



OFFICIAL USE ONLY
Agreement N°:

### Agreement to Implement Employment Equity

(All sections must be completed)

New Agreement

Revised Agreement

ORGANIZATION	
Legal Name of Organization <i>ONTARIO DRIVE AND GEAR LTD</i>	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	(Permanent Full-Time and Part-Time) <i>248</i>
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: <a href="http://www.statcan.gc.ca/subjects/supets/standard/norme/naics-sctan/2007/isl-iste-eng.htm">http://www.statcan.gc.ca/subjects/supets/standard/norme/naics-sctan/2007/isl-iste-eng.htm</a> <i>336990 1533619</i>	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) <i>220 BERGHEE COURT</i>	City <i>NEW HAMBURG</i>	Province <i>ON</i>	Postal Code <i>N3A 2J5</i>
Telephone Number <i>519-662-2840</i>			

EMPLOYMENT EQUITY CONTACT			
Name (print) <i>CAROL COUREN</i>	Title <i>HR MANAGER</i>		Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French
Telephone Number <i>519-662-2840 x216</i>	E-mail Address <i>CAROL.COUREN@ODG.COM</i>		

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

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) <i>JOERG STIERER</i>	Title <i>CHAIRMAN OF THE BOARD</i>
Telephone Number <i>519-662-2840 ext.</i>	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French
Signature <i>[Redacted]</i>	<i>2015-02-07</i>

**Privacy Notice:**  
The information you provide on this form is used in accordance with section 42 of the *Employment Equity Act* to determine your eligibility for the Federal Contractors Program (FCP).

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

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

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

RETURN INSTRUCTIONS	
<b>IMPORTANT</b>	
<ul style="list-style-type: none"> <li>• The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: <a href="mailto:ee-eme@hrsdc-rhdcc.gc.ca">ee-eme@hrsdc-rhdcc.gc.ca</a>.</li> </ul>	

**FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA**  
 Reporting Period 2016-06-10 to 2018-10-31

**GEOGRAPHICAL AREAS**

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	315	0	0	315	Kitchener - Cambridge - Waterloo	315	0	0	315
<b>Total Employees in Canada</b>				<b>315</b>	<b>Total Employees in Canada</b>				<b>315</b>

**Ontario Drive and Gear Limited (certificate # 10000186)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-06-10 to 2018-10-31**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7	6	1									
	<b>Total</b>	7	6	1									
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	28	22	6	1	1					3	1	2
	<b>Total</b>	28	22	6	1	1					3	1	2
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	20	16	4							2	1	1
	<b>Total</b>	20	16	4							2	1	1
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	13	13								1	1	
	<b>Total</b>	13	13								1	1	

**Ontario Drive and Gear Limited (certificate # 10000186)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-06-10 to 2018-10-31**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Supervisors</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	8	6	2	1	1							
	<b>Total</b>	8	6	2	1	1							
<b>Supervisors: Crafts and Trades</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	17	16	1							1	1	
	<b>Total</b>	17	16	1							1	1	
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	17	9	8				2	1	1	2	1	1
	<b>Total</b>	17	9	8				2	1	1	2	1	1
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	2	1									
	<b>Total</b>	3	2	1									

**Ontario Drive and Gear Limited (certificate # 10000186)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-06-10 to 2018-10-31**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Skilled Crafts and Trades Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	82	76	6	2	2		1	1		26	26	
	<b>Total</b>	82	76	6	2	2		1	1		26	26	
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	26	11	15	1	1					2	1	1
	<b>Total</b>	26	11	15	1	1					2	1	1
<b>Intermediate Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	10	3	7	1	1		2	2				
	<b>Total</b>	10	3	7	1	1		2	2				
<b>Semi-Skilled Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	79	69	10	6	6		4	3	1	15	14	1
	<b>Total</b>	79	69	10	6	6		4	3	1	15	14	1

**Ontario Drive and Gear Limited (certificate # 10000186)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-06-10 to 2018-10-31**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Other Sales and Service Personnel</b>  <b>Top Range: Under \$5,000</b>  <b>Bottom Range: Under \$5,000</b>	4												
	3												
	2												
	1	4	3	1									
	<b>Total</b>	4	3	1									
<b>Other Manual Workers</b>  <b>Top Range: Under \$5,000</b>  <b>Bottom Range: Under \$5,000</b>	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Total Number of Employees</b>		<b>315</b>	<b>253</b>	<b>62</b>	<b>12</b>	<b>12</b>		<b>9</b>	<b>7</b>	<b>2</b>	<b>52</b>	<b>46</b>	<b>6</b>

**Ontario Drive and Gear Limited (certificate # 10000186)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / National**  
**Reporting Period 2016-06-10 to 2018-10-31**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$15,000</b>	315	253	62	12	12		9	7	2	52	46	6
<b>Total Number of Employees</b>	315	253	62	12	12		9	7	2	52	46	6

**Ontario Drive and Gear Limited (certificate # 10000186)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / National**  
**Reporting Period 2016-06-10 to 2018-10-31**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	3	2	1									
Middle and Other Managers	10	7	3	1	1					1		1
Professionals	14	10	4							4	2	2
Semi-Professionals and Technicians	3	3								1	1	
Supervisors	4	2	2	1	1							
Supervisors: Crafts and Trades	7	6	1							1	1	
Administrative and Senior Clerical Personnel	11	5	6				1		1	3	2	1
Skilled Sales and Service Personnel	2	2										
Skilled Crafts and Trades Workers	33	28	5	2	2					15	15	
Clerical Personnel	12	5	7							1	1	
Intermediate Sales and Service Personnel	2		2									
Semi-Skilled Manual Workers	16	9	7	2	2					2	2	
<b>Total Number of Employees Hired</b>	<b>117</b>	<b>79</b>	<b>38</b>	<b>6</b>	<b>6</b>		<b>1</b>		<b>1</b>	<b>28</b>	<b>24</b>	<b>4</b>



**Ontario Drive and Gear Limited (certificate # 10000186)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / National**  
**Reporting Period 2016-06-10 to 2018-10-31**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	2	2										
Supervisors	1		1									
Administrative and Senior Clerical Personnel	1		1									
Skilled Crafts and Trades Workers	1	1										
Intermediate Sales and Service Personnel	1		1									
Semi-Skilled Manual Workers	1		1									
<b>Total Number of Employees Promoted</b>	<b>7</b>	<b>3</b>	<b>4</b>									
<b>Total Number of Promotions</b>	<b>7</b>	<b>3</b>	<b>4</b>									

**Ontario Drive and Gear Limited (certificate # 10000186)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / National**  
**Reporting Period 2016-06-10 to 2018-10-31**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	13	11	2									
Professionals	7	5	2							4	2	2
Semi-Professionals and Technicians	2	2										
Supervisors	1	1										
Administrative and Senior Clerical Personnel	2	2								1	1	
Skilled Crafts and Trades Workers	6	5	1							2	1	1
Clerical Personnel	8	5	3									
Semi-Skilled Manual Workers	4	3	1									
<b>Total Number of Employees Terminated</b>	<b>43</b>	<b>34</b>	<b>9</b>							<b>7</b>	<b>4</b>	<b>3</b>

## Workforce Analysis - Summary Report

Date: 2018-12-12

### Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	7	1	14.3 %	27.4 %	2	1
02 : Middle and Other Managers	28	6	21.4 %	38.9 %	11	5
03 : Professionals	20	4	20.0 %	19.3 %	4	0
04 : Semi-Professionals and Technicians	13	0	0.0 %	17.7 %	2	3
05 : Supervisors	8	2	25.0 %	54.2 %	4	2
06 : Supervisors: Crafts and Trades	17	1	5.9 %	9.3 %	2	1
07 : Administrative and Senior Clerical Personnel	17	8	47.1 %	83.0 %	14	6
08 : Skilled Sales and Service Personnel	3	1	33.3 %	48.6 %	1	0
09 : Skilled Crafts and Trades Workers	81	6	7.4 %	4.2 %	3	3
10 : Clerical Personnel	26	15	57.7 %	67.9 %	18	3
11 : Intermediate Sales and Service Personnel	10	7	70.0 %	69.4 %	7	0
12 : Semi-Skilled Manual Workers	79	10	12.7 %	23.0 %	18	8
13 : Other Sales and Service Personnel	4	1	25.0 %	58.0 %	2	1
14 : Other Manual Workers	1	0	0.0 %	30.2 %	0	0
<b>Total</b>	<b>314</b>	<b>62</b>	<b>19.8 %</b>	<b>28.4 %</b>	<b>88</b>	<b>26</b>

Total may not equal sum of components due to rounding.

## Workforce Analysis - Summary Report

Date: 2018-12-12

### Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	7	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	28	1	3.6 %	2.2 %	1	0
03 : Professionals	20	0	0.0 %	0.9 %	0	0
04 : Semi-Professionals and Technicians	13	0	0.0 %	1.5 %	0	0
05 : Supervisors	8	1	12.5 %	1.0 %	0	1
06 : Supervisors: Crafts and Trades	17	0	0.0 %	2.4 %	0	0
07 : Administrative and Senior Clerical Personnel	17	0	0.0 %	1.6 %	0	0
08 : Skilled Sales and Service Personnel	3	0	0.0 %	1.3 %	0	0
09 : Skilled Crafts and Trades Workers	81	2	2.5 %	2.7 %	2	0
10 : Clerical Personnel	26	1	3.8 %	0.9 %	0	1
11 : Intermediate Sales and Service Personnel	10	1	10.0 %	1.5 %	0	1
12 : Semi-Skilled Manual Workers	79	6	7.6 %	1.2 %	1	5
13 : Other Sales and Service Personnel	4	0	0.0 %	2.3 %	0	0
14 : Other Manual Workers	1	0	0.0 %	1.8 %	0	0
<b>Total</b>	<b>314</b>	<b>12</b>	<b>3.8 %</b>	<b>1.8 %</b>	<b>4</b>	<b>8</b>

Total may not equal sum of components due to rounding.

## Workforce Analysis - Summary Report

Date: 2018-12-12

### Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	7	0	0.0 %	10.1 %	1	3
02 : Middle and Other Managers	28	3	10.7 %	15.0 %	4	3
03 : Professionals	20	2	10.0 %	29.2 %	6	4
04 : Semi-Professionals and Technicians	13	1	7.7 %	26.7 %	3	2
05 : Supervisors	8	0	0.0 %	12.0 %	1	3
06 : Supervisors: Crafts and Trades	17	1	5.9 %	15.5 %	3	2
07 : Administrative and Senior Clerical Personnel	17	2	11.8 %	9.5 %	2	0
08 : Skilled Sales and Service Personnel	3	0	0.0 %	25.1 %	1	3
09 : Skilled Crafts and Trades Workers	81	25	30.9 %	21.6 %	17	8
10 : Clerical Personnel	26	2	7.7 %	11.5 %	3	3
11 : Intermediate Sales and Service Personnel	10	0	0.0 %	13.8 %	1	3
12 : Semi-Skilled Manual Workers	79	15	19.0 %	18.5 %	15	0
13 : Other Sales and Service Personnel	4	0	0.0 %	16.9 %	1	3
14 : Other Manual Workers	1	0	0.0 %	17.4 %	0	0
<b>Total</b>	<b>314</b>	<b>51</b>	<b>16.3 %</b>	<b>18.3 %</b>	<b>58</b>	<b>7</b>

Total may not equal sum of components due to rounding.

