with Disabilities	S		<b>←</b>	K x G 100	Z	67	onsult	ons wii	gram A
).4	7.0	0.0	0.0		e of		L			×						#	ed Difference	ties			<b>←</b>	+ L-N	0		ants In	th Disa	chieve
												<u></u>		<u>-</u>		#	nce Employees	ll vii			<b>+</b>	Part 2: Flow Data Analysis	P		c.	bilities	nent T
												2				#	vees				<b>←</b>	2: Part 2: Data Flow Data sis Analysis	Q				able
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						Comments						0		0		#	Difference 1			S	<b>←</b>	Q-S	Т				
						ients						33		24		#	Employees	All			<b>←</b>	Part 2: Flow Data Analysis	U				
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												3.0		0.0		%	Actual	Persons wit	Termi		<b>←</b>	V ÷ U x 100	W				
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												0 26.9		0 98.0		9,6	ce Rate	Turnover			<b>←</b>	U+ ((DYear1+ DYear2)+ 2) x 100	Z				

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	0.0	0.0	0.0	0.0	0.0	0.0	0	0.0	0	1	2020	Supervisors	ć
	0.0	0.0	0.0	0.0	0.0	0.0	0	0.0	0	_	2017		ر ا
	38.8	4.6	0.0	38.8	4.6 38	0.0	0	1.8		56	2020	Technicians	
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Comments		Disabilities	Persons with Disabilities		ities	Persons with Disabilities	Person	) * <del>-</del>	Persons with Disabilities	All	Year	Occupational Group	) လ
		m Goals	Long-term Goals		als	Short-term Goals	Shor	ions	Hires and Promotions	Hires an		Employment Equity	(F)
				Goals	•			S	New Entrants	New			
	<u></u>	<b>←</b>	<b>←</b>	<b>←</b>	←	←	↓	<b>+</b>	<b>←</b>	<b>←</b>			
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				Ĭ		0	0.0	0.0	0	0	2014		2
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			оноше	15.8	-5 15	6	4.8	0.8	1	132	2014	Semi-Professionals &	2
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Employees Actual Expected Difference Employees Actual Expected Difference Rate	Expected Difference En		s Actual	att Employees	EE Result	Gap	Availability	ion	Representation	Employees		(EEOG)	Œ
All Persons with Disabilities All Persons with Disabilities Turnover	bilities	Persons with Disabilities	-	All		ities	Persons with Disabilities	Perso		IIV		Occupational Group	Õ
Promotions Terminations		Hires					Workforce	Wor			Year	Employment Equity	E1
Flow Data Analysis						iis	Workforce Analysis	orkfore	4				
	↓ ↓	←	<b>←</b>	<b>←</b>	←	←	↓	<b>←</b>	<b>←</b>	<b>←</b>			
Part 2:         Part 2:         Part 2:         Part 2:         Part 2:         Part 2:         V + U x         U x F + 100         V - X         DYcar1 + DYcar2 + DY	K x G + L - N   Fic	L+K K;	Part 2: a Flow Data Analysis	Part 2: Flow Data Analysis	E + H x 100	3 Е-н	Part 1: DxG Workforce + 100	E÷D Pa x 100 Worl	Part 1: Workforce Analysis	Part 1: Workforce V Analysis		Data sources:	Data
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ties	Persons with Disabilit		Part 6: Results -	Part 6:									
it Table	Federal Contractors Program Achievement	Program	itractors	eral Co	Fed								

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	0.0	5.6	0.0	0	0.0	0.0	0.0	0.0	0 (	7	2017	Skilled Sales &	
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		n Goals	Long-term Goals		S	Short-term Goals	Short-t	5	Hires and Promotions	res and P		Employment Family	Finalog
				Goals	G				Entrants	New En			
	←	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>-</b>		
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ce Employees Actual Expected Difference Employees Actual Expected Difference Rate	Expected Difference		Actual	Employees	EE Result	Gap	Availability	Αv	Representation		Employees		(EEOG)
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Promotions Terminations		Hires					rce	Workforce			Year		Employ
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	↓ ↓	<b>+</b>	<b>←</b>	<b>+</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<u> </u>	<b>+</b>		
Part 2:         Part 2: <t< td=""><td>K x G + L - N</td><td>L+K K</td><td>Part 2: Flow Data Analysis</td><td>Part 2: Flow Data Analysis</td><td>E + H x 100</td><td>Е-Н</td><td>DxG +100</td><td>Part 1: Workforce Analysis</td><td>1: E+D orce x100</td><td>1: Part 1: force Workforce ysis Analysis</td><td>Part 1: Workforce Analysis</td><td>5:</td><td>Data sources</td></t<>	K x G + L - N	L+K K	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + H x 100	Е-Н	DxG +100	Part 1: Workforce Analysis	1: E+D orce x100	1: Part 1: force Workforce ysis Analysis	Part 1: Workforce Analysis	5:	Data sources
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bilities	Persons with Disabili	Persons	Part 6: Results -	art 6: F	F								
nent Table	Federal Contractors Program Achieveme	Progran	tractors	ral Con	Fede								

