Emploi et

Développement social Canado

Employment and Stictof Doyolopment Canada

Labour Program Federal Contractors Program PROTECTED WHEN COMPLETED - B

OFFICIAL USE ONLY
Agreement N°:

Agreement to Implement Employment Equity

	nust be complet	ed)		
Revised Agreement				
0880	NIZATION			
Legal Name of Organization		Parent company is	located outside	: Canada
OURSELL DELVE AND GRAP UP				∑ No
Operating Name (it different from Legal Name of Organization)		ε)e 248
Organization's North American Industry Classification System (NAICS) Code To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/aubjecta-sujets/standard-norme/nates-scien/2007/t		(Pennanent Full-The Federally Rep	intaled	ne)
		<u>.</u>		
HEA Address (building number, street, suite, etc.)	D OFFICE City		Ermina	T Douber Stode
220 Beegel Court	ALEW HEW Telephone Number	18.48 	Prevince Coul	Postal Code ASA 205
	<u> </u>	<u> </u>		
EMPLOYMENT	EQUITY CONT.	ACT		
Name (print)	Title			
CARREL GORENIC	Hans		.,	
Telephone Number	£224	3 5 7 7	Syl English	sge of Correspondence French
CERT	IFICATION		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
The above-named organization:	**************			***************************************
 having a combined workforce of 100 or more permanent full-tim 	e and permanent p	art-time employee	s in Canada	, AND
 intending to bid on, or being in receipt of, a federal government. Supply Arrangement, valued at \$1,000,000 or more (including a 		contract, standing	offer or contr	act issued under a
hereby certifies its commitment to implement or maintain employme instrument, in keeping with the Federal Contractors Program requiriplease refer to http://www.eadc.gc.ca/eng/labour/equality/fcp/index	ements. For more shitod:	information on hov	v to implemen	nt employment equity
Important note: If an audit of the Agreement to Implement Employs the procurement instrument(s) with the Government of Canada may		ers misrepresental	on on the pa	n of the organization,
SIG	NATORY			
NOTE: The signatory must be the Chief Executive Officer OR an a confract on behalf of the organization.	·,····			
Name (1917) 1 JOERG STIEBER	1 CHAI	RHAN DE		
Temphone Humbro 513 - 662-2840 sh	766.0	014	Freterred Lang	uage of Correspondence
Signature	- 3000000 2005	0) - 08 - 07		
Privacy Notice:		-		
The information you provide on this for Contractors Program (FCP).	1 42 of the Emp	ioyment Equity Act to	o determine ye	ur eligibility for the Federat
Completion of this form is mandatory. Refusal to provide personal informational bill dist, loss of the right to bild on federal government growing or services of	contracts of any value	and may also result	in the termina	tion of the contract.
The information you provide may be used and/or disclosed for policy analys disclosures of your personal information will never result in an administrative	is, research and/or.e. e decision being mod	ਲਮਿਲੀਲਾ purposes ਜੈ 9 ਸੋਲਿੰਜ਼ੀ you,	dowever, these	: additional uses antikor
Your jetsoust information is administrated in accordance with the Provide A your percured information, which is described in Personal Information Bank, government publication entitled Info Source, which is available at the follows accessed online at any Service Canada Centre.	of and other applicable ESDC PPU 721, Insting ing website address:	e taws. You have the rections to: obtaining this indicated and	right to the protestic thes industriable tight are from S	otection of, and access to, in are outlined in the ource may also be
RETURN	NSTRUCTIONS		************	
IMPORTANT	······	*************************		
The signed Agreement to implement Employment Equity to e-mail at: ee-ome@hrsdo-rhdoc.go.ca,	tnes ad tsum mu	to the Labour Pro	igram by	

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)

		F	Province				Cens	us Metropolitan	Areas	
	Perma Full-		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
Total Employees	s in Canada	>			315	Total Employ	rees in Canada	>		31

						‡ ‡ ‡				

Employment and Social Emplot of Viceloppement Viceloppement Conacto social Conacto

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			All Employee	:8	At	original Peo	ples	Pers	ons with Disa	bilities	Member	s of Visible f	Minorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	7	6	1									
	Total	ī	6	1									
Middle and Other Managers	4												
Top Range: Under \$5,000	3	****************											
Bottom Range: Under \$5,000	2												
	1	28	22	6	1	1					3	1	2
	Total	28	22	6	1	1					3	1	2
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	20	16	4							2	1	1
	Total	20	16	4							2	1	1
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	13	13								1	1	
	Total	13	13								1	1	