## Workforce Analysis - Summary Report

Date: 2018-12-12

### Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	35	0	0.0 %	4.3 %	2	2
03 : Professionals	20	0	0.0 %	3.8 %	1	1
04 : Semi-Professionals and Technicians	13	0	0.0 %	4.6 %	1	1
05 : Supervisors	8	0	0.0 %	13.9 %	1	1
06 : Supervisors: Crafts and Trades	17	0	0.0 %	7.8 %	1	1
07 : Administrative and Senior Clerical Personnel	17	2	11.8 %	3.4 %	1	1
08 : Skilled Sales and Service Personnel	3	0	0.0 %	3.5 %	0	0
09 : Skilled Crafts and Trades Workers	81	1	1.2 %	3.8 %	3	2
10 : Clerical Personnel	26	0	0.0 %	7.0 %	2	2
11 : Intermediate Sales and Service Personnel	10	2	20.0 %	5.6 %	1	1
12 : Semi-Skilled Manual Workers	79	4	5.1 %	4.8 %	4	0
13 : Other Sales and Service Personnel	4	0	0.0 %	6.3 %	0	0
14 : Other Manual Workers	1	0	0.0 %	5.3 %	0	0
<b>Total</b>	<b>314</b>	<b>9</b>	<b>2.9 %</b>	<b>4.9 %</b>	<b>17</b>	<b>8</b>

Total may not equal sum of components due to rounding.

## Workforce Analysis - Summary Report

Date: 2018-12-12

### WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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

## Workforce Analysis - Summary Report

Date: 2018-12-12

### WFA Defaults - Persons with Disabilities

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



**Federal Contractors Program Achievement Report**

**Part I: Workforce Analysis**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	10

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	08	31

**Table 1: Women**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees		
		Women		Availability*
		#	Representation	
01	Senior Managers	3	0	27.40
02	Middle & Other Managers	32	6	38.90
03	Professionals	14	2	19.80
04	Semi-Professionals & Technicians	11	0	16.50
05	Supervisors	5	0	54.20
06	Supervisors: Crafts & Trades	11	0	7.90
07	Administrative & Senior Clerical Personnel	7	2	83.00
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	48	1	4.20
10	Clerical Personnel	19	9	67.90
11	Intermediate Sales & Service Personnel	8	5	69.40
12	Semi-Skilled Manual Workers	68	4	23.00
13	Other Sales & Service Personnel	3	1	58.00
14	Other Manual Workers	1	0	30.20
<b>Total</b>		<b>230</b>	<b>30</b>	<b>28.4</b>

**Table 5: Women**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees		
		Women		Availability*
		#	Representation	
		7	1	27.40
		28	6	38.90
		20	4	19.30
		13	0	17.70
		8	2	54.20
		17	1	9.30
		17	8	83.00
		3	1	48.60
		82	6	4.20
		26	15	67.90
		10	7	69.40
		79	10	23.00
		4	1	58.00
		1	0	30.20
<b>Total</b>		<b>315</b>	<b>62</b>	<b>28.3</b>

\* Source:  
2011 National Household Survey

\* Source:  
2011 National Household Survey

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	10

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	08	31

**Table 2: Aboriginal Peoples**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	3	0	2.90
02	Middle & Other Managers	32	0	2.20
03	Professionals	14	0	0.90
04	Semi-Professionals & Technicians	11	0	1.50
05	Supervisors	5	0	1.00
06	Supervisors: Crafts & Trades	11	1	2.40
07	Administrative & Senior Clerical Personnel	7	0	1.60
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	48	0	2.70
10	Clerical Personnel	19	1	0.90
11	Intermediate Sales & Service Personnel	8	1	1.50
12	Semi-Skilled Manual Workers	68	3	1.20
13	Other Sales & Service Personnel	3	0	2.30
14	Other Manual Workers	1	0	1.80
<b>Total</b>		<b>230</b>	<b>6</b>	<b>1.7</b>

\* Source:

2011 National Household Survey

**Table 6: Aboriginal Peoples**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
		7	0	2.90
		28	1	2.20
		20	0	0.90
		13	0	1.50
		8	1	1.00
		17	0	2.40
		17	0	1.60
		3	0	1.30
		82	2	2.70
		26	1	0.90
		10	1	1.50
		79	6	1.20
		4	0	2.30
		1	0	1.80
<b>Total</b>		<b>315</b>	<b>12</b>	<b>1.8</b>

\* Source:

2011 National Household Survey

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Ontario Drive and Gear Ltd.**

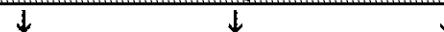
**[Date: 2018-01-18]**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	10

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	08	31

**Table 3: Members of Visible Minorities**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
#	#	%		
01	Senior Managers	3	0	10.10
02	Middle & Other Managers	32	3	15.00
03	Professionals	14	3	28.60
04	Semi-Professionals & Technicians	11	0	27.00
05	Supervisors	5	0	12.00
06	Supervisors: Crafts & Trades	11	0	14.60
07	Administrative & Senior Clerical Personnel	7	0	9.50
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	48	10	21.60
10	Clerical Personnel	19	1	11.50
11	Intermediate Sales & Service Personnel	8	0	13.80
12	Semi-Skilled Manual Workers	68	13	18.50
13	Other Sales & Service Personnel	3	0	16.90
14	Other Manual Workers	1	0	17.40
<b>Total</b>		<b>230</b>	<b>30</b>	<b>18.2</b>

**Table 7: Members of Visible Minorities**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		Subsequent/Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
#	#	%		
		7	0	10.10
		28	3	15.00
		20	2	29.20
		13	1	26.70
		8	0	12.00
		17	1	15.50
		17	2	9.50
		3	0	25.10
		82	26	21.70
		26	2	11.50
		10	0	13.80
		79	15	18.50
		4	0	16.90
		1	0	17.40
<b>Total</b>		<b>315</b>	<b>52</b>	<b>18.4</b>

\* Source:  
2011 National Household Survey

\* Source:  
2011 National Household Survey

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	10

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	08	31

**Table 4: Persons with Disabilities**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
01/02	Managers	35	0	4.30
03	Professionals	14	0	3.80
04	Semi-Professionals & Technicians	11	0	4.60
05	Supervisors	5	0	13.90
06	Supervisors: Crafts & Trades	11	0	7.80
07	Administrative & Senior Clerical Personnel	7	1	3.40
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	48	0	3.80
10	Clerical Personnel	19	0	7.00
11	Intermediate Sales & Service Personnel	8	2	5.60
12	Semi-Skilled Manual Workers	68	5	4.80
13	Other Sales & Service Personnel	3	0	6.30
14	Other Manual Workers	1	0	5.30
<b>Total</b>		<b>230</b>	<b>8</b>	<b>5.0</b>

**Table 8: Persons with Disabilities**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
		35	0	4.30
		20	0	3.80
		13	0	4.60
		8	0	13.90
		17	0	7.80
		17	2	3.40
		3	0	3.50
		82	1	3.80
		26	0	7.00
		10	2	5.60
		79	4	4.80
		4	0	6.30
		1	0	5.30
<b>Total</b>		<b>315</b>	<b>9</b>	<b>4.9</b>

**\* Source:**

2012 Canadian Survey on Disability

**\* Source:**

2012 Canadian Survey on Disability

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

Start Date of Flow Data		
YYYY	MM	DD
2016	06	10

End Date of Flow Data		
YYYY	MM	DD
2018	08	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Employment Equity Occupational Group (EEOG)**

	Table 1: Women			
	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	3	1	0	0
02 Middle & Other Managers	10	3	0	0
03 Professionals	14	4	0	0
04 Semi-Professionals & Technicians	3	0	0	0
05 Supervisors	4	2	0	0
06 Supervisors: Crafts & Trades	7	1	0	0
07 Administrative & Senior Clerical Personnel	11	6	0	0
08 Skilled Sales & Service Personnel	2	0	0	0
09 Skilled Crafts & Trades Workers	33	5	0	0
10 Clerical Personnel	12	7	0	0
11 Intermediate Sales & Service Personnel	2	2	0	0
12 Semi-Skilled Manual Workers	16	7	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>117</b>	<b>38</b>	<b>0</b>	<b>0</b>

	Table 5: Women			
	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	2	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	1	1	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	1	0	0
08 Skilled Sales & Service Personnel	1	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	1	1	0	0
12 Semi-Skilled Manual Workers	1	1	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>7</b>	<b>4</b>	<b>0</b>	<b>0</b>

	Table 9: Women			
	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	13	2	0	0
03 Professionals	7	2	0	0
04 Semi-Professionals & Technicians	2	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	2	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	6	1	0	0
10 Clerical Personnel	8	3	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	4	1	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>43</b>	<b>9</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

Start Date of Flow Data		
YYYY	MM	DD
2016	06	10

End Date of Flow Data		
YYYY	MM	DD
2018	08	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	3	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	10	1	0	0	0	0	0	0	13	0	0	0
03 Professionals	14	0	0	0	2	0	0	0	7	0	0	0
04 Semi-Professionals & Technicians	3	0	0	0	0	0	0	0	2	0	0	0
05 Supervisors	4	1	0	0	1	0	0	0	1	0	0	0
06 Supervisors: Crafts & Trades	7	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	11	0	0	0	1	0	0	0	2	0	0	0
08 Skilled Sales & Service Personnel	2	0	0	0	1	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	33	2	0	0	0	0	0	0	6	0	0	0
10 Clerical Personnel	12	0	0	0	0	0	0	0	8	0	0	0
11 Intermediate Sales & Service Personnel	2	0	0	0	1	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	16	2	0	0	1	0	0	0	4	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>117</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

Start Date of Flow Data		
YYYY	MM	DD
2016	06	10

End Date of Flow Data		
YYYY	MM	DD
2018	08	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 3: Persons with Disabilities**

**Table 7: Persons with Disabilities**

**Table 11: Persons with Disabilities**

**Employment Equity Occupational Group (EEOG)**

Full-time / National		Part-time / National	
All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
#	#	#	#

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#

01 Senior Managers	3	0	0	0
02 Middle & Other Managers	10	0	0	0
03 Professionals	14	0	0	0
04 Semi-Professionals & Technicians	3	0	0	0
05 Supervisors	4	0	0	0
06 Supervisors: Crafts & Trades	7	0	0	0
07 Administrative & Senior Clerical Personnel	11	1	0	0
08 Skilled Sales & Service Personnel	2	0	0	0
09 Skilled Crafts & Trades Workers	33	0	0	0
10 Clerical Personnel	12	0	0	0
11 Intermediate Sales & Service Personnel	2	0	0	0
12 Semi-Skilled Manual Workers	16	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>117</b>	<b>1</b>	<b>0</b>	<b>0</b>

	0	0	0	0
	0	0	0	0
	2	0	0	0
	0	0	0	0
	1	0	0	0
	0	0	0	0
	1	0	0	0
	1	0	0	0
	0	0	0	0
	0	0	0	0
	1	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>

	0	0	0	0
	13	0	0	0
	7	0	0	0
	2	0	0	0
	1	0	0	0
	0	0	0	0
	2	0	0	0
	0	0	0	0
	6	0	0	0
	8	0	0	0
	0	0	0	0
	4	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