43067	ADGA Group Consultants Inc.	Part 6: Results - Persons with Disabilities	Federal Contractors Program Achievement Table
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Workers	12 Semi-Skilled Manual	Service Personnel	Intermediate Sales &	10 Clerical Personnel			(EEOG)	Occupational Group	Employment Family			Data sources:	Workers Workers	Semi-Skilled Manual	Intermediate Sales & Service Personnel		10 Clerical Personnel		(EEOG)	Occupational Group	Employment Equity			Data sources:	A B				
2020	1 2017	2020	2017	2020	2017	#		Year					<u> </u>	1 2014	2014	2017	2014	#	Г		Year				С				
0	0	0	0	6	6	#	Employees	AII	Г	New	←	Part 2: Flow Data Analysis	0	0	0 0	17	28	#:	Employees	All			<b>←</b>	Part 1: Workforce Analysis	D				
						#		Persi	Hires and Promotions	w Entrants	←	Part 2: Flow Data Analysis						#					<b>←</b>	Part 1: Workforce Analysis	E				
0.0	0.0	0.0	0.0		0.0	%	Actual	Persons with Disabilities	motions	ants	<b>+</b>	E ÷ D x 100		0.0	0.0	0.0	0.0	%	Representation			Work	<b>←</b>	E÷D x100	F				
						#	Goal				<u></u>	Part 3: Goals			0.0		0 4.4	%	Ava	Persons wi	Workforce	force /	<b>←</b>	Part 1: Workforce Analysis	G				
0.0	0.0	0.0	0.0	0 0.0	0.0	9,6	Percent of Goal Met	Persons wi	Short-t		<b>←</b>	E ÷ G x 100					4	#	Availability	Persons with Disabilities	ee.	Workforce Analysis	<b>←</b>	DxG +100	H				
0.0	0.0	0.0	0.0		0.0	%	Goal	Persons with Disabilities	Short-term Goals		<b>←</b>	Part 3: Goals	0	0	00	<u> </u>		#	Gap	ß		9	<b>←</b>	Е-Н	I				
0.0	0.0	0.0	0.0		0.0	9%	Percent of Goal Met	S	Is	- 6	<b>←</b>	F + I x 100		0.0	0.0	0.0	1 0.0		EE Result				<b>←</b>	E + H x 100	J				Fede
						#	Goal			Goals	<b>←</b>	0 Part 3: Goals		0			0	#	Employees	All			<b>←</b>	Part 2: Flow Data Analysis	K		A	Part 6: Results -	Federal Contractors Program Achievemen
0.0	0.0	0.0	0.0		0.0	#	Percent of Goal Met	Persons w	Long-t		<b>←</b>	E+Kx 100	0		0	6		#:					<b>←</b>	Part 2: a Flow Data Analysis	L		ADGA Group Consultants Inc.	Results	ntracto
						%	if Goal	Persons with Disabilities	ong-term Goals		←	Part 3: Goals	0 0	********	0 0	0.0	вонош	%	Actual	Persons v	Hires		<b>←</b>	1 L+K	Z	43067	roup C	s - Pers	rs Prog
0.0 0	0.0	0.0	0.0 0		4.4 0	#	Percent of Goal Met	Š	ils		<b>←</b>	F÷Mx 100	0.0		0.0	0		78:	Expected	Persons with Disabilities			<b>←</b>	K x G- 100	2	67	onsulta	Persons with Disabil	ram A
0.0	0.0	0.0	0.0	0.0	0.0		2 0			<u> </u>			0		0	0		#	d Difference	ies			<b>←</b>	L - Z	0		ınts Inc	h Disal	chieven
													0		0	0		#	ce Employees	IIV			<b>←</b>	Part 2: Flow Data Analysis	P		••	ilities	ient Table
													0		0	0		#	Á	Г			<b>←</b>	Part 2: ta Flow Data s Analysis	Q				ble
													0 (		0	0		%	Actual	Persons	Promotions	Flow D	←	Q+Px	R				
													0.0		0.0	0.0		71:	Expected	Persons with Disabilities	ions	Flow Data Analysis	<b>←</b>	x P x F + 100	s				
								Co					0		0	0		#	ed Difference	ities		ilysis	<b>←</b>	100 Q-S	T				
								Comments					0		0	0		#	nce Employees	All			←	Part 2: Flow Data Analysis	U				
								S					0		0	12		#	èes	Γ			<b>←</b>	2: Part 2: Pata Flow Data Sis Analysis	V				
													0		0	0	**********	%	Actual	Person	Te		<b>←</b>	2: V+Ux Data 100	W				
													0.0		0.0	0.0		*	Expected	Persons with Disabilities	Terminations		<b>←</b>	U x F + 100	X				
													0		0	0		#	cted Difference	ilities	ns		, ←	÷ 100 V - X	Y				
													0	-	0	0				Turn									
													0.0		0.0	53.3		<i>*</i>	Rate	Turnover			_	U + ((DYear1 + DYear2) + 2) x 100	Z				