Page 1 of 4

Employment and Social - Employer Vireleppement - Secretoppement Conacto - Secretoppement -

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			All E	mployee	s			At	oorigis	al Peo	ples			Perso	ons wi	th Disa	bilities		P		rs of V	/isible f	Ainorities -	, ,
Salary Range	QTR	Total		Men	Wo	men		otal		Vien		/omen		ital		len	•	men	•	otal		/len	Wome	
Col. 1		Col. 2		Col. 3	С	ol. 4	C	ol. 5	C	lol. 6		Col. 7	Co	1. 8	Ç	ol. 9	Col	. 10	Co	st. 11	Çc	sl. 12	Col. 1	13
Supervisors	4																							
Top Range: Under \$5,000	3																							
Bottom Range: Under \$5,000	2																							
	1		8	6		2		1		1														
	Total		8	6		2		1			1													
Supervisors: Crafts and Trades	4																							
Top Range: Under \$5,000	3																							
Bottom Range: Under \$5,000	2																							
	1	1	7	16		1														1		1		
	Total	1	7	16		1														1		1		
Administrative and Senior Clerical Personnel	4																							
Top Range: Under \$5,000	3																							
Bottom Range: Under \$5,000	2																							
	1	1	7	9		8								2		1		1		2		1		1
	Total	1	7	9		8								2		1		1		2		1		1
Skilled Sales and Service Personnel	4																							
Top Range: Under \$5,000	3																							
Bottom Range: Under \$5,000	2																							
	1		3	2		1																		
	Total		3	2		1																		

Page 2 of 4

Employment and Social Emptot et Séraloppement Decelopment Codecto Incom Conscio

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			All Employees			ooriginal Peo		**************************************	ons with Disa	,		s of Visible f	~~~~~~~~~~~~
Salary Range Col. 1	OTR	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 Gol. 12	Women Col. 13
Skilled Crafts and Trades Workers	4												
Top Range: Under \$5,000	3												
Sottom Range: Under \$5,000	2												
	1	82	76	6	2	2		1	1		26	26	
	Total	82	76	6	2	. 2		1	1		26	26	
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	26	11	15	1	1					2	1	1
	Total	26	11	15	1	1					2	1	1
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	10	3	7	1	1		2	2				
	Total	10	3	7	1	1		2	2				
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	79	69	10	6	6		4	3	1	15	14	1
	Total	79	69	10	6	6		4	3		15	14	1

Page 3 of 4

Employment and Social Emplot et Séreloppement Vocalopment Consta xorast Consta

Ontario Drive and Gear Limited (certificate # 10000186)

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National Reporting Period 2016-06-10 to 2018-10-31

Occupational Group			All Employee:	3	Ab	original Peop	oles	Persons with Disa	bilities	Member	s of Visible M	linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Men Col. 8 Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Other Sales and Service Personnel	4											
Top Range: Under \$5,000	3											
Bottom Range: Under \$5,000	2											
	1	4	3	1								
	Total	4	3	1								
Other Manual Workers	4											
Top Range: Under \$5,000	3											
Bottom Range: Under \$5,000	2											
	1	1	1									
	Total	1	1									
Total Number of Employees		315	253	62	12	12		9 7	2	52	46	6

Employment and Social Emplot at Séraloppement Secretopment Conacto xonnat Conacto

Ontario Drive and Gear Limited (certificate # 10000186)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / National

Reporting Period 2016-06-10 to 2018-10-31

		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	315	253	62	12	12		9	7	2	52	46	6
Total Number of Employees	315	253	62	12	12		9	7	2	52	46	6

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FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

Reporting Period 2016-06-10 to 2018-10-31

		All Employees		A	boriginal Peopl	es	Pers	ons with Disat	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Senior Managers	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	
Total Number of Employees Hired	117	79	38	6	6		1		1	28	24	4

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / National

Reporting Period 2016-06-10 to 2018-10-31

	Empk	oyees promoted	(Employees pr	omoted during	the year are to	be reported or	aly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Oppurational Croup		All Employee	s	A	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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									
Total Number of Employees Promoted		7	3 4									
Total Number of Promotions		7	4									