Start Date of Flow Data		
YYYY	MM	DD
2016	06	10

End Date of Flow Data		
YYYY	MM	DD
2018	08	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	3	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	10	1	0	0	0	0	0	0	13	0	0	0
03 Professionals	14	4	0	0	2	0	0	0	7	4	0	0
04 Semi-Professionals & Technicians	3	1	0	0	0	0	0	0	2	0	0	0
05 Supervisors	4	0	0	0	1	0	0	0	1	0	0	0
06 Supervisors: Crafts & Trades	7	1	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	11	3	0	0	1	0	0	0	2	1	0	0
08 Skilled Sales & Service Personnel	2	0	0	0	1	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	33	15	0	0	0	0	0	0	6	2	0	0
10 Clerical Personnel	12	1	0	0	0	0	0	0	8	0	0	0
11 Intermediate Sales & Service Personnel	2	0	0	0	1	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	16	2	0	0	1	0	0	0	4	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>117</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43</b>	<b>7</b>	<b>0</b>	<b>0</b>



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Ontario Drive and Gear Ltd.**

[Date: 2018-01-18]

**Data for First/Previous Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>1</sup>	Data Entry: C x E x J	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Data Entry: C x H x J	F + I	From Workforce Analysis	Equivalent to H	K x L x J	(F x Q) - (R + M)	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) ÷ (C + F)			

**Table 1: Women**

Employment Equity Occupational Group (EEOG)	All Employees										Women											
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Attrition (Over 1 Year)	Number		Turnover (Replacement of Terminated Employees)			Attrition (Over 1 Year)	5 Year Goals		Annual Availability	Present Cap	Engaged Emp.	Percent Representation	Projected Representation in 3 Years
	2015-06-30	Actual	Projected	Annually	Over 1 Year	Annually	Over 1 Year	2016-06-30		Annually	Over 1 Year	2016	2019									
	#	%	%	#	%	%	#	#	%	%	#	%										
	01 Senior Managers	3	32.0%			0	0.0%		0	0	0	0.0%			1	0	27.4%	-1	-1	0.0%	0.0%	
02 Middle & Other Managers	32	-4.4%			0	43.3%		0	6	0	0.0%			6	0	38.9%	-6	-6	18.8%	18.8%		
03 Professionals	14	12.6%			0	41.2%		0	2	0	0.0%			1	0	19.8%	-1	-1	14.3%	14.3%		
04 Semi-Professionals & Tech	11	5.7%			0	16.7%		0	0	0	0.0%			2	0	16.5%	-2	-2	0.0%	0.0%		
05 Supervisors	5	17.0%			0	15.4%		0	0	0	0.0%			2	0	54.2%	-3	-3	0.0%	0.0%		
06 Supervisors, Crafts & Trades	11	15.6%			0	0.0%		0	0	0	0.0%			1	0	7.9%	-1	-1	0.0%	0.0%		
07 Administrative & Sr Clerical	7	34.4%			0	16.7%		0	2	0	0.0%			4	0	83.0%	-4	-4	28.6%	28.6%		
08 Skilled Sales & Service	0	0.0%			0	0.0%		0	0	0	0.0%			0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	48	19.5%			0	9.2%		0	1	0	0.0%			1	0	4.2%	-1	-1	2.1%	2.1%		
10 Clerical Personnel	19	11.0%			0	35.6%		0	9	0	0.0%			4	0	67.9%	-4	-4	47.4%	47.4%		
11 Intermediate Sales & Service	8	7.7%			0	0.0%		0	5	0	0.0%			1	0	69.4%	-1	-1	62.5%	62.5%		
12 Semi-Skilled Manual	68	5.1%			0	5.4%		0	4	0	0.0%			12	0	23.0%	-12	-12	5.9%	5.9%		
13 Other Sales & Service	3	10.1%			0	0.0%		0	1	0	0.0%			1	0	58.0%	-1	-1	33.3%	33.3%		
14 Other Manual Workers	1	0.0%			0	0.0%		0	0	0	0.0%			0	0	30.2%	0	0	0.0%	0.0%		
<b>Total</b>	<b>230</b>	<b>11.1%</b>			<b>0</b>	<b>15.8%</b>		<b>0</b>	<b>0</b>	<b>50</b>	<b>0.0%</b>			<b>35</b>	<b>0</b>	<b>28.4%</b>	<b>-35</b>	<b>-35</b>	<b>13.0%</b>	<b>13.0%</b>		

<sup>1</sup> Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>10</sup> - 1) x 100.

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

**Table 2: Women**

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	3	0.0	3	0.0	
02 Middle & Other Managers	0	0.0	3	0.0	
03 Professionals	1	0.0	1	0.0	
04 Semi-Professionals & Tech	2	0.0	2	0.0	
05 Supervisors	1	0.0	1	0.0	
06 Supervisors, Crafts & Trades	1	0.0	1	0.0	
07 Administrative & Sr Clerical	3	0.0	3	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	1	0.0	1	0.0	
10 Clerical Personnel	1	0.0	1	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	1	0.0	1	0.0	
13 Other Sales & Service	0	0.0	3	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>	<b>10</b>		<b>14</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Ontario Drive and Gear Ltd.**

[Date: 2018-01-18]

**Data for First/Previous Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>1</sup>	Data Entry: C x E x J	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Data Entry: C x H x J	F + I	From Workforce Analysis	Equivalent to H	K x L x J	(F x Q) - (R + M)	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) ÷ (C + F)			

**Table 3: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	All Employees										Aboriginal Peoples												
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Attrition (Loss Over 3 Years)	Number		Turnover (Replacement of Terminated Employees)			Attrition (Loss Over 3 Years)	5 Year Goals		Annual Availability	Percent Cap	Engaged Emp.	Percent Representation	Projected Representation in 3 Years	
	2013-06-30	2016-06-30	Actual	Projected	Actual	Projected	Actual	Projected		2016-06-30	2019-06-30	Actual	Projected	Actual		Projected	2016						2019
	#	%	%	#	%	%	#	%	#	%	#	%	#	%	%	%	#	%					
	01 Senior Managers	3	32.6%			0	0.0%			0	0	0.0%			0	0	0	0	2.9%	0	0	0	0.0%
02 Middle & Other Managers	32	-4.4%			0	43.3%			0	0	0.0%			1	0			2.7%	-1	-1	0	0.0%	0.0%
03 Professionals	14	12.6%			0	41.2%			0	0	0.0%			0	0			0.9%	0	0	0	0.0%	0.0%
04 Semi-Professionals & Tech	11	5.7%			0	16.7%			0	0	0.0%			0	0			1.5%	0	0	0	0.0%	0.0%
05 Supervisors	5	17.0%			0	15.4%			0	0	0.0%			0	0			1.0%	0	0	0	0.0%	0.0%
06 Supervisors, Crafts & Trades	11	15.6%			0	0.0%			0	1	0.0%			-1	0			2.4%	1	1	1	9.1%	9.1%
07 Administrative & Sr Clerical	7	34.4%			0	16.7%			0	0	0.0%			0	0			1.6%	0	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%			0	0.0%			0	0	0.0%			0	0			0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	48	19.5%			0	9.2%			0	0	0.0%			1	0			2.7%	-1	-1	0	0.0%	0.0%
10 Clerical Personnel	19	11.0%			0	35.6%			0	1	0.0%			-1	0			0.9%	1	1	1	5.3%	5.3%
11 Intermediate Sales & Service	8	7.7%			0	0.0%			0	1	0.0%			-1	0			1.5%	1	1	1	12.5%	12.5%
12 Semi-Skilled Manual	68	5.1%			0	5.4%			0	3	0.0%			-2	0			1.2%	2	2	2	4.4%	4.4%
13 Other Sales & Service	3	10.1%			0	0.0%			0	0	0.0%			0	0			2.3%	0	0	0	0.0%	0.0%
14 Other Manual Workers	1	0.0%			0	0.0%			0	0	0.0%			0	0			1.8%	0	0	0	0.0%	0.0%
<b>Total</b>	<b>230</b>	<b>11.1%</b>			<b>0</b>	<b>15.8%</b>			<b>0</b>	<b>6</b>	<b>0.0%</b>			<b>-2</b>	<b>0</b>			<b>1.7%</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2.6%</b>	<b>2.6%</b>

<sup>1</sup> Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

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

**Table 4: Aboriginal Peoples**

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Ontario Drive and Gear Ltd.**

[Date: 2018-01-18]

**Data for First/Previous Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>1</sup>	Data Entry	C x E x J	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Data Entry	C x H x J	F + I	From Workforce Analysis	Equivalent to H	K x L x J	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)	

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	All Employees										Persons with Disabilities											
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Allocated Over 3 Years	Number		Turnover (Replacement of Terminated Employees)			Hours Required Over 3 Years	5 Year Goals		Annual Availability	Percent Cap	Engaged Emp.	Percent Representation	Projected Representation in 3 Years
	2015-06-30	2016-06-30	Actual	Projected	Actual	Projected	Actual	Projected		2016-06-30	Annually	Over 3 Years	Annually	Over 3 Years		2016	2019					
	#	%	%	#	%	%	#	%	#	%	#	%	#	%	%	%						
	01/02 Managers	35	14.1%			0	21.7%			0	0	0.0%	0	0	2	0	4.3%	-2	-2	0.0%	0.0%	
03 Professionals	14	12.6%			0	41.7%			0	0	0.0%	0	1	0	1.8%	-1	-1	0.0%	0.0%			
04 Semi-Professionals & Tech	11	5.7%			0	16.7%			0	0	0.0%	0	1	0	3.6%	-1	-1	0.0%	0.0%			
05 Supervisors	5	17.0%			0	13.4%			0	0	0.0%	0	1	0	13.9%	-1	-1	0.0%	0.0%			
06 Supervisors: Crafts & Trades	11	15.6%			0	0.0%			0	0	0.0%	0	1	0	7.8%	-1	-1	0.0%	0.0%			
07 Administrative & Sr Clerical	7	34.2%			0	16.7%			0	1	0.0%	0	-1	0	3.4%	1	1	14.3%	14.3%			
08 Skilled Sales & Service	0	0.0%			0	0.0%			0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
09 Skilled Crafts & Trades	48	19.5%			0	9.2%			0	0	0.0%	0	2	0	3.8%	-2	-2	0.0%	0.0%			
10 Clerical Personnel	19	11.0%			0	35.6%			0	0	0.0%	0	1	0	7.0%	-1	-1	0.0%	0.0%			
11 Intermediate Sales & Service	8	7.7%			0	0.0%			0	2	0.0%	0	-2	0	5.6%	2	2	25.0%	25.0%			
12 Semi-Skilled Manual	68	5.1%			0	3.4%			0	5	0.0%	0	-2	0	4.8%	2	2	7.4%	7.4%			
13 Other Sales & Service	3	10.1%			0	0.0%			0	0	0.0%	0	0	0	6.3%	0	0	0.0%	0.0%			
14 Other Manual Workers	1	0.0%			0	0.0%			0	0	0.0%	0	0	0	5.2%	0	0	0.0%	0.0%			
<b>Total</b>	<b>230</b>	<b>11.4%</b>			<b>0</b>	<b>15.8%</b>			<b>0</b>	<b>8</b>	<b>0.0%</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>5.0%</b>	<b>-4</b>	<b>-4</b>	<b>3.5%</b>	<b>3.5%</b>			

<sup>1</sup> Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>1/2</sup> - 1) x 100.