									0.0	0.0	0.0 150.0	2	0.0	0.0	25.0 150.0	12	2.2	ယ ယ	134 134	2017		Total
									0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0	0	2020		Workers
									0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0	0	2017		Other Manual
									0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0	0	2020		Personnel
									0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0	0	2017	es & Service	Other Sa
									#	%	#	#	%	%	%	#4	%	#:	#	*		
									Percent of Goal Met	Goal Perc	Percent of Goal Met	Goal Peri	Percent of Goal Met	Goal Per	Percent of Goal Met	Goal Per		Actual	Employees	13	ı	(EEOG)
			Comments	Com						bilities	Persons with Disabilities	Pers		abilities	Persons with Disabilities	Per	S iii	Persons with Disabilities	≟	Year		Occupational Group
										Foals	Long-term Goals	Loi		Goals	Short-term Goals	Sh	ions	Hires and Promotions	Hires an	<del>-</del>		Employment Equity
												S	Goals				S	Entrants	New			
									<u> </u>	_	<b>+</b>	<b>←</b>	_	<b> </b>	_	<b>←</b>	<b> </b>	<b>←</b>	<b>←</b>			
									F÷M x 100	Part 3: F÷ Goals 1	E÷Kx Pa 100 Gc	Part 3: E- Goals	F ÷ I x 100	Part 3: F÷	+Gx P	Part 3: E Goals	+ D x 100	Part 2: Flow Data Analysis	Part 2: Flow Data FI Analysis &	<b>T</b>		Data sources:
-	-		ŀ	ŀ		}							_	-			_			_		
1 1 36.9	2 1.7	2	0 120	0		0.0	5	ω	0	2.3	ω	129	0.0	4	0	0.0	1.2	4	321	2017		Total
					1	_	-	1				+	0.0	ω	0	0.0	0.9	ω	329	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	<u>0 0</u>	2014 2017		Other Manua Workers
0 0 0.0	0.0	0	0 0	0		0.0	0	0	0	0.0	0	0	0.0	0	0	0.0	0.0	0	0	2017		Personnel
													0.0	0	0	0.0	0.0	0	0	2014	Other Sales & Service	Other Sa
# %	% #	#	#	#	#	%	#	# #	#	%	#	#	%	#	#	%	9/6	#	#	#		
ted Difference Rate	Actual Expected		e Employees	Difference	Expected	Actual		Difference Employees	Expected Diffi	Ext	Actual	Employees	EE Result En	Gap EE		Availability	tion	Representation	Employees			(EEOG)
lities Turnover	Persons with Disabilities		A	es	Persons with Disabilities	Persons w	-	AII AII	abilities	Persons with Disabilities	Perso	ě			abilities	Persons with Disabilities	Per		Ě			Occupational Group
is	Terminations				ons	Promotions				Hires	Hi					Workforce	Wo			Year		Employment Equity
				ysis	Flow Data Analysis	Tow Da	1								ysis	Workforce Analysis	Vorkfo	V				
<b>←</b>	<b>↓</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	· ←	↓	<b>+</b>	<b> </b>	+	<b>←</b>	<b>←</b>	<b>+</b>	<b>+</b>	<b>←</b>	+	<b>←</b>	<b>←</b>			
100 V - X ((DYear1 + DYear2) + 2) x 100	V+Ux UxF+100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	)0 Q-S	PxF + 100	Q + P x	. 2: Part 2: Data Flow Data ysis Analysis	Part 2: L - N Flow Data Analysis	K x G + L	L+K K;	Part 2: Flow Data Analysis	Part 2: Part Plow Data Flow Analysis An	E+H I x 100 A	Е-Н Е	DxG +100	Part 1: I Workforce Analysis	E + D W	Part 1: Workforce Analysis	Part 1: Workforce W Analysis	- V	***************************************	Data sources:
YZ	W   X	V	U	T	s	R	0	0 P	Z	M	L	K	J	I	Н	G	F	E	D	С	В	Α
										43067	4											
								Inc.	ıltants	Consu	ADGA Group Consultants Inc.	ADGA										
								sabilities	Persons with Disabi	rsons v		Part 6: Results -	Par									
							nt Table		Achiev	ogram	ctors Pr	Federal Contractors Program Achieveme	ederal	ļ.								