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

Reporting Period 2016-06-10 to 2018-10-31

		All Employees		А	boriginal Peop	les	Pers	ons with Disat	oilities	Membe	rs of Visible M	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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									
Total Number of Employees Terminated	43	34	9							7	4	3

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Workforce Analysis - Summary Report

Date: 2018-12-12

Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	entation		ilability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	7	1	14.3 %	27.4 %	2	*	
02 : Middle and Other Managers	28	6	21.4 %	38.9 %	11	*	
03 : Professionals	20	4	20.0 %	19.3 %	4	0	
04 : Semi-Professionals and Technicians	13	0	0.0 %	17.7 %	2	*	
05 : Supervisors	8	2	25.0 %	54.2 %	4		
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	4	
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	•	
13 : Other Sales and Service Personnel	4	1	25.0 %	58.0 %	2	•	
14 : Other Manual Workers	1	0	0.0 %	30.2 %	0	0	
Total	314	62	198%	28.4 %	88	266	

Total may not equal sum of components due to rounding,



Workforce Analysis - Summary Report

Date: 2018-12-12

Aboriginal Peoples

			Aboriç	jinal Peoples			
Employment Equity Occupational Group	All Employees	Repres	entation	Availa	ability	Gар	
	#	#	%	%	#	#	
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	
99 : Skilled Crafts and Trades Workers	81	2	2.5 %	2.7 %	2	0	
18 : 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	
Total	314	12	3.8 %	1.8 %	4	8	

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-12-12

Members of Visible Minorities

			Members o	f Visible Min	orities		
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	7	0	0.0 %	10.1 %	1	4	
02 : Middle and Other Managers	28	3	10.7 %	15.0 %	4 🎇	1	
03 : Professionals	20	2	10.0 %	29.2 %	6 🎆	4	
04 : Semi-Professionals and Technicians	13	1	7.7 %	26.7 %	3		
05 : Supervisors	8	0	0.0 %	12.0 %	1		
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 🎇	*	
09 : Skilled Crafts and Trades Workers	81	25	30.9 %	21.6 %	17	8	
18 : Clerical Personnel	26	2	7.7 %	11.5 %	3		
11 : Intermediate Sales and Service Personnel	10	0	0.0 %	13.8 %	1		
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	*	
14 : Other Manual Workers	1	0	0.0 %	17.4 %	0	0	
Total	314	51	16.3 %	18.3 %	58		

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-12-12

Persons with Disabilities

			Persons	with Disabili	ties	
Employment Equity Occupational Group	All Employees	Repres	sentation	Avail	lability	Gap
	#	#	%	%	#	#
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	*****
85 : Supervisors	8	0	0.0 %	13.9 %	1	
06 : Supervisors: Crafts and Trades	17	0	0.0 %	7.8 %	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 💥	
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
Total	314	9	2.9 %	4.9 %	17	***

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



Data from First/Previous Workforce Analysis

	_		_	_					_	_					_						_	_		_			_			_	_				_	_						_	_							_					_	_	_								_				_					_	_				_	_					_		_		
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Table 5: Women

Data from Subsequent/Current Workforce

Analysis

		ζ	Fable 1: Women	
		First/Pri	evious Workforce A	nulysis
171.		All Employees	Won	en
tanba	syment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	3	0	27,40
02	Middle & Other Managers	32	6	38,90
03	Professionals	14	2	19.80
()4	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	00.88
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
Total		230	30	28.4

Subsequen	Current Warkfore	e Analysis
All Employees	Won	ien
	Representation	Availability*
#	#	%
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
315	62	28.3

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* Source:					
2011 Nati	onal F	louseh	old Sun	ey	

Data from First/Previous Workforce Analysis

	rst/Previous Work	COLLEGE CALIFORNIA CONTRACTOR CON
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Data from Subse	quent/Current Wo	rkfarce Analysis
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2018	08	31

Table 6: Aboriginal Peoples

			2: Aboriginal Po	
		First/Pr	evious Workforce A	vnalysis
t		All Employees	Aborigina	l Peoples
. ranga	ovment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	3	0	2,90
02	Middle & Other Managers	32	0	2.20
03	Professionals	14	0	0.90
()4	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	00.0
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
Total		230	6	1.7

Subsequent	Current Workfore	te Analysis
All Employees	Aberigina	I Peoples
	Representation	Availability*
#	#	%
7	()	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
315	12	1.8