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

**Table 6: Persons with Disabilities**

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Ontario Drive and Gear Ltd.**

[Date: 2018-01-18]

**Data for First/Previous Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U		
Data sources:		From Workforce Analysis	From Workforce Analysis <sup>1</sup>	Data Entry: C x E x J		From Flow Data Analysis & Workforce Analysis <sup>2</sup>		Data Entry: C x H x J		F + I		From Workforce Analysis	Equivalent to H	K x L x J	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	All Employees										Members of Visible Minorities									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Attritioned Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Annual Availability	Present Cap	Engaged Cap	Present Representation	Projected Representation in 3 Years	
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			2016-06-10	Annually		Over 3 Years	2016						2019
	2016-06-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-06-10	Annually	Over 3 Years	2016	2019	%	#	#	%	%			
	#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	#	%	%		
01 Senior Managers	3	32.6%			0	0.0%	0	0	0	0.0%	0	0	0	10.1%	0	0	0	0.0%	0.0%	
02 Middle & Other Managers	32	-4.4%			0	43.3%	0	0	3	0.0%	0	2	0	15.0%	-2	-2	9.4%	9.4%		
03 Professionals	14	12.6%			0	41.2%	0	0	3	0.0%	0	1	0	28.6%	-1	-1	21.4%	21.4%		
04 Semi-Professionals & Tech	11	5.7%			0	16.7%	0	0	0	0.0%	0	3	0	27.0%	-3	-3	0.0%	0.0%		
05 Supervisors	5	17.0%			0	15.4%	0	0	0	0.0%	0	1	0	12.0%	-1	-1	0.0%	0.0%		
06 Supervisors, Crafts & Trades	11	15.6%			0	0.0%	0	0	0	0.0%	0	2	0	14.6%	-2	-2	0.0%	0.0%		
07 Administrative & Sr Clerical	7	34.4%			0	16.7%	0	0	0	0.0%	0	1	0	9.5%	-1	-1	0.0%	0.0%		
08 Skilled Sales & Service	0	0.0%			0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	48	19.5%			0	9.2%	0	0	10	0.0%	0	0	0	21.6%	0	0	20.8%	20.8%		
10 Clerical Personnel	19	11.0%			0	35.6%	0	0	1	0.0%	0	1	0	11.5%	-1	-1	5.3%	5.3%		
11 Intermediate Sales & Service	8	7.7%			0	0.0%	0	0	0	0.0%	0	1	0	13.8%	-1	-1	0.0%	0.0%		
12 Semi-Skilled Manual	68	5.1%			0	5.4%	0	0	13	0.0%	0	0	0	18.5%	0	0	19.1%	19.1%		
13 Other Sales & Service	3	10.1%			0	0.0%	0	0	0	0.0%	0	1	0	16.9%	-1	-1	0.0%	0.0%		
14 Other Manual Workers	1	0.0%			0	0.0%	0	0	0	0.0%	0	0	0	17.4%	0	0	0.0%	0.0%		
<b>Total</b>	<b>230</b>	<b>11.1%</b>			<b>0</b>	<b>15.8%</b>		<b>0</b>	<b>0</b>	<b>50</b>	<b>0.0%</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>18.2%</b>	<b>-12</b>	<b>-12</b>	<b>13.0%</b>	<b>13.0%</b>	

<sup>1</sup> Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) / 2) - 1) x 100.

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

**Table 8: Members of Visible Minorities**

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Ontario Drive and Gear Ltd.**

[Date: 2018-01-18]

**Data for Subsequent/Current Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>4</sup>	Data Entry: C x E x J	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Data Entry: C x H x J	F + I	From Workforce Analysis	Equivalent to H	K x L x J	(F x Q) - (R + M)	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)			

**Table 9: Women**

Employment Equity Occupational Group (EEOG)	All Employees										Women									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Appointed Here Over 1 Year	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 1 Year	5 Year Goals		Annual Availability	Percent Cap	Engaged Emp.	Percent Representation	Projected Representation in 3 Years	
		Actual	Projected	Over 1 Year	Actual	Projected	Over 1 Year			Actual	Over 1 Year		From 16-20	From 21-25						
	2018-08-31	Annually	Annually	Over 1 Year	Annually	Annually	Over 1 Year	2018-08-31	Annually	Over 1 Year	2018	2021								
	#	%	%	#	%	%	#	#	%	%	%	%	%	%	%	%	%	%		
01 Senior Managers	7	32.6%			0	0.0%	0	0	1	0.0%	0	1	0	27.4%	27.4%	-1	-1	14.3%	14.3%	
02 Middle & Other Managers	28	-4.4%			0	43.3%	0	0	6	0.0%	0	5	0	38.9%	38.9%	-5	-5	21.4%	21.4%	
03 Professionals	20	12.6%			0	41.2%	0	0	4	0.0%	0	0	0	19.3%	19.3%	0	0	20.0%	20.0%	
04 Semi-Professionals & Tech	13	5.7%			0	16.7%	0	0	0	0.0%	0	2	0	17.7%	17.7%	-2	-2	0.0%	0.0%	
05 Supervisors	8	17.0%			0	15.4%	0	0	2	0.0%	0	2	0	50.0%	54.2%	-2	-2	25.0%	25.0%	
06 Supervisors, Crafts & Trades	17	15.6%			0	0.0%	0	0	1	0.0%	0	1	0	9.3%	9.3%	-1	-1	5.9%	5.9%	
07 Administrative & Sr Clerical	17	34.4%			0	16.7%	0	0	8	0.0%	0	6	0	50.0%	83.0%	-6	-6	47.1%	47.1%	
08 Skilled Sales & Service	3	0.0%			0	0.0%	0	0	1	0.0%	0	0	0	48.6%	0	0	0	33.3%	33.3%	
09 Skilled Crafts & Trades	82	19.5%			0	9.2%	0	0	6	0.0%	0	-3	0	4.2%	4.2%	3	3	7.3%	7.3%	
10 Clerical Personnel	26	11.0%			0	35.6%	0	0	15	0.0%	0	3	0	67.9%	69.4%	-3	-3	57.7%	57.7%	
11 Intermediate Sales & Service	10	7.7%			0	0.0%	0	0	7	0.0%	0	0	0	69.4%	0	0	70.0%	70.0%		
12 Semi-Skilled Manual	79	5.1%			0	5.4%	0	0	10	0.0%	0	8	0	23.0%	23.0%	-8	-8	12.7%	12.7%	
13 Other Sales & Service	4	10.1%			0	0.0%	0	0	1	0.0%	0	1	0	50.0%	58.0%	-1	-1	25.0%	25.0%	
14 Other Manual Workers	1	0.0%			0	0.0%	0	0	0	0.0%	0	0	0	30.2%	0	0	0	0.0%	0.0%	
<b>Total</b>	<b>315</b>	<b>11.1%</b>			<b>0</b>	<b>15.8%</b>	<b>0</b>	<b>0</b>	<b>62</b>	<b>0.0%</b>	<b>0</b>	<b>27</b>	<b>0</b>	<b>28.3%</b>	<b>28.3%</b>	<b>-27</b>	<b>-27</b>	<b>19.7%</b>	<b>19.7%</b>	

<sup>1</sup> Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) / 2) - 1) x 100.

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

**Table 10: Women**

Employment Equity Occupational Group (EEOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	#	%	
01 Senior Managers	7	27.4	27.4
02 Middle & Other Managers	28	38.9	38.9
03 Professionals	20	0.0	0.0
04 Semi-Professionals & Tech	13	17.7	17.7
05 Supervisors	8	50.0	50.0
06 Supervisors, Crafts & Trades	17	9.3	9.3
07 Administrative & Sr Clerical	17	50.0	50.0
08 Skilled Sales & Service	3	0.0	0.0
09 Skilled Crafts & Trades	82	0.0	0.0
10 Clerical Personnel	26	0.0	0.0
11 Intermediate Sales & Service	10	0.0	0.0
12 Semi-Skilled Manual	79	23.0	23.0
13 Other Sales & Service	4	50.0	50.0
14 Other Manual Workers	1	0.0	0.0
<b>Total</b>	<b>315</b>	<b>0.0</b>	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Ontario Drive and Gear Ltd.**

[Date: 2018-01-18]

**Data for Subsequent/Current Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>4</sup>	Data Entry: C x E x J	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Data Entry: C x H x J	F + I	From Workforce Analysis	Equivalent to H	K x L x J	(F x Q) - (R + M)	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) ÷ (C + F)			

**Table 11: Aboriginal Peoples**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Affective Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	5 Year Goals		Annual Availability	Percent Cap	Engaged Emp.	Percent Representation	Projected Representation in 3 Years
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Annually	Over 3 Years		From - To	2018					
	2018-08-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-08-31	Annually	Over 3 Years	2018	2021							
	#	%	%	#	%	%	#	#	%	%	%	%							
01 Senior Managers	7	32.6%			0	0.0%		0	0	0.0%	0	0	0	0	2.9%	0	0	0.0%	0.0%
02 Middle & Other Managers	28	-4.4%			0	43.3%		0	1	0.0%	0	0	0	0	2.7%	0	0	3.6%	3.6%
03 Professionals	20	12.6%			0	41.2%		0	0	0.0%	0	0	0	0	0.9%	0	0	0.0%	0.0%
04 Semi-Professionals & Tech	13	5.7%			0	16.7%		0	0	0.0%	0	0	0	0	1.5%	0	0	0.0%	0.0%
05 Supervisors	8	17.0%			0	15.4%		0	1	0.0%	0	-1	0	0	1.0%	1	1	12.5%	12.5%
06 Supervisors, Crafts & Trades	17	15.6%			0	0.0%		0	0	0.0%	0	0	0	0	2.4%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	17	34.4%			0	16.7%		0	0	0.0%	0	0	0	0	1.6%	0	0	0.0%	0.0%
08 Skilled Sales & Service	3	0.0%			0	0.0%		0	0	0.0%	0	0	0	0	1.3%	0	0	0.0%	0.0%
09 Skilled Crafts & Trades	82	19.5%			0	9.2%		0	2	0.0%	0	0	0	0	2.7%	0	0	2.4%	2.4%
10 Clerical Personnel	26	11.0%			0	35.6%		0	1	0.0%	0	-1	0	0	0.9%	1	1	3.8%	3.8%
11 Intermediate Sales & Service	10	7.7%			0	0.0%		0	1	0.0%	0	-1	0	0	1.5%	1	1	10.0%	10.0%
12 Semi-Skilled Manual	79	5.1%			0	5.4%		0	6	0.0%	0	-5	0	0	1.2%	5	5	7.6%	7.6%
13 Other Sales & Service	4	10.1%			0	0.0%		0	0	0.0%	0	0	0	0	2.3%	0	0	0.0%	0.0%
14 Other Manual Workers	1	0.0%			0	0.0%		0	0	0.0%	0	0	0	0	1.8%	0	0	0.0%	0.0%
<b>Total</b>	<b>315</b>	<b>11.1%</b>			<b>0</b>	<b>15.8%</b>		<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>-6</b>	<b>0</b>		<b>1.8%</b>	<b>6</b>	<b>6</b>	<b>3.8%</b>	<b>3.8%</b>

<sup>1</sup> Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

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

**Table 12: Aboriginal Peoples**

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Ontario Drive and Gear Ltd.**