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

Data sources:		03 Professionals	Managers	02 Middle & Other	or perilor ividingers	01 Senior Managers		(EEOG)	Occupational Group	Employment Equity			Data sources:	A B				
	2017	2014	2017	2014	2017	2014	#			Year				С				
Part 2: Flow Data Analysis	120	125	12	17	10	10	#	Employees	All			Ļ	Part 1: Workforce Analysis	D				
Part 2: Flow Data Analysis	18	17	_	0	0	0	#	Representation				<b>←</b>	Part 1: Workforce Analysis	E				
E + D x 100	15.0	13.6	8.3	0.0	0.0	0.0	9/6	ntation		4	Workt	<b>←</b>	E + D x 100	F				
Part 3: Goals	29.3	25.6	15.0	14.0	10.1	8.7	%	Availability	Visible Minorities	Workforce	Workforce Analysis	<b>←</b>	Part 1: Workforce Analysis	G				
E÷Gx 100	35	32	2	2	_	_	#	bility	inorities	e	nalysis	<b>←</b>	DxG +100	Н				
Part 3: Goals	-17	-15	<u>-</u>	-2	<u>-</u>		#	Gap				Ļ	Е-Н					
F÷I x 100	51.2	53.1	55.6	0.0	0.0	0.0	3	EE Result				←	E+H x100	J			Part	Federa
Part 3: Goals	33		∞		9		#	Employees	4			<b>←</b>	Part 2: Flow Data Analysis	K		AD(	Part 7: Results - Members of Visible Minorities	Federal Contractors Program Achievement Table
E+Kx 100	6	*********			0		#	Actual				<b>←</b>	Part 2: Flow Data Analysis	L		ADGA Group Consultants Inc.	Its - Mi	ractors
Part 3: Goals	18.2		12.5		0.0		9%	=	Visible Minorities	Hires		<b>←</b>	L+K x 100	Z	43067	up Cor	embers	Progra
F+Mx 100	10		_		1		#	Expected	inorities			Ļ	K x G+	Z		<b>ısultan</b> ı	of Visi	ım Ach
	-4		0		-1		#	Difference				Ļ	L-N	0		ts Inc.	ble Min	ieveme
	2		0		_		#	Employees	ÀII			Ļ	Part 2: Flow Data Analysis	P			orities	ıt Tablı
	0		0		0		#	Actual		Pr	Flo	<b>←</b>	Part 2: Flow Data Analysis	0				e
	0.0		0.0		0.0		9/6		Visible Minorities	Promotions	w Data	<b>←</b>	Q + P x 100	R				
	0		0		0		#	Expected Difference Employees	norities	s	Flow Data Analysis	<b>←</b>	P x F ÷ 100	S				
	0		0		0		#	)ifference I			is	<b>←</b>	Q-S	T				
	33		14		10		#	Imployees	4			<b>←</b>	Part 2: Flow Data I Analysis	U				
	5	onomen	0		0		#	Actual				<b>←</b>	Part 2: Flow Data Analysis	V				
	15.2		0.0		0.0		%		Visible Minorities	Terminations		<b>←</b>	V + U x U	W				
	4		0		0		#	Expected D	norities	ations		<b>←</b>	U x F ÷ 100	X				
	1		0		0		#	Difference				<b>←</b>	V - X ((	Y				
	26.9		96.6		100.0		9%	Rate	Turnover				U+ ((DYear1+ DYear2)+ 2) x 100	$\mathbf{Z}$				

Employment Equity
Occupational Group
(EEOG)