* Source: 2011 National Household Survey	2000		2000	3000		300	8		•													88	•						×			•	×		88				•		•			5
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2011 National Household Survey	10000					•	***		***														**										•			-					**			٠
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Data from First/Previous Workforce Analysis ↓ ↓ ↓

Data from Fi	rst/Previous Work	arce Anaixis
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Data from St	ibsequent/Curro Analysis	ent Workforce
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Data from Subse	quent/Current Wo	rkforce Analysis
1333	***************************************	DĐ
2018	08	31

Table 7: Members of Visible Minorities

		Table 3: Me	mbers of Visibl	e Minorities
		First/Pr	evious Workforce :	Annlysis
tt.	annual Emilia Onemational Communities (EEOC)	All Employees	Members of Vi	sible Minorities
ranpu	syment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	3	0	10.10
02	Middle & Other Managers	32	3	15.00
03	Professionals	14	3	28.60
()4	Semi-Professionals & Technicians	£]	0	27.00
05	Supervisors	5	0	12.00
06	Supervisors: Crafts & Trades	11	()	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]	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
Total		230	30	18.2

Subsequent	Current Workfore	e Analysis
All Employees	Members of Visi	ble Minorities
	Representation	Availability*
#	#	0/0
7	0	10.10
28	3	15.00
20	3 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
315	52	18.4

2011 Nation	l Household Survey

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Data from Fir	st/Previous Worl	eforce Analysis
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Data from Su	bsequent/Curro Analysis	ent Workforce
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	ist Previous Work	174 W. C. B. 1848 3 174.7
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Data from Subse	quent/Current Wo	rkforce Analysis
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		Table 4:	Persons with Di	sabilities
		First/Pr	evious Workforce A	enntysis
t	amont Emilia Occumutional Commetter (EEOC)	All Employees	Persons with	Disabilities
********	yment Equity Occupational Group (EEOG)		Representation	Availability*
		Ħ	#	%
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	00.00
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	O	5.30
Total		230	8	5.0

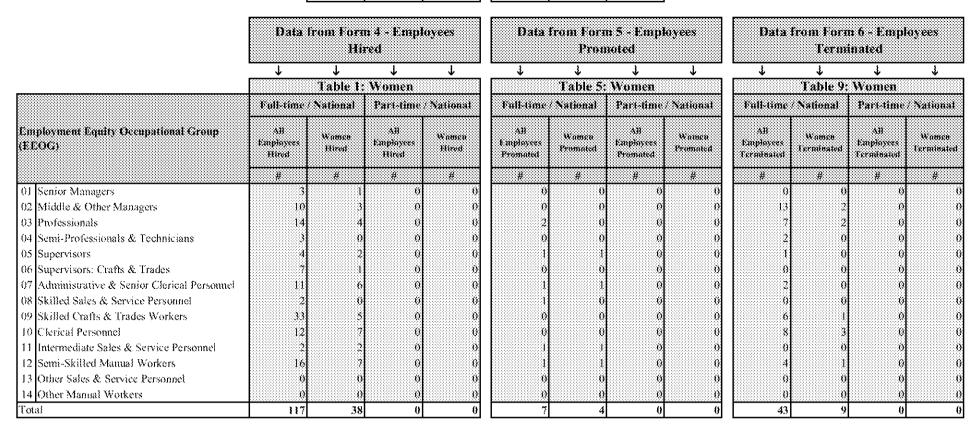
Table 8:	Persons with Di	sabilities
Subsequent	Current Workfor	ce Analysis
All Employees	Persons with	ı Disabilities
	Representation	Availability*
#	#	1/0
35	()	4.30
20	0	3.80
13	0	4.60
8	()	13.90
17	0	7.80
17	2	3.40
3	0	3.50
82	1	3.80
26	0	7.00
10	2	5.60
79	4	4.80
4	0	6.30
1	0	5.30
315	9	4.9