[Date: 2018-01-18]

**Data for Subsequent/Current Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>1</sup>	Data Entry: C x E x J	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Data Entry: C x H x J	F + I	From Workforce Analysis	Equivalent to H	K x L x J	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)			

**Table 13: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	All Employees										Persons with Disabilities											
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Allocated Over 3 Years	Number		Turnover (Replacement of Terminated Employees)			Hours Required Over 3 Years	5 Year Goals		Percent Availability	Percent Cap	Engaged Emp.	Percent Representation	Projected Representation in 3 Years
	2015-06-30	2018-06-30	Actual	Projected	Actual	Projected	Actual	Projected		2018-06-31	Annually	Over 3 Years	2018-06-31	Annually		Over 3 Years	2018					
	#	%	%	%	#	%	%	#	#	%	%	#	%	%	%	%	#	%	%	%		
	01/02 Managers	15	14.1%			0	21.7%			0	0	0.0%	0	0	2	0	4.3%	4.3%	-2	-2	0.0%	0.0%
03 Professionals	20	12.6%			0	41.7%			0	0	0.0%	0	1	0	3.8%	3.8%	-1	-1	0.0%	0.0%		
04 Semi-Professionals & Tech	13	5.7%			0	16.7%			0	0	0.0%	0	1	0	4.6%	4.6%	-1	-1	0.0%	0.0%		
05 Supervisors	8	17.0%			0	13.4%			0	0	0.0%	0	1	0	13.9%	13.9%	-1	-1	0.0%	0.0%		
06 Supervisors: Crafts & Trades	17	15.6%			0	0.0%			0	0	0.0%	0	1	0	7.8%	7.8%	-1	-1	0.0%	0.0%		
07 Administrative & Sr Clerical	17	34.2%			0	16.7%			0	2	0.0%	0	-1	0	3.4%	3.4%	1	1	11.8%	11.8%		
08 Skilled Sales & Service	3	0.0%			0	0.0%			0	0	0.0%	0	0	0	1.5%	1.5%	0	0	0.0%	0.0%		
09 Skilled Crafts & Trades	82	19.5%			0	9.2%			0	1	0.0%	0	2	0	3.8%	3.8%	-2	-2	1.2%	1.2%		
10 Clerical Personnel	26	11.0%			0	35.6%			0	0	0.0%	0	2	0	7.0%	7.0%	-2	-2	0.0%	0.0%		
11 Intermediate Sales & Service	10	7.7%			0	0.0%			0	2	0.0%	0	-1	0	5.6%	5.6%	1	1	20.0%	20.0%		
12 Semi-Skilled Manual	79	5.1%			0	3.4%			0	4	0.0%	0	0	0	4.8%	4.8%	0	0	5.1%	5.1%		
13 Other Sales & Service	4	10.1%			0	0.0%			0	0	0.0%	0	0	0	6.3%	6.3%	0	0	0.0%	0.0%		
14 Other Manual Workers	1	0.0%			0	0.0%			0	0	0.0%	0	0	0	5.2%	5.2%	0	0	0.0%	0.0%		
<b>Total</b>	<b>313</b>	<b>11.4%</b>			<b>0</b>	<b>15.8%</b>			<b>0</b>	<b>9</b>	<b>0.0%</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>4.9%</b>	<b>4.9%</b>	<b>-6</b>	<b>-6</b>	<b>2.9%</b>	<b>2.9%</b>		

<sup>1</sup> Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>1/2</sup> - 1) x 100.

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities		Comments
	Short-term Goals	Long-term Goals	
01/02 Managers	4.3	4.3	
03 Professionals	3.8	3.8	
04 Semi-Professionals & Tech	4.6	4.6	
05 Supervisors	13.9	13.9	
06 Supervisors: Crafts & Trades	7.8	7.8	
07 Administrative & Sr Clerical	0.0		
08 Skilled Sales & Service	0.0		
09 Skilled Crafts & Trades	3.8		
10 Clerical Personnel	7.0		
11 Intermediate Sales & Service	0.0		
12 Semi-Skilled Manual	0.0		
13 Other Sales & Service	0.0		
14 Other Manual Workers	0.0		
<b>Total</b>	<b>0.0</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Ontario Drive and Gear Ltd.**

[Date: 2018-01-18]

**Data for Subsequent/Current Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>4</sup>	Data Entry: C x E x J	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Data Entry: C x H x J	F + I	From Workforce Analysis	Equivalent to H	K x L x J	(F x Q) - (R + M)	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) ÷ (C + F)			

**Table 15: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	All Employees										Members of Visible Minorities										
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Appointed Here Over 1 Year	Number		Turnover (Replacement of Terminated Employees)		Here Employed Over 2 Years	5 Year Goals		Percent Availability	Percent Cap	Employed Exp.	Percent Representation	Projected Representation in 3 Years
	2018-09-30	Actual	Projected	Annually	Over 3 Years	Annually	Over 3 Years	2018-09-30		Annually	Over 3 Years	2019	2021								
	#	%	%	%	#	%	%	#	%	%	#	%	%	#	%						
	01 Senior Managers	7	32.6%			0	0.0%		0	0	0	0.0%	0	1	0	10.1%	10.1%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	28	-4.4%			0	43.3%		0	3	0.0%	0	1	0	15.0%	15.0%	-1	-1	10.7%	10.7%		
03 Professionals	20	12.6%			0	41.2%		0	2	0.0%	0	4	0	29.2%	29.2%	-4	-4	10.0%	10.0%		
04 Semi-Professionals & Tech	13	5.7%			0	16.7%		0	1	0.0%	0	2	0	26.7%	26.7%	-2	-2	7.7%	7.7%		
05 Supervisors	8	17.0%			0	15.4%		0	0	0.0%	0	1	0	12.0%	12.0%	-1	-1	0.0%	0.0%		
06 Supervisors, Crafts & Trades	17	15.6%			0	0.0%		0	1	0.0%	0	2	0	15.8%	15.5%	-2	-2	5.9%	5.9%		
07 Administrative & Sr Clerical	17	34.4%			0	16.7%		0	2	0.0%	0	0	0	9.5%	9.5%	0	0	11.8%	11.8%		
08 Skilled Sales & Service	3	0.0%			0	0.0%		0	0	0.0%	0	1	0	25.1%	25.1%	-1	-1	0.0%	0.0%		
09 Skilled Crafts & Trades	82	19.5%			0	9.2%		0	0	0.0%	0	-5	0	21.7%	21.7%	8	8	31.7%	31.7%		
10 Clerical Personnel	26	11.0%			0	35.6%		0	2	0.0%	0	1	0	11.5%	11.5%	-1	-1	7.7%	7.7%		
11 Intermediate Sales & Service	10	7.7%			0	0.0%		0	0	0.0%	0	1	0	13.8%	13.8%	-1	-1	0.0%	0.0%		
12 Semi-Skilled Manual	79	5.1%			0	5.4%		0	0	0.0%	0	0	0	18.5%	18.5%	0	0	19.0%	19.0%		
13 Other Sales & Service	4	10.1%			0	0.0%		0	0	0.0%	0	1	0	16.9%	16.9%	-1	-1	0.0%	0.0%		
14 Other Manual Workers	1	0.0%			0	0.0%		0	0	0.0%	0	0	0	17.4%	17.4%	0	0	0.0%	0.0%		
<b>Total</b>	<b>315</b>	<b>11.1%</b>			<b>0</b>	<b>15.8%</b>		<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>18.4%</b>	<b>18.4%</b>	<b>-6</b>	<b>-6</b>	<b>16.5%</b>	<b>16.5%</b>		

<sup>1</sup> Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>20</sup> - 1) x 100.

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

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
	#	%	
01 Senior Managers		10.1	
02 Middle & Other Managers		15.0	
03 Professionals		29.2	
04 Semi-Professionals & Tech		26.7	
05 Supervisors		12.0	
06 Supervisors, Crafts & Trades		15.5	
07 Administrative & Sr Clerical		0.0	
08 Skilled Sales & Service		25.1	
09 Skilled Crafts & Trades		0.0	
10 Clerical Personnel		11.5	
11 Intermediate Sales & Service		13.8	
12 Semi-Skilled Manual		0.0	
13 Other Sales & Service		16.9	
14 Other Manual Workers		0.0	
<b>Total</b>		<b>0.0</b>	



**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$F \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$F \div H$	$F \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L \div N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$G \div P \times 100$	$P \times F \div 100$	$O \div S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V \div X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees		Women		Gap		EE Result		All Employees		Women		All Employees		Women		All Employees		Women				
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
01 Senior Managers	2016	3	0.0	3	27.4	1	-1	0.0																
	2018	7	14.3	7	27.4	2	-1	52.1	3	1	33.3	1	0	0	0	0.0	0	0	0	0	0	0	0.0	0
02 Middle & Other Managers	2016	32	18.8	6	38.9	12	-6	48.2																
	2018	28	21.4	6	38.9	11	-5	55.1	10	3	30.0	4	-1	0	0	0.0	0	0	0	0	13	2	15.4	2
03 Professionals	2016	14	14.3	2	19.8	3	-1	72.2																
	2018	20	20.0	4	19.3	4	0	103.6	14	4	28.6	3	1	2	0	0.0	0	0	0	0	7	2	28.6	1
04 Semi-Professionals & Technicians	2016	11	0.0	0	16.5	2	-2	0.0																
	2018	13	0.0	0	17.7	2	-2	0.0	3	0	0.0	1	-1	0	0	0.0	0	0	0	0	2	0	0.0	0
05 Supervisors	2016	5	0.0	0	54.2	3	-3	0.0																
	2018	8	25.0	2	54.2	4	-2	46.1	4	2	50.0	2	0	1	1	100.0	0	1	1	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	11	0.0	0	7.9	1	-1	0.0																
	2018	17	5.9	1	9.3	2	-1	63.3	7	1	14.3	1	0	0	0	0.0	0	0	0	0	0	0	0.0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$F \div D \times 100$	Part 2: Goals	$E \div G \times 100$	Part 2: Goals	$F \div I \times 100$	Part 2: Goals	$E \div K \times 100$	Part 2: Goals	$F \div M \times 100$
---------------	----------------------------	----------------------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants										Goals										Comments
		Flow Data					Short-term Goals					Long-term Goals										
		All Employees		Women			All Employees		Women			All Employees		Women								
		#	%	#	%	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met								
01 Senior Managers	2018	3	1	33.3	1	100.0	0.0	0.0	1	100.0	0.0	0.0										
	2021	3	1	33.3			27.4	121.7			27.4	121.7										
02 Middle & Other Managers	2018	10	3	30.0	0	0.0	0.0	0.0	3	100.0	0.0	0.0										
	2021	10	3	30.0			38.9	77.1			38.9	77.1										
03 Professionals	2018	16	4	25.0	1	400.0	0.0	0.0	1	400.0	0.0	0.0										
	2021	16	4	25.0			0.0	0.0			0.0	0.0										
04 Semi-Professionals & Technicians	2018	3	0	0.0	2	0.0	0.0	0.0	2	0.0	0.0	0.0										
	2021	3	0	0.0			17.7	0.0			17.7	0.0										
05 Supervisors	2018	5	3	60.0	1	300.0	0.0	0.0	1	300.0	0.0	0.0										
	2021	5	3	60.0			50.0	120.0			50.0	120.0										
06 Supervisors: Crafts & Trades	2018	7	1	14.3	1	100.0	0.0	0.0	1	100.0	0.0	0.0										
	2021	7	1	14.3			9.3	153.6			9.3	153.6										