Year

4

Visible Minorities Actual

Goal

Percent of Goal Met

Goal

Percent of Goal Met

Goal

Percent of Goal Goal Met

Percent of Goal Met

%

8.7

0.0

Hires and Promotions

Short-term Goals

Long-term Goals

Visible Minorities

Comments

Goals

**New Entrants** 

2

Middle & Other Managers

2017 2020 2017 2017 2020

12.5 12.5 17.1 17.1

50.0 0.0

0.0 10.1 0.0 15.0 0.0 29.3

0.0 0.0 0.0 83.3 0.0 58.5

0.0 0.0 0.0 0.0

0

100.0 0.0

14.0 15.0 25.6 29.3

89.3 83.3 67.0 58.5

35 35

Professionals

01 Senior Managers

2017 2020

0.0

0.0

(EE	Occ.	E.			Data s		96		05		2		(E.E.	Occ	E			Data s	A				
(EEOG)	Occupational Group	Employment Equity			Data sources:	Trades	Supervisors: Crafts &	Subci visors	Supervisors	Technicians	Semi-Professionals &		(EEOG)	Occupational Group	Employment Equity			Data sources:	B				
	Year	•				2017	2014	2017	2014	2017	2014	#	Г		Year				С				
Employees	:	Hires	Z	<b>—</b>	Part 2: Flow Data Analysis		0		_	144	132	#	Employees	All			←	Part 1: Workforce Analysis	D				
	Visible	and Pro	New Entrants	<b>←</b>	Part 2: Flow Data Analysis	0		0	0			#					<b>←</b>	Part 1: Workforce Analysis	E				
Actual	Visible Minorities	Hires and Promotions	rants	←	a E+Dx	0.0	0.0	0.0	0.0	24 16.7	12 9.1	9%	Representation			Worl	←	E + D	F				
Goal				<b>←</b>	Part 3: Goals	.0 0.0	.0 0.0	.0 0.0	.0 0.0	.7 21.9	.1 22.1	%	44.	Visible	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	G				
Percent of Goal Met	Visible	Short-		<b>←</b>	E+Gx 100	0					,,,,,,,,,,	#	Availability	Visible Minorities	rce	\nalysi	←	Dx G	Н				
of Goal	Visible Minorities	Short-term Goals		<b>←</b>	Part 3: Goals	0	0	0	0	32 -	29 -17	#	Gap			S	<b>←</b>	Е-Н	I				
Percent of Goal Met		ıls	6	←	F÷1 x 100	0.0	0.0	0.0	0.0	-8 76.1	7 41.1	%	EE Result				←	E + H x 100	J			Pai	Fede
of Goal			Goals	<b>←</b>	Part 3: Goals	0	0	0	0		1	#	H Employees	À			<b>←</b>	Part 2: Flow Data Analysis	K		A	17: Re	eral Co
Percent of Goal Met	Visible	Long-t		<b>←</b>	E+Kx 100	0		0		55 1		#					<b>←</b>	Part 2: ta Flow Data s Analysis	L		ADGA Group Consultants Inc.	Part 7: Results - Members of Visible	Federal Contractors Program Achieve
Gost	Visible Minorities	Long-term Goals		←	Part 3: Goals	0.	***************************************	0.0		15 27.3	***************************************	9%	Actual	Visible	Hires		←	a L+K	M	43067	roup C	Membe	rs Prog
Percent of Goal Met		ıls		←	F÷Mx 100	0.0						#	Expected	Visible Minorities			←	K x G ÷	z	67	onsulta	rs of Vi	ram Ac
4 <u>8,  </u>						0		0		12		#	d Difference				<b>←</b>	L-N	0		ınts Inc		chieven
						0		0		w		#	ce Employees	<u> </u>			<b>←</b>	Part 2: Flow Data Analysis	P		,,	Minorities	ment Table
						0		_		-		#		Г			<b>←</b>	Part 2: tta Flow Data is Analysis	Q			es	ble
						0		0		1 100.0		9%	Actual	Visib	Promotions	Flow D	←	Q+Px ata 100	R				
						0.0		0.0		0.0		#	Expected	Visible Minorities	ions	Flow Data Analysis	←	N P x F + 100	S				
	<b>9</b>					0		0		0		#	ed Difference			ilysis	<b>←</b>	100 Q-S	T				
	Comments					0		0		_		#	nce Employees	A	H		←	Part 2: Flow Data Analysis	U				
•	<b>'</b>					0		0		34		#	èes	Π			←	2: Part 2: Pata Flow Data sis Analysis	V				
						0	momm	0		5 1		9/0	Actual	Visi	Tei		←	2: V + U x Data 100	W				
						0.0		0.0		14.7		#	Expected	Visible Minorities	Terminations		←	<sup>J</sup> x UxF÷100	<b>X</b>				
						0		0		w		#	cted Difference	es	ns		←	- 100 V - X					
						0		0		2				Tur									
						0.0		0.0		24.6		36	Rate	Turnover				U ÷ ((DYear1 + DYear2) ÷ 2) x 100					