* Source:		
2012 Canadia	n Survey on Disabi	ility

2012 Canadian Survey on Disability	* Sour	cet.			

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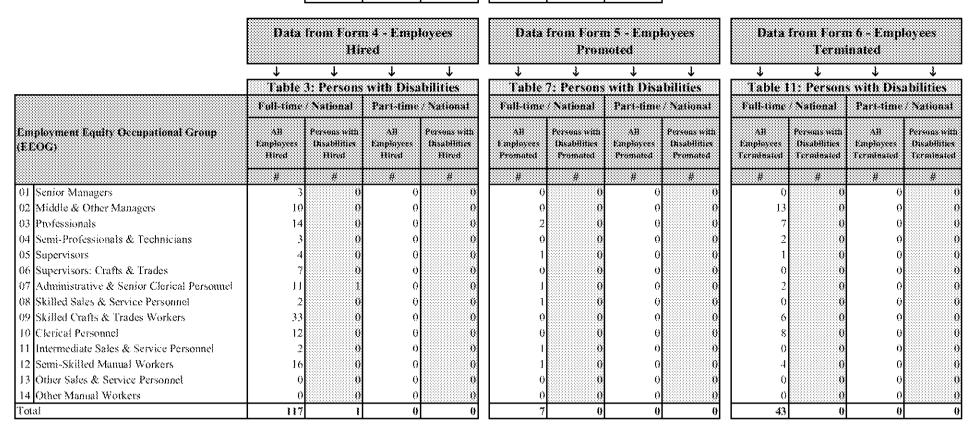
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Employment Equity Occupational Group (EEOG)	AH Employees Hirst	Aborginal Peoples Hired	AH Emplayees Hirest	Aborginal Peoples Hired	AR Employees Promated	Aboriginal Peoples Promoted	All Employees Promated	Abermand Peoples Premated	SH Employees Ferminated	Aboraginal Peoples Cernitrated	AH Employees Fernitosisi	Aboraginal Peoples forminated
01 Senior Managers	# 7	# ()	# () #) ()	# 6	# ()	# ()	# ()	# ()	#	# # 0	# 1)
02 Middle & Other Managers	10	1	(0	0	0	ó	0	13	(o	0
03 Professionals	14	0	(0	2	0	0	0	7	(0	0
04 Semi-Professionals & Technicians	3	0	(0	0	Q	0	0	2	į.	0	0
05 Supervisors	4	1	(0	1	0	0	0	1	(0	0
06 Supervisors: Crafts & Trades	7)	(0	0	Ď.	0	0	0	į.	0	0)
07 Administrative & Senior Clerical Personnel	1.1	0	(0	Į.	0	0	0	2	(0	0
08 Skilled Sales & Service Personnel	2	Ü	(6	1	Ü	0	Ü	0	(0	Ű
09 Skilled Crafts & Trades Workers	33	2	(Ω	0	0	0	0	6	· · · · · · · · · · · · · · · · · · ·	0	0
10 Clerical Personnel	12	0	(0	6	0	0	0	8	(0	0
11 Intermediate Sales & Service Personnel	3	0	ť.	0	1	0	0	0	0	į.	0	0
12 Semi-Skilled Manual Workers	16	,	(0	1	0	0	0	4	(0	0
13 Other Sales & Service Personnel	(()	(0	0	()	0	()	0	(0	(0)
14 Other Manual Workers	(0	((1)	0	0	0	0	()	ſ	0	0
Total	117	6	(0	7	0	0	0	43	[0)	0

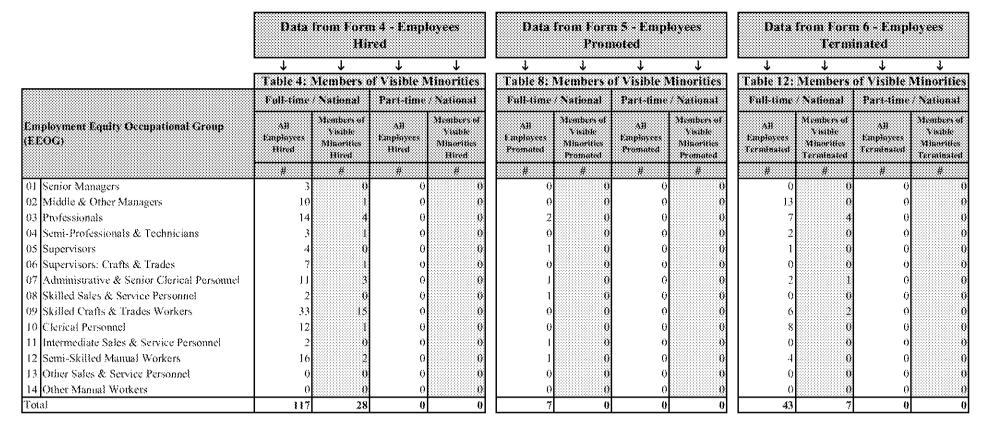
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2018	08	31



Part 3: Coals

Ontario Drive and Gear Utd.