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$F \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$F \div H$	$F \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L \div N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$G \div P \times 100$	$P \times F \div 100$	$O \div S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V \div X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees		Women								All Employees		Women		All Employees		Women		All Employees		Women			
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
07 Administrative & Senior Clerical	2016	7	2	28.6	83.0	6	-4	34.4																	
	2018	17	8	47.1	83.0	14	-6	56.7	11	6	54.5	9	-3	1	1	100.0	0	1	2	0	0.0	1	-1		
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2018	3	1	33.3	48.0	1	0	68.6	2	0	0.0	1	-1	1	0	0.0	0	0	0	0	0.0	0	0	0	
09 Skilled Crafts & Trades Workers	2016	48	1	2.1	4.2	2	-1	49.6																	
	2018	82	6	7.3	4.2	3	3	174.2	33	5	15.2	1	-4	0	0	0.0	0	0	6	1	16.7	0	1		
10 Clerical Personnel	2016	19	9	47.4	67.9	13	-4	69.8																	
	2018	26	15	57.7	67.9	18	-3	85.0	12	7	58.3	8	-1	0	0	0.0	0	0	8	3	37.5	4	-1		
11 Intermediate Sales & Service Personnel	2016	8	5	62.5	69.4	6	-1	90.1																	
	2018	10	7	70.0	69.4	7	0	100.9	2	2	100.0	1	1	1	1	100.0	1	0	0	0	0.0	0	0		
12 Semi-Skilled Manual Workers	2016	68	4	5.9	23.0	16	-12	25.6																	
	2018	79	10	12.7	23.0	18	-8	55.0	16	7	43.8	4	3	1	1	100.0	0	1	4	1	25.0	0	1		

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$F \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div H \times 100$
---------------	--	----------------------------	----------------------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants										Goals										Comments
		Flow Data					Short-term Goals					Long-term Goals										
		All Employees		Women			All Employees		Women			All Employees		Women								
		#	%	Actual	Goal	Percent of Goal Met	Actual	Percent of Goal Met	Actual	Percent of Goal Met	Actual	Percent of Goal Met	Actual	Percent of Goal Met								
07 Administrative & Senior Clerical	2018	12	7	58.3	1	700.0	0.0	0.0	1	700.0	0.0	0.0										
	2021	12	7	58.3			50.0	116.7			50.0	116.7										
08 Skilled Sales & Service Personnel	2018	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										
	2021	3	0	0.0			0.0	0.0			0.0	0.0										
09 Skilled Crafts & Trades Workers	2018	33	5	15.2	1	500.0	0.0	0.0	1	500.0	0.0	0.0										
	2021	33	5	15.2			0.0	0.0			0.0	0.0										
10 Clerical Personnel	2018	12	7	58.3	1	700.0	0.0	0.0	1	700.0	0.0	0.0										
	2021	12	7	58.3			0.0	0.0			0.0	0.0										
11 Intermediate Sales & Service Personnel	2018	3	3	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0										
	2021	3	3	100.0			0.0	0.0			0.0	0.0										
12 Semi-Skilled Manual Workers	2018	17	8	47.1	1	800.0	0.0	0.0	1	800.0	0.0	0.0										
	2021	17	8	47.1			23.0	204.6			23.0	204.6										

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees		Women								All Employees		Women		All Employees		Women		All Employees		Women			
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
13 Other Sales & Service Personnel	2016	3	1	33.3	58.0	2	-1	57.5																	
	2018	4	1	25.0	58.0	2	-1	43.1	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	1	0	0.0	30.2	0	0	0.0																	
	2018	1	0	0.0	30.2	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2016	230	30	13.0	28.4	65	-35	45.9																	
	2018	315	62	19.7	28.3	89	-27	69.5	117	38	32.5	33	5	7	4	57.1	1	3	43	9	20.9	6	3		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees		Women		Women		Women		Women		Women		
		#	%	Actual	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0.0	1	0.0	0	0.0		
	2021	0	0	0.0			50.0	0.0			50.0	0.0		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	124	42	33.9	10	420.0	0.0	0.0	14	300.0	0.0	0.0		
	2021	124	42	33.9			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$F \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$F \div H$	$F \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L \div N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$G \div P \times 100$	$P \times F \div 100$	$O \div S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V \div X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis															
		Workforce										Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples									All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference						
Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP	AQ	AR	AS	AT	AU	AV	AW	AX	AY	
01 Senior Managers	2016	5	0	0.0	2.9	0	0	0.0																			
	2018	7	0	0.0	2.9	0	0	0.0	3	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
02 Middle & Other Managers	2016	32	0	0.0	2.2	1	-1	0.0																			
	2018	28	1	3.6	2.2	1	0	162.3	10	1	10.0	0	1	0	0	0	0.0	0	0	0	13	0	0.0	0	0	0	0
03 Professionals	2016	14	0	0.0	0.9	0	0	0.0																			
	2018	20	0	0.0	0.9	0	0	0.0	14	0	0.0	0	0	0	2	0	0.0	0	0	0	7	0	0.0	0	0	0	0
04 Semi-Professionals & Technicians	2016	11	0	0.0	1.5	0	0	0.0																			
	2018	13	0	0.0	1.5	0	0	0.0	3	0	0.0	0	0	0	0	0	0.0	0	0	0	2	0	0.0	0	0	0	0
05 Supervisors	2016	5	0	0.0	1.0	0	0	0.0																			
	2018	8	1	12.5	1.0	0	1	1,250.0	4	1	25.0	0	1	1	0	0.0	0	0	0	0	1	0	0.0	0	0	0	0
06 Supervisors: Crafts & Trades	2016	11	1	9.1	2.4	0	1	378.8																			
	2018	17	0	0.0	2.4	0	0	0.0	7	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$F \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div H \times 100$
---------------	--	----------------------------	----------------------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants												Comments														
		Flow Data				Short-term Goals				Long-term Goals																		
		All Employees	Aboriginal Peoples			Goal	Aboriginal Peoples			Goal	Aboriginal Peoples				Goal	Aboriginal Peoples												
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met															
Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP	AQ	AR	AS	AT	AU	AV	AW	AX	AY		
01 Senior Managers	2018	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0																
	2021	3	0	0.0																								
02 Middle & Other Managers	2018	10	1	10.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0																
	2021	10	1	10.0																								
03 Professionals	2018	16	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0																
	2021	16	0	0.0																								
04 Semi-Professionals & Technicians	2018	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0																
	2021	3	0	0.0																								
05 Supervisors	2018	5	1	20.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0																
	2021	5	1	20.0																								
06 Supervisors: Crafts & Trades	2018	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0																
	2021	7	0	0.0																								

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$F \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$F \div H$	$F \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$I \div N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$G \div P \times 100$	$P \times F \div 100$	$O \div S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V \div X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis															
		Workforce									Hires			Promotions			Terminations									
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples		All Employees	Aboriginal Peoples		All Employees	Aboriginal Peoples								
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference		Actual	Expected		Difference								
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative & Senior Clerical	2016	7	0	0.0	1.6	0	0	0.0																		
	2018	17	0	0.0	1.6	0	0	0.0	11	0	0.0	0	0	0	1	0	0.0	0	0	0	2	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																		
	2018	3	0	0.0	1.3	0	0	0.0	2	0	0.0	0	0	0	1	0	0.0	0	0	0	0	0	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2016	48	0	0.0	2.7	1	-1	0.0																		
	2018	82	2	2.4	2.7	2	0	90.3	33	2	6.1	1	1	0	0	0.0	0	0	0	6	0	0.0	0	0	0	
10 Clerical Personnel	2016	19	1	5.3	0.9	0	1	584.8																		
	2018	26	1	3.8	0.9	0	1	427.4	12	0	0.0	0	0	0	0	0.0	0	0	0	8	0	0.0	0	0	0	
11 Intermediate Sales & Service Personnel	2016	8	1	12.5	1.5	0	1	833.3																		
	2018	10	1	10.0	1.5	0	1	666.7	2	0	0.0	0	0	0	1	0	0.0	0	0	0	0	0.0	0	0	0	
12 Semi-Skilled Manual Workers	2016	68	3	4.4	1.2	1	2	367.6																		
	2018	79	6	7.6	1.2	1	5	632.9	16	2	12.5	0	2	1	0	0.0	0	0	0	4	0	0.0	0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants											Comments
		Flow Data				Short-term Goals				Long-term Goals			
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples			
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
	#	%	%	#	%	%	#	%	%	#	%		
07 Administrative & Senior Clerical	2018	12	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	12	0	0.0			0.0	0.0				0.0	
08 Skilled Sales & Service Personnel	2018	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	3	0	0.0			0.0	0.0				0.0	
09 Skilled Crafts & Trades Workers	2018	33	2	6.1	1	200.0	0.0	0.0	1	200.0	0.0	0.0	
	2021	33	2	6.1			0.0	0.0				0.0	
10 Clerical Personnel	2018	12	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	12	0	0.0			0.0	0.0				0.0	
11 Intermediate Sales & Service Personnel	2018	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	3	0	0.0			0.0	0.0				0.0	
12 Semi-Skilled Manual Workers	2018	17	2	11.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	17	2	11.8			0.0	0.0				0.0	

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$F + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$F \cdot H$	$F + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G + 100$	$I \cdot N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$G + P \times 100$	$P \times F + 100$	$O \cdot S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V + U \times 100$	$U \times F + 100$	$V \cdot X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees		Aboriginal Peoples								All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples				
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
13 Other Sales & Service Personnel	2016	3	0	0.0	2.3	0	0	0.0																		
	2018	4	0	0.0	2.3	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
14 Other Manual Workers	2016	1	0	0.0	1.8	0	0	0.0																		
	2018	1	0	0.0	1.8	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
Total	2016	230	6	2.6	1.7	4	2	153.5																		
	2018	315	12	3.8	1.8	6	6	211.6	117	0	5.1	2	4	7	0	0.0	0	0	0	0	0	0	0.0	1	-1	