05 Supervisors

2017 2020 2017 2017 2020 2017 2020

28.6 28.6 0.0 0.0 0.0

84.2 0.0 0.0 0.0 0.0 0.0

0.0 21.9 0.0 0.0 0.0

0.0 130.5 0.0 0.0 0.0

400.0 0.0 0.0 0.0 0.0 0.0

22.1 21.9 0.0 0.0 0.0

129.3 130.5 0.0 0.0 0.0

Supervisors: Crafts & Trades

94

Semi-Professionals & Technicians

56 56

16 16

19

Goal %

										0 0											0	2017 2020	Skilled Crafts & Trades Workers	09 Skille Trade
										0	0 84.0 0 0.0	0 17.0 0 0.0	0.0		0.0	0.0	0.0	0	14.3		7	2017	Skilled Sales & Service Personnel	08 Skille Servi
										0 6	9 408.6 0 0.0	0 8.9	0 0.0		0.0	0.0	400.0		36.4	4 4	11 11	2017 2020	Administrative & Senior Clerical	07 Admi Senio
											71:	9,0	#	#	9/9	9/0	9/4	#	9/9	#:	#	#		
										4 of	Percent of Goal Met	f Goal	Percent of Goal Met	f Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Actual		Employees			(EEOG)
				ents	Comments							Visible Minorities	Visible			Visible Minorities	Visible		Visible Minorities	Visible	All	Year	Occupational Group	Occupati
											ls	Long-term Goals	Long-te		ls	Short-term Goals	Short-to		motions	Hires and Promotions	Hires	•	Employment Equity	Employs
										l				Goals	ြ				ants	w Entrants	New			
											←	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	←	<b>←</b>	<b>←</b>			
										***************************************	F ÷ M x 100	Part 3: Goals	E ÷ K x 100	0 Part 3: Goals	F + I x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	E+Dx 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis			Data sources:
0	0	0.0		0	0	0	0.0	0	0			0.0			0.0			0.0	0.0			2017	TIQUES WOLKERS	Tidue
,	)	>	>	>	,	<u> </u>	>														0	2014	Skilled Crafts &	09 Skille
0	0	0.0	0	w	0	0	0.0	0	0 0		ω	1 14.3	7				,,,,,,,,,,,		Ī		6	2017	Service Personnel	08 Servi
																					2	2014	Skilled Sales &	_
2	0	14.3	2	14	0	0	0.0	0	0	2		4 36.4	11		0 117.4		2	14.2	16.7	2	12	2014	Senior Clerical	07 Admi
#	#	96	#	#	#	11:	%	#	#	#	#	9%	#	#		#	#	%	٠	#	#	#		
rence	Expected Difference		Actual	Employees	Difference Er	Expected E		Actual	Em	d Difference	Expected	Actual		lt Employees	EE Result	Gap	Availability	Avai	Representation		Employees	Γ		(EEOG)
	orities	Visible Minorities		¥		inorities	Visible Minorities		All		Visible Minorities	Visible		<u> </u>			Visible Minorities	Visible		Γ	: <u>∆</u>		Occupational Group	Occupan
	tions	Terminations				s	Promotions	P,				Hires					се	Workforce				Year	Employment Equity	Employs
					is	Flow Data Analysis	w Data	Flo									nalysis	Workforce Analysis	Work					
<b>←</b>	<b>←</b>	<b>+</b>	<b>←</b>	<b>←</b>	<b>-</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>+</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>+</b>	<b>←</b>	<b>←</b>	<b>+</b>	<b>+</b>	<b>←</b>	<b>←</b>	<b>←</b>			
V - X	U x F + 100 V .	V÷Ux U,	Part 2: Flow Data Analysis	Part 2: Flow Data Fi Analysis /	Q-S F	P x F + 100	Q + P x   F	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L-Z	K x G ÷	L+K x 100	Part 2: a Flow Data Analysis	Part 2: Flow Data Analysis	E + H x 100	Е-Н	DxG +100	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	Part 1: Workforce Analysis			Data sources:
	X	W	V	U	Т	s	R	0	P	0	z	M	L	K	J	I	H	G	F	E	D	-C	В	A
											67	43067												
										nts Inc.	onsulta	roup C	ADGA Group Consultants Inc.	Al										
										Members of Visible Min	rs of Vi	Member	sults - N	Part 7: Results -	Par									
								le	ent Table	Federal Contractors Program Achievemen	ram Ac	rs Prog	ntractor	ral Co	Fede									

P Q R S Part 2: Part 2: Q + P x Flow Data Analysis Analysis Promotions  All Visible Minoriti  All Actual Expect	Part 2:   Pow Data   Px     Analysis   P   Px     Tow Data   Promotions     Promotions   Promotions     Px   Px     Px   Px     Px   Px     Px   Px
Part 7: Results - Members of Visible Minorities  ADGA Group Consultants Inc.	nbers of Visible Minorities  p Consultants Inc.
Q Q Part : Analys	Q   R   S   T   U
	T U Part 2: Pow Data Analysis  All Errence Employees

									Feder	al Cont	ractors	Progr	am Acl	iieveme	nt Tab	le									
									Part	7: Resi	ılts - M	embers	s of Vis	ible Mi	norities	S									
										AD	GA Gr	oup Co	nsultan	ts Inc.											
												4306	7												
A	В	С	D	Е	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y	Z
Data s	ources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	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
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	upational Group	Year	All		\	Vorkford Visible N				All		Hires Visible N	Vinorities		All	P	romotio Visible	ns dinorities		All			inations Minorities		Turnover
(EE	OG)		Employees	Represe	entation	Avail	ability	Gap	EE Result	Employees	Act		Expected	Difference	Employees	Ac		Expected	Difference		Act	ual	Expected	Difference	Rate
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13	Other Sales & Service Personnel	2014 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
	Other Manual	2014	0	0	0.0			0	0.0																
$\vdash$	Workers	2017 2014	329	0 29	0.0 8.8	0.0		29	0.0	0	0	0.0	0	0	0	0	0.0	0	(	0	0	0.0	0	0	0.0
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Data s	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F÷Mx 100	***************************************											
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(EE	upational Group OG)		All Employees	Act		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						Com	ments					
		#	#	#	%	#	%	%	%	#	Ħ	%	#												
	Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
$\vdash$	Other Manual	2020 2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
1 14 1	Workers	2020	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0												
Total	1	2017 2020	134 134	30 30		46 5	65.2 600.0	0.0	0.0	11 11	272.7 272.7	0.0	0.0												