(Date: 2018-01-18)

									Data i	ar First/I	trevious f	ioals							
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Date sources.	From Workforce Analysis	From Workforce Analysis	Data fletr	Cx Ex3	From Flow Data Analysis & Workforce Analysis [‡]		CxHx3	F÷I	From Workforce Analysis	Eguivaleu to H	Kxl.x3	(F x Q) - R.÷ M	3 x P	Data Entry	Eroni Workforce Analysis	Eroto Workforci Analysis	(K - M + e O) - ((C + F) × Q)	K ÷ C	(K - M + O) → (C + F)
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01 Senior Managers		32.69	a 000000000000000000000000000000000000	(0.0%		(()	0	0.0%	()	Į.	0		27.4%	-1	-}	0.0%	0.0%
62 Middle & Other Managers	32	-4.4%	a inches	(:	43.3%		- 6	0	· 6	0.0%	()	6	0		38.9%	-6	-6	18.8%	18.895
03 Professionals	1.4	12.6%	6	0	41.2%		ŧ	0	2	0.0%	0	1	()		19.8%	-1	- f	14.3%	14.3%
04 Semi-Professionals & Teet	. 31	5.7%	6	0	16.7%		0	0	0	0.0%	0	2	0		16.5%	-2	-2	0.085	0.0%
05 Supervisors	ş	17.0%	6	c	15.4%		0	0	0	0.0%	0	3	0		54.2%	.3	3	0.0%	0.0%
96 Supervisors, Crafts & Trad	es 11	15.6%	ú	U	0.0%		6	0	0	0.0%	υ	š	0		7.9%	-1	-1	0.0%	0.04,
07 Administrative & Sr Cleric	al 7	34.49	и	(36.7% ₀		6	0] 3	9.0%	0	4	1)		83.0%	-4	~A	28.6%	28.6%
98 Skilled Sales & Service	0	0.0%	3 0000000000000000000000000000000000000	6	0.0%		6	0	0	0.0%	0	()	0		0.0%	0	9	#DJV/0!	#D£∇/0!
69 Skifted Crafts & Trades	48	19.5%	a	f	9.2%		6	0	1	0.0%	Û	ŧ	0		4.2%	-1	1	2.1%	2.1%
10 Clerical Personnel	Įψ	11.0%	6	0	35.6%		ŧ	0	9	0.0%	0	4	()		67.9%	-4	-4	47.4%	47,3%
11. Intermediate Sales & Servi	ce 8	7.7%	6	c	0.0%		- 0	0	. 5	0.0%	0	}	0		69.4%	-1	- 1	62,595	62.5%
12 Scmi-Skilled Maoual	68	5.3%	6	C	5.4%		6	0	4	0.0%	0	12	t)		23.0%	-12	-3.2	5.9%	5.9%
13 Other Sales & Service	3	10.3%	ú	U	0.0%		6	0	1	0.0%	Ü	š	0		58.0%	-1	-1	33.3%	33.3%
14 Other Manual Workers	1	0.09	и	()	0.0%		6	0	0	0.0%	()	0	1)		30.2%	0	0	0.0%	0.0%
Total	230	11.4%	я (000000000000000000000000000000000000	()	15.8%		- 6	0	.30	0.0%	- 0	35	0		28.4%	. 35	-35	13,0%	E3 085

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis * Previous number of employees from Workforce Analysis) 10 x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) × 100.

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91	Senior Managers)	0.8)	1	0.0																	
62	Middle & Other Managers		O.	0.0		1	ບດ																	
03	Professionals		1	0.0		(0,0																	
04	Semi-Professionals & Teeb		2	i(t)		2	0.0																	
05	Supervisors		1	1133	1	1	0.0																	
-06	Supervisors, Crafts & Trades		1	0,0	1	(0.0																	
07	Administrative & Sr Clerical		3	0.0)	1	(£)(
98	Skifted Sales & Service		()	0.8		1	0.6																	
69	Skilled Crafts & Trades		1	0.0	j		0.0																	
10	Clerical Personnel			11.0		(0.0																	
11.	Intermediate Sales & Service		0	÷(;;)		3	0.0														<u> </u>			
12	Semi-Skilled Manual		1	0.0	1	1	0.0																	200000
1.3	Other Sales & Service		13	0.0		4	9,0																	
14	Other Manual Workers		()	0.0	6	1	0.0														30000000 200000000000000000000000000000			1000000
Total	·		10		14	4																		

Part 3: Goals

Ontario Brive and Gear Ltd.