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$F \cdot D \times 100$	Part 3: Goals	$F \cdot G \times 100$	Part 3: Goals	$F \cdot I \times 100$	Part 3: Goals	$F \cdot K \times 100$	Part 3: Goals	$F \cdot M \times 100$
---------------	--	----------------------------	----------------------------	------------------------	---------------	------------------------	---------------	------------------------	---------------	------------------------	---------------	------------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees		Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples				
		#	%	Actual	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	124	6	4.8	1	600.0	0.0	0.0	1	600.0	0.0	0.0		
	2021	124	6	4.8			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
a	b	c	%	%	d	e	%	f	g	h	i	j	k	l	m	n	o	p	q	r	s	t	u	v	w
01 & 02 Managers	2016	35	0	0.0	4.3	2	-2	0.0																	
	2018	35	0	0.0	4.3	2	-2	0.0	13	0	0.0	1	-1	0	0	0.0	0	0	0	0	0	0	0	13	0
03 Professionals	2016	14	0	0.0	3.8	1	-1	0.0																	
	2018	20	0	0.0	3.8	1	-1	0.0	14	0	0.0	1	-1	2	0	0.0	0	0	0	0	0	0	7	0	0.0
04 Semi-Professionals & Technicians	2016	11	0	0.0	4.6	1	-1	0.0																	
	2018	13	0	0.0	4.6	1	-1	0.0	3	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	2	0	0.0
05 Supervisors	2016	5	0	0.0	13.9	1	-1	0.0																	
	2018	8	0	0.0	13.9	1	-1	0.0	4	0	0.0	1	-1	1	0	0.0	0	0	0	0	0	0	1	0	0.0
06 Supervisors: Crafts & Trades	2016	11	0	0.0	7.8	1	-1	0.0																	
	2018	17	0	0.0	7.8	1	-1	0.0	7	0	0.0	1	-1	0	0	0.0	0	0	0	0	0	0	0	0	0.0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants											Goals				Comments
		Flow Data				Short-term Goals				Long-term Goals							
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities							
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						
a	b	c	%	d	e	%	f	g	h	i	j						
01 & 02 Managers	2018	13	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0					
	2021	13	0	0.0			4.3	0.0			4.3	0.0					
03 Professionals	2018	16	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0					
	2021	16	0	0.0			3.8	0.0			3.8	0.0					
04 Semi-Professionals & Technicians	2018	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0					
	2021	3	0	0.0			4.6	0.0			4.6	0.0					
05 Supervisors	2018	5	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0					
	2021	5	0	0.0			13.9	0.0			13.9	0.0					
06 Supervisors: Crafts & Trades	2018	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0					
	2021	7	0	0.0			7.8	0.0			7.8	0.0					

**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$F \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$F \div H$	$F \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$I \div N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$G \div P \times 100$	$P \times F \div 100$	$O \div S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V \div X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis																
		Workforce									Hires				Promotions				Terminations								
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
*	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%			
07 Administrative & Senior Clerical	2016	7	1	14.3	3.4	0	1	420.2																			
	2018	17	2	11.8	3.4	1	1	346.0	11	1	9.1	0	1	1	0	0.0	0	0	0	0	2	0	0.0	0	0	0	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																			
	2018	3	0	0.0	3.5	0	0	0.0	2	0	0.0	0	0	1	0	0.0	0	0	0	0	0	0	0.0	0	0	0	0
09 Skilled Crafts & Trades Workers	2016	48	0	0.0	3.8	2	-2	0.0																			
	2018	82	1	1.2	3.8	3	-2	32.1	33	0	0.0	1	-1	0	0	0.0	0	0	0	0	6	0	0.0	0	0	0	
10 Clerical Personnel	2016	19	0	0.0	7.0	1	-1	0.0																			
	2018	26	0	0.0	7.0	2	-2	0.0	12	0	0.0	1	-1	0	0	0.0	0	0	0	0	8	0	0.0	0	0	0	
11 Intermediate Sales & Service Personnel	2016	8	2	25.0	5.6	0	2	446.4																			
	2018	10	2	20.0	5.6	1	1	357.1	2	0	0.0	0	0	1	0	0.0	0	0	0	0	0	0	0.0	0	0	0	
12 Semi-Skilled Manual Workers	2016	68	5	7.4	4.8	3	2	153.2																			
	2018	79	4	5.1	4.8	4	0	105.5	16	0	0.0	1	-1	1	0	0.0	0	0	0	4	0	0.0	0	0	0	0	

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$F \div D \times 100$	Part 2: Goals	$F \div G \times 100$	Part 2: Goals	$F \div I \times 100$	Part 2: Goals	$F \div K \times 100$	Part 2: Goals	$F \div M \times 100$
---------------	--	--	----------------------------	----------------------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------

Employment Equity Occupational Group (EEOG)	Year	Goals											Comments	
		New Entrants				Short-term Goals				Long-term Goals				
		Flow Data				Persons with Disabilities				Persons with Disabilities				
		All Employees	Persons with Disabilities			Goal	Persons with Disabilities			Goal	Persons with Disabilities			
Actual	Goal		Percent of Goal Met	Actual	Goal		Percent of Goal Met	Actual	Goal		Percent of Goal Met			
*	%	%	%	%	%	%	%	%	%	%	%			
07 Administrative & Senior Clerical	2018	12	1	8.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	12	1	8.3			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2018	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	3	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	33	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	33	0	0.0			3.8	0.0			3.8	0.0		
10 Clerical Personnel	2018	12	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0	0.0	
	2021	12	0	0.0			7.0	0.0			7.0	0.0		
11 Intermediate Sales & Service Personnel	2018	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	3	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2018	17	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	17	0	0.0			0.0	0.0			0.0	0.0		



**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis															
		Workforce									Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference									
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%		
13 Other Sales & Service Personnel	2016	3	0	0.0	6.3	0	0	0.0																		
	2018	4	0	0.0	6.3	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
14 Other Manual Workers	2016	1	0	0.0	5.3	0	0	0.0																		
	2018	1	0	0.0	5.3	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
Total	2016	230	8	3.5	5.0	12	-4	69.6																		
	2018	315	9	2.9	4.9	15	-6	58.3	117	1	0.9	6	-5	7	0	0.0	0	0	0	0	0	0	0.0	1	-1	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								Comments
		Flow Data			Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities		Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
	%	%	%	%	%	%	%	%	%				
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2018	124	1	0.8	3	33.3	0.0	0.0	3	33.3	0.0	0.0	
	2021	124	1	0.8			0.0	0.0			0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 7: Results - Members of Visible Minorities**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis															
		Workforce										Hires				Promotions				Terminations							
		All Employees	Visible Minorities									All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference						
Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP	AQ	AR	AS	AT	AU	AV	AW	AX	AY	
01 Senior Managers	2016	3	0	0.0	10.1	0	0	0.0																			
	2018	7	0	0.0	10.1	1	-1	0.0																			
02 Middle & Other Managers	2016	32	3	9.4	15.0	5	-2	62.5																			
	2018	28	3	10.7	15.0	4	-1	71.4	10	1	10.0	2	-1	0	0	0.0	0	0	0	0	0	0	0	13	0	0.0	1
03 Professionals	2016	14	3	21.4	28.6	4	-1	74.9																			
	2018	20	2	10.0	29.2	6	-4	34.2	14	4	28.6	4	0	2	0	0.0	0	0	0	0	0	0	7	4	57.1	2	3
04 Semi-Professionals & Technicians	2016	11	0	0.0	27.0	3	-3	0.0																			
	2018	13	1	7.7	26.7	3	-2	28.8	3	1	33.3	1	0	0	0	0.0	0	0	0	0	0	0	2	0	0.0	0	0
05 Supervisors	2016	5	0	0.0	12.0	1	-1	0.0																			
	2018	8	0	0.0	12.0	1	-1	0.0	4	0	0.0	0	0	1	0	0.0	0	0	0	0	0	0	1	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	11	0	0.0	14.6	2	-2	0.0																			
	2018	17	1	5.9	15.5	3	-2	38.0	7	1	14.3	1	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants										Goals												Comments			
		Flow Data										Short-term Goals				Long-term Goals											
		All Employees	Visible Minorities									Goal	Percent of Goal Met			Goal	Percent of Goal Met										
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met																
Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP	AQ	AR	AS	AT	AU	AV	AW	AX	AY	
01 Senior Managers	2018	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0														
	2021	3	0	0.0																							
02 Middle & Other Managers	2018	10	1	10.0	1	100.0	0.0	0.0	1	100.0	0.0	0.0															
	2021	10	1	10.0																							
03 Professionals	2018	16	4	25.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0															
	2021	16	4	25.0																							
04 Semi-Professionals & Technicians	2018	3	1	33.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0															
	2021	3	1	33.3																							
05 Supervisors	2018	5	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0															
	2021	5	0	0.0																							
06 Supervisors: Crafts & Trades	2018	7	1	14.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0															
	2021	7	1	14.3																							

**Federal Contractors Program Achievement Report**

**Part 7: Results - Members of Visible Minorities**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$F \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$F \div H$	$F \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L \div N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$G \div P \times 100$	$P \times F \div 100$	$O \div S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V \div X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities									All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference				
a	b	c	%	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r	s	t	u	v	w	x	y
07 Administrative & Senior Clerical	2016	7	0	0.0	9.5	1	-1	0.0																	
	2018	17	2	11.8	9.5	2	0	123.8	11	3	27.3	1	2	1	0	0.0	0	0	0	0	2	1	50.0	0	1
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2018	3	0	0.0	25.1	1	-1	0.0	2	0	0.0	1	-1	1	0	0.0	0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	48	10	20.8	21.6	10	0	96.5																	
	2018	82	26	31.7	21.7	18	8	146.1	33	15	45.5	7	8	0	0	0.0	0	0	0	6	2	33.3	1	1	
10 Clerical Personnel	2016	19	1	5.3	11.5	2	-1	45.8																	
	2018	26	2	7.7	11.5	3	-1	66.9	12	1	8.3	1	0	0	0	0.0	0	0	0	8	0	0.0	0	0	
11 Intermediate Sales & Service Personnel	2016	8	0	0.0	13.8	1	-1	0.0																	
	2018	10	0	0.0	13.8	1	-1	0.0	2	0	0.0	0	0	1	0	0.0	0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	68	13	19.1	18.5	13	0	103.3																	
	2018	79	15	19.0	18.5	15	0	102.6	16	2	12.5	3	-1	1	0	0.0	0	0	0	4	0	0.0	1	-1	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants										Goals										Comments		
		Flow Data					Short-term Goals					Long-term Goals												
		All Employees	Visible Minorities				Goal	Visible Minorities				Goal	Visible Minorities											
			Actual	Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met											
a	b	c	%	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r	s	t				
07 Administrative & Senior Clerical	2018	12	3	25.0	1	300.0	0.0	0.0	1	300.0	0.0	0.0												
	2021	12	3	25.0			0.0	0.0																
08 Skilled Sales & Service Personnel	2018	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
	2021	3	0	0.0			25.1	0.0				25.1	0.0											
09 Skilled Crafts & Trades Workers	2018	33	15	45.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
	2021	33	15	45.5			0.0	0.0				0.0	0.0											
10 Clerical Personnel	2018	12	1	8.3	1	100.0	0.0	0.0	1	100.0	0.0	0.0												
	2021	12	1	8.3			11.5	72.5				11.5	72.5											
11 Intermediate Sales & Service Personnel	2018	3	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0												
	2021	3	0	0.0			13.8	0.0				13.8	0.0											
12 Semi-Skilled Manual Workers	2018	17	2	11.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
	2021	17	2	11.8			0.0	0.0				0.0	0.0											

**Federal Contractors Program Achievement Report**

**Part 7: Results - Members of Visible Minorities**

**Ontario Drive and Gear Ltd.**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis															
		Workforce										Hires					Promotions					Terminations					
		All Employees	Visible Minorities									All Employees	Visible Minorities				All Employees	Visible Minorities				All Employees	Visible Minorities				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected		Difference	Actual	Expected	Difference		Actual	Expected	Difference							
#	%	%	%	%	%	%	%	%	%	#	%	%	%	#	%	%	%	#	%	%	%	#	%	%	%		
13 Other Sales & Service Personnel	2016	3	0	0.0	16.9	1	-1	0.0																			
	2018	4	0	0.0	16.9	1	-1	0.0																			
14 Other Manual Workers	2016	1	0	0.0	17.4	0	0	0.0																			
	2018	1	0	0.0	17.4	0	0	0.0																			
Total	2016	230	30	13.0	18.2	42	-12	71.7																			
	2018	315	52	16.5	18.4	58	-6	89.7	117	28	23.9	22	6	7	0	0.0	1	-1	-43	7	16.3	6	1				