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Analysis

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Analysis

Employment Equity	All	Growth (Nev	w Positions)	Turnover (Rep	olacement of	Anticipated						WOMEN					
Occupational Group	Employees			Terminated		Hires Over	Number	Turnover (Rep		Hires	3 Year		Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017/11/28	Annually	Over 3	Annually	Over 3	3 Years		Terminated E		Required	2017-2	2020	Availability			Representation	
			Years		Years			Annually	Over 3								in 3 Years
	#	%	#	%	#	#	#	%	Years #	#	#	%	%	#	#	%	%
Senior Managers	10	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%	]	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	#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades			(		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	100.0%	107.7%
Skilled Sales & Service Personnel	6	2.0%	(	2.0%	0	0	1	2.0%	0	0	2		28.7%		1	16.7%	50.0%
Skilled Crafts & Trades Workers			(		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	94.1%	94.4%
Intermediate Sales & Service Personnel			(		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers			(		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel			(		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Other Manual Workers			(	)	0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!

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Employment Equity	All	Growth (New	w Positions)	Turnover (Re	placement of	Anticipated					ABO	RIGINAL PEO	PLES				
Occupational Group	Employees			Terminated	Employees)	Hires Over	Number	Turnover (Re	olacement of	Hires	3 Year	Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017/11/28	Annually	Over 3	Annually	Over 3	3 Years		Terminated	Employees)	Required	2017-	2020	Availability			Representation	Representation
			Years		Years			Annually	Over 3 Years								in 3 Years
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers	10	0.0%	0	0.0%	0	0	(	0.0%	0	0	0		2.9%	(	0	0.0%	0.0%
Middle & Other Managers	12	2.0%	1	0.0%	0	1	0	0.0%	C	0	0		2.2%	(	0	0.0%	0.0%
Professionals	120	5.0%	18	4.0%	14	32	(	4.0%	C	) 1	0		1.1%	-1	-2	0.0%	0.0%
Semi-Professionals & Technicians	144	5.0%	22	4.0%	17	39	3	4.0%	C	-1	0		1,4%	]	1	2.1%	1.8%
Supervisors			0		0	0		0.0%	C	0	0				0	#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades			0		0	0		0.0%	C	0	0				0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	12	2.0%	1	2.0%	1	2	0	2.0%	C	0	0		0.0%	(	0	0.0%	0.0%
Skilled Sales & Service Personnel	6	2.0%	0	2.0%	0	0	0	2.0%	C	0	0		0.0%	(	0	0.0%	0.0%
Skilled Crafts & Trades Workers			0		0	0		0.0%	C	0	0				0	#DIV/0!	#DIV/0!
Clerical Personnel	17	2.0%	1	2.0%	1	2	(	2.0%	C	0	0		0.0%	(	0	0.0%	0.0%
Intermediate Sales & Service Personnel			0		0	0		0.0%	C	0	0				0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers			0		0	0		0.0%	C	0	0				0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel			0		0	0		0.0%	(	0	0				0	#DIV/0!	#DIV/0!
Other Manual Workers			0		0	0		0.0%	(	0	0				0	#DIV/0!	#DIV/0!

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	Data entry from	Date entry	BxCx3	Data entry	BxEx3	D + F	Data entry from	Equivalent	HxIx3	(D x N)	G x M	Data entry	Data entry from	Data entry from	(H - J + L)	H ÷ B	(H - J + L)