(Date: 2018-01-18)

										Data t	ar First/I	trevious (ioals							
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Data sources.		From Workforce Analysis	From Workforce	Data f.etr	CxFx3	From Flow Data Analysis & Workforce Analysis ²		y C x H x 3	F÷I	From Workforce Analysis	Equivalent	Kxl.x3	(F x Q) ~ R ∻ M	3 x P	Data Entry	From Workforce Analysis	Workford	(K - M + e O) - ((C + F) x Q)	K÷€	(K - M + O) → (C + F)
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										Table	3: Abor	iginal Pec	ples							
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Employment Equity Occupational	Nendoc	Circle	dk (Nev Proj	(d109)	Tomoser (N)	үйжээнсэс я Епіріозияз		Anticquated	Newber		eplacement of Exaplances	Hitte Kenniced	3 Year From	Giods - To	Present		Propused	fresen	Frajectus
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	- 2	V ₀	9 ₉₆	я	×.	9 _%	#	ø	*	9,	4		- 4	*4	ν,	я	#	9 _%	1%
01 Senior Managers	3	32.6%		(	0.0%		6	0	0	0.0%	0	0	0		2.9%	0	0	0.0%	0.0%
62 Middle & Other Managers	32	-4.49a		(	43.3%		6	9	0	0.0%	ti	ŧ	0		2.2%	-1	5	0.0%	0.0%
03 Professionals	1.4	12.6%		(	41.2%			0	0	0.0%	0	()	1)		0.9%	0	e e	0.0%	0.0%
04 Semi-Professionals & Tech	3.1	5.7%		(	16.7%		0	0	0	0.0%	0	0	0		1.5%	0	0	0.095	0.0%
05 Supervisors	5	17.0%		(	15.4%		6	0	0	0.0%	0	0	0		1.0%	0	0	0.0%	0.0%
96 Supervisors, Crafts & Trades	11	15.6%			3 0.0%		6	0	1	0.0%	Ü	}	0		2.4%	1	1	9.1%	9.1%
07 Administrative & Sr Clerical	7	34.4%		(	36.7%		6	0	0	0.0%	0	0	0		1.6%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		(	0.0%		6	0	θ	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
69 Skilled Crafts & Trades	48	19.5%		ť	9.2%		6	()	0	0.0%	Ð	ł	0		2.7%	-1	\$	0.0%,	0.0%
10 Clerical Personnel	14	11.0%		(	35.6%		6	t t	í	0.0%	0	-1	()		0.9%	1	Í	5.3%	5.3%
11. Intermediate Sales & Service	8	7.7%		(	0.0%		0	0	Į ŧ	0.0%	0	-}	0		1.5%	. 1	ŧ	F2.595	12.5%
12 Semi-Skilled Manual	68	5.3%		(	5.4%		0	0	.3	0.0%	0	-2	t)		1.2%	?	2	4 495	4,4%
13 Other Sales & Service	3	10.3%			0.0%		6	0	0	0.0%	U	0	0		2.3%	Ü	θ	0.0%	0.0%
13 Other Manual Workers	1	0.025		(	0.0%		6	()	0	0.0%	()	0	0)		1.8%	0	0	0.0%	0.0%
Total	230	11.1%		- (	15.8%		- 6	()	6	0.0%	0	-2	0		1.7%	2	2	2,6%	2 695

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) 48-10 x 100.

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Correct Workforce Analysis + 2) × 100.