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants										Goals										Comments
		Flow Data					Short-term Goals					Long-term Goals										
		All Employees	Visible Minorities				Goal	Visible Minorities				Goal	Visible Minorities				Goal	Visible Minorities				
			Actual	Percent of Goal Met	Goal	Percent of Goal Met		Actual	Percent of Goal Met	Goal	Percent of Goal Met		Actual	Percent of Goal Met	Goal	Percent of Goal Met						
#	%	%	%	%	#	%	%	%	#	%	%	%	#	%	%	%						
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0					
	2021	0	0	0.0			16.9	0.0			16.9	0.0										
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0					
	2021	0	0	0.0			0.0	0.0			0.0	0.0										
Total	2018	124	28	22.6	5	560.0	0.0	0.0	5	560.0	0.0	0.0										
	2021	124	28	22.6			0.0	0.0			0.0	0.0										

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Ontario Drive and Gear Ltd.</b>
<b>[Date: 2018-01-18]</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

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

Ontario Linkages Program, AIESEC (international recruitment), Immigration Partnership, Job Fairs, Co-Ops Partnering with Colleges-Universities, Public-High Schools, program with Adult Disabled Workers (Coalition for Persons with Disabilities), Government Grant (WIL digital program)

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

lack of skilled workers in Canada // partnering with Immigration programs to attract talent, remote locations of plants (ON / QC) effect talent attraction

- Any reorganization or other corporate structural changes.

changes in the Senior Leadership functions (CFO, President(s), VPs)

- Acquisitions, mergers or transfers of employees.

acquisition of 2 Quebec locations

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

no layoffs

[Redacted]

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

non union

- Other.

serious shortage of labour

**Additional Details**

Please provide any additional information (optional):

limited resources for rural Wilmot Township

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

**Employer Name:** Ontario Drive and Gear Ltd.

**Primary Location:** New Hamburg (Ontario)

**Number of Employees:** 315

**Organization Overview:**

NAICS 3369 – Other Transportation Equipment Manufacturing

Ontario Drive & Gear Ltd. designs and manufactures gears and shafts, and transmissions in amphibious terrain vehicles

**Key Dates – First Year Assessment**

Initiated: 2016-04-01  
 Received: 2016-06-30  
 Closed: 2016-06-30  
 Workforce Analysis: 2016-06-10

**Key Dates – Subsequent Assessment**

Initiated: 2018-10-14  
 Received: 2019-01-09  
 Workforce Analysis: 2018-10-31

**DATA VERIFICATION**

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

Yes  No

Comments: None

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

Yes  No

Comments: None



**ASSESSMENT OF REASONABLE PROGRESS**

- The organization established goals in numbers and not in percentages.
- The previous compliance assessment revealed 30 gaps and 18 goals were set. The previous assessment accepted that the company be found in compliance without setting goals for all the area of under-representation.

**Women**

01	Senior Managers	Goal met at 100%
02	Middle & Other Managers	No goal set
03	Professionals	Goal met at 400%
04	Semi-Professionals & Technicians	Goal not met (0% achieved)
05	Supervisors	Goal met at 300%
06	Supervisors: Crafts & Trades	Goal met at 100%
07	Administrative & Senior Clerical Personnel	Goal met at 700%
09	Skilled Crafts & Trades Workers	Goal met at 500%
10	Clerical Personnel	Goal met at 700%
11	Intermediate Sales & Service Personnel	No goal set
12	Semi-Skilled Manual Workers	Goal met at 800%
13	Other Sales & Service Personnel	No goal set

Assessment/Observations

- EEOG 04: There were three new entrants and none were women. This is to be expected given the labour market availability (LMA) of 16.5%.

**Aboriginal Peoples**

02	Middle & Other Managers	No goal set
09	Skilled Crafts & Trades Workers	Goal met at 200%

Assessment/Observations

- None

**Persons with Disabilities**

01/02	Managers	Goal not met (0% achieved)
03	Professionals	No goal set
04	Semi-Professionals & Technicians	No goal set
05	Supervisors	Goal not met (0% achieved)
06	Supervisors: Crafts & Trades	No goal set
09	Skilled Crafts & Trades Workers	No goal set
10	Clerical Personnel	Goal not met (0% achieved)

**Assessment/Observations**

- EEOG 01/02: There were 13 new entrants and none were persons with disabilities. This is to be expected given the LMA of 4.3%.
- EEOG 05: There were five new entrants and none were persons with disabilities. This is to be expected given the LMA of 13.9%.
- EEOG 10: There were 12 new entrants and none were persons with disabilities. This is to be expected given the LMA of 7.0%.

**Members of Visible Minorities**

02	Middle & Other Managers	Goal met at 100%
03	Professionals	No goal set
04	Semi-Professionals & Technicians	No goal set
05	Supervisors	Goal not met (0% achieved)
06	Supervisors: Crafts & Trades	No goal set
07	Administrative & Senior Clerical Personnel	Goal met at 300%
10	Clerical Personnel	Goal met at 100%
11	Intermediate Sales & Service Personnel	Goal not met (0% achieved)
13	Other Sales & Service Personnel	No goal set

**Assessment/Observations**

- EEOG 05: There were five new entrants and none were members of visible minorities. This is to be expected given the LMA of 12.0%.
- EEOG 11: There were three new entrants and none were members of visible minorities. This is to be expected given the labour market availability (LMA) of 13.8%.

**ASSESSMENT OF REASONABLE EFFORTS**

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

- The organization set 18 goals and achieved 12. This equals 67% of goals met, which does not meet the 80% threshold necessary to demonstrate reasonable efforts.
- In all six instances where goals were not met, there were insufficient hiring and promotion opportunities to expect reasonable progress despite the fact that the total number of employees increased from 230 to 315. This is explained by the fact that the increased is due to acquisition of two competitors. In addition, the organization had 28 months between the two compliance assessments. Should they have had a full 36 month period, it is possible that additional progress could have been made.
- An assessment of reasonable efforts was completed and the organization implemented all the required measures and other additional measures.

### ASSESSMENT OF GOALS

- A goal has been set for every gap in representation uncovered by the workforce analysis. All short-term and long-term goals were set in percentage format and are, at minimum, equal to LMA.

#### Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
01	Senior Managers	-1	27.4	27.4	14.3	27.4
02	Middle & Other Managers	-5	38.9	38.9	21.4	38.9
04	Semi-Professionals & Technicians	-2	17.7	17.7	0.0	17.7
05	Supervisors	-2	50.0	50.0	25.0	54.2
06	Supervisors: Crafts & Trades	-1	9.3	9.3	5.9	9.3
07	Admin & Senior Clerical Personnel	-6	50.0	50.0	41.7	83.0
10	Clerical Personnel	-3	-	-	57.7	67.9
12	Semi-Skilled Manual Workers	-8	23.0	23.0	12.7	23.0
13	Other Sales & Service Personnel	-1	50.0	50.0	25.0	58.0

Observations: None

- A goal is not required for EEOG 10 as representation is already over 50%.

#### Aboriginal Peoples

Observations:

- There were no gaps.

#### Persons with Disabilities

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

#	Description	#	%	%	%	%
01/02	Managers	-2	4.3	4.3	0.0	4.3
03	Professionals	-1	3.8	3.8	0.0	3.8
04	Semi-Professionals & Technicians	-1	4.6	4.6	0.0	4.6
05	Supervisors	-1	13.9	13.9	0.0	13.9
06	Supervisors: Crafts & Trades	-1	7.8	7.8	0.0	7.8
09	Skilled Crafts & Trades Workers	-2	3.8	3.8	1.2	3.8
10	Clerical Personnel	-2	7.0	7.0	0.0	7.0

Observations: None

**Members of Visible Minorities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	10.1	10.1	0.0	10.1
02	Middle & Other Managers	-1	15.0	15.0	10.7	15.0
03	Professionals	-4	29.2	29.2	10.0	29.2
04	Semi-Professionals & Technicians	-2	26.7	26.7	7.7	26.7
05	Supervisors	-1	12.0	12.0	0.0	12.0
06	Supervisors: Crafts & Trades	-2	15.5	15.5	5.9	15.5
08	Skilled Sales & Service Personnel	-1	25.1	25.1	0.0	25.1
10	Clerical Personnel	-1	11.5	11.5	7.7	11.5
11	Intermediate Sales & Service Personnel	-1	13.8	13.8	0.0	13.8
13	Other Sales & Service Personnel	-1	16.9	16.9	0.0	16.9

Observations: None

**RECOMMENDATION**

I recommend that the employer be found:

in compliance     in non-compliance

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

- Ontario Drive and Gear Ltd. has demonstrated through their second compliance assessment that reasonable progress and efforts have been made towards achieving employment equity in their workplace. Twelve (12) of the 18 goals set during their first compliance assessment were met. However, some of the outstanding gaps are still present, and a number of new gaps have emerged. Nevertheless, the organization currently managed to close gaps for Aboriginal peoples with an overall representation of 3.8% compared to availability of 1.8%.
- We recommend that this organization continue to implement hiring practices that encourage recruitment in the designated groups to avoid the creation of new gaps in representation. The organization might consider forging links with trade programs, career fairs and professional associations in order to identify qualified potential employees that are members of the designated groups. This may help them in reducing or eliminating the gaps.

**Name of Analyst: Maurice N. Yakibonge**

**Date: 2019-01-31**

## **Nyirasafari, Ange AN [NC]**

---

**From:** Yakibonge, Ntambwe N [NC] on behalf of EE-EME  
**Sent:** February 15, 2019 10:32 AM  
**To:** 'joerg@odg.com'  
**Cc:** 'linda@odg.com'; 'syoun@odg.com'  
**Subject:** Government of Canada Agreement Number: 10000186 – Notification of Compliance with the Federal Contractors Program

*Cette information est également disponible en français sur demande.*

Dear Joerg Stieber:

I am writing to inform you that the subsequent compliance assessment initiated on October 14, 2018 has been completed. As a result of the assessment, Ontario Drive and Gear Ltd. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of Ontario Drive and Gear Ltd.'s employment equity program.

- Ontario Drive and Gear Ltd. has demonstrated through their second compliance assessment that reasonable progress and efforts have been made towards achieving employment equity in their workplace. Twelve (12) of the 18 goals set during their first compliance assessment were met. However, some of the outstanding gaps are still present, and a number of new gaps have emerged. Nevertheless, the organization currently managed to close gaps for Aboriginal peoples with an overall representation of 3.8% compared to availability of 1.8%.
- We recommend that this organization continue to implement hiring practices that encourage recruitment in the designated groups to avoid the creation of new gaps in representation. The organization might consider forging links with trade programs, career fairs and professional associations in order to identify qualified potential employees that are members of the designated groups. This may help them in reducing or eliminating the gaps.

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 October 14, 2021. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

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

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

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;
- tailored programs to attract and retain designated group members in areas where they are under-represented; and

- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Ontario Drive and Gear Ltd. 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@hrsdcc-rhdcc.gc.ca](mailto:ee-eme@hrsdcc-rhdcc.gc.ca)



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