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Employment Equity	All	Growth (Ne	w Positions)	Turnover (Re	placement of	Anticipated					PERSON	S WITH DISA	BILITIES				
Occupational Group	Employees			Terminated	Employees)	Hires Over	Number	Turnover (Re	olacement of	Hires	3 Year	Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017/11/28	Annually	Over 3	Annually	Over 3	3 Years		Terminated	Employees)	Required	2017-2	020	Availability			Representation	Representation
			Years		Years			Annually	Over 3								in 3 Years
									Years								
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers			0	0.0%	0	0		0.0%	C	0	0				0	#DIV/0!	#DIV/0!
Middle & Other Managers	22	2.0%	1	0.0%	0	1	0	0.0%	C	1	0		4.3%	-1	-1	0.0%	0.0%
Professionals	120	5.0%	18	4.0%	14	32	3	4.0%	(	3	1		3,8%	-	-1	2.5%	2.9%
Semi-Professionals & Technicians	144	5.0%	22	4.0%	17	39	1	4.0%	C	7	1		4,6%	-(	-6	0.7%	1.2%
Supervisors	1	0.0%	0	0.0%	0	0	0	0.0%	C	0	0		13.9%	(	0	0.0%	0.0%
Supervisors: Crafts & Trades			0		0	0		0.0%	C	0	0				0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	12	2.0%	1	2.0%	1	2	0	2.0%	C	0	0		3.4%	(	0	0.0%	0.0%
Skilled Sales & Service Personnel	6	2.0%	0	2.0%	0	0	0	2.0%	C	0	0		3.5%	(	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	0.0%	0.0%
Intermediate Sales & Service Personnel			0		0	0		0.0%	C	0	0				0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers			0		0	0		0.0%	C	0	0				0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel			0		0	0		0.0%	(	0	0				0	#DIV/0!	#DIV/0!
Other Manual Workers			0		0	0		0.0%	(	0	0				0	#DIV/0!	#DIV/0!

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Employment Equity	All	Growth (Nev	v Positions)	Turnover (Rep	placement of	Anticipated					MEMBERS	OF VISIBLE I	MINORITIES				
Occupational Group	Employees			Terminated 1	Employees)	Hires Over	Number	Turnover (Rep	lacement of	Hires	3 Year	Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017/11/28	Annually	Over 3	Annually	Over 3	3 Years		Terminated I	imployees)	Required	2017-2	020	Availability			Representation	Representation
			Years		Years			Annually	Over 3	1 [							in 3 Years
									Years								
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers	10	0.0%	0	0.0%	0	0	0	0.0%	0	1	0		10.1%	-1	-1	0.0%	0.0%
Middle & Other Managers	12	2.0%	1	0.0%	0	1	1	0.0%	0	1	0		15.0%	-1	-l	8.3%	7.7%
Professionals	120	5.0%	18	4.0%	14	32	18	4.0%	2	24	5		29,3%	-17	-19	15.0%	15.2%
Semi-Professionals & Technicians	144	5.0%	22	4.0%	17	39	24	4.0%	3	16	6		21.9%	-8	-9	16.7%	16.3%
Supervisors			C		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	2.0%	0	0	0		14.2%	0	0	16.7%	15.4%
Skilled Sales & Service Personnel	6	2.0%	C	2.0%	0	0	1	2.0%	0	0	0		20.8%	0	0	16.7%	16.7%
Skilled Crafts & Trades Workers			C		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Clerical Personnel	17	2.0%	1	2.0%	1	2	3	2.0%	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			C		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel		İ	C		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Other Manual Workers			C		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!

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# **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 2015-12-17 Closed: 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:

- 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		G	oals		
E	imployment Equity Occupational Group	Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3 years)	(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		G	oals		
Employment Equity Occupational Group	Present	Short- term	Long- term	Representation	LMA
(EEOG)	Gap	(1 to 3	(3 years		
		years)	or		

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

# **Members of Visible Minorities**

	Workforce Analysis Results	Results		oals			
E	mployment Equity Occupational Group	Present	Short- term	Long- term (3 years	Representation	LMA	
	(EEOG)	Gap	Gap	(1 to 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	esults Go		oals		
Employment Fauity Occupational Crown		Drosont	Short- term	Long- term	Representation	LMA
[	nployment Equity Occupational Group (EEOG)	Present Gap	(1 to 3 years)	(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 four	ıd:
---------------------------------------	-----

 $\boxtimes$  in compliance  $\square$  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

# Emploi et Développement social Canada

# 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**

Z	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.
X	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
$\boxtimes$	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.
Ø	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.
$\boxtimes$	Put in place a strategy to ensure a barrier-free workplace.
	Undertook initiatives to increase representation where gaps in representation were found.
$\boxtimes$	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Op	erational Context
	use check the appropriate boxes and provide a brief overview of the events that have influenced your anization'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.
$\boxtimes$	Acquisitions, mergers or transfers of employees.



Emploi et Développement social Canada

# REASONABLE EFFORTS FOR THE SUBSEQUENT COMPLIANCE ASSESSMENT Federal Contractors Program

□ S	2 Acquisitions in early 2018. Significant layoffs (include the number of employees affected and the occupational groups of those employees).
_ □ s	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.

Signature

Date: September 17, 2018

Workplace Equity Division | Federal Programs Directorate
Compliance, Operations and Program Development | Labour Program

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 <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish 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@hrsdc-rhdcc.gc.ca



Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT) en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindrel 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 <a href="mailto:rboyce@adga.ca">rboyce@adga.ca</a>

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 updated 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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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 <u>required measures are mandatory</u> 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

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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