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-91	Senior Managers		<b>(4)</b>	0.0	Ü	8.4																		
62	Middle & Other Managers		i i	0.8	à	เมล																		
03	Professionals		9	9.0	Q.	11.0																		
04	Semi-Professionals & Tech			44.61	- 6	0.0																		
05	Supervisors		- 6	46	3	0.0																 5000000		
	Supervisors, Crafts & Frades		- 63	0.0	- 63	0.0																		
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-98	Skifted Sales & Service			0.0	i)	8.4																		
69	Skilled Crafts & Trades			0.0	j	11.0																		
10	Clerical Personnel		- 0	49.00	- 8	0.0																 		
14	Intermediate Sales & Service			(4.6)	- 6	0.0																		
12	Semi-Skilled Manual		- 6	66	13	0.0																 5000000		
13	Other Sales & Service		- 63	0.0	- 63	9,0																		
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#### Federal Contractors Program Achievement Report Part 3: Coals Ontario Drive and Gear Ltd. IDate: 2018-01-181

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Data sources.	From Workforce Analysis	From Workforce Analysis ⁴	Data fietry	CxEx3	From Flow Data Analysis & Workforce Analysis ²		CxHx3	F÷I	From Workforce Analysis	Eguivalent to H	Kxlx3	(F x Q) ~ R ÷ M	) x P	Data Entry	From Workforce Analysis	Eroto Workforce Analysis	(K - M + 0) - ((C + F) × Q)	K÷€	(K - M + O) + (C +F)
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	<b>3</b>	100	0,	4	*.	• •	ý.		26	9,	A			×.	100	4		•4	96
01/02 Managers	3.5	4		- (	21.7%		(	()	(	0.0%	()	2			4.3%	-2	-3	0.0%	<del></del>
63 Professionals	14	12.6%a		- (	41.2%		- 6	0	(0	0.0%	()	ŧ			3.8%	-1	3	0.0%	0.0%
04 Semi-Professionals & Tech	} f	5.7%		(	16.7%		6	0	43	0.0%	0	1	ξ.		3.6%	-1	- f	0.0%	0.0%
05 Supervisors	5	17.0%		(	(5.4%		0	0	0	0.0%	0	}			13.9%	-1	- {	0.095	0.0%
06 Supervisors: Crafts & Trades	3.1	15.6%		(	0.0%		0	0	0	0.0%	0	}	(	•	7.8%	-1	-1	0.0%	0.0%
U7 Administrative & Sr Clerical	?	34,4%		,	16.7%		6	6	1	0.0%	U	\$	ť		3,4%	1	1	14,3%	14.3%
08 Skilled Sales & Service	0	0.0%		(	0.0%		9	0	9	0.0%	0	0			0.0%	()	0	#DIY/0!	
69 Skilled Crafts & Trades	48	19.5%		,	9.2%		6	0	6	0.0%	()	2			3.8%	-2	-2	0.0%	0.0%
10 Clerical Personnel	19	11.0%		· ·	35.6%			9	6	0.0%	100	1	1		7.0%	-1		0.0%	0.0%
11 Intermediate Sales & Service	8	2,7%			0.0%		,	9	1 3	0.0%	0	-4	,		5.6%	2	2	25.0%	25.0%
12 Semi-Skilled Manual	08	5.3%		,	3.4%		, ,	1 0	] :	0.0%	1 0	-2			4.8%	1 3	2	7.496	7.4%
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14 [CARRY MARGON WORKERS																			

t Calculated by using the following formula: ((Correct number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) + 1) x 100.

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

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01/02	Managers		3	0.0	3		0,0																					
93	Professionals		13	0,0	(3		8.9																					
04	Semi-Professionals & Tech		- N	0.0	ù		17.0																					
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07	Administrative & SeCheical		- 6	110			0.0																					
08	Skilled Sales & Service		- 6	0,0	6		():0																					
09	Skilled Crafts & Trades		. 6	0.0	- (8		(),\(\)																				2000000	
10	Clerical Personnel			0.8	) i		0.9																					
11	Intermediate Sales & Service		9	0.0	9		0.0																					
12	Semi-Skilled Manual		0	11.0	- 0		0.0																					
13	Other Sales & Service		- 6	÷(,;)			0.0																	<u> </u>		<u> </u>	<u> </u>	333333
14	Other Manual Workers		- 6	0.0			6.0																					
Total			3		3																						<u> </u>	

Part 3: Coals

Ontario Drive and Gear Ltd.

IDate: 2018-01-181

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Data sources.	From Workforce Analysis	From Workforce Analysis	Data Entry	CxFx3	From Flow Data Analysis & WorkSorce Analysis ²	Data fintry	C x H x 3	F÷I	From Workforce Analysis	Equivalent to H	KxLx3	(FxQ) ~ R÷M	3 x P	Data Entry	From Workforce Analysis		(K - M + O) - ((C + F) × Q)	K+C	(K - M + O) → (C + F)
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	(1111)	хэхээмжэн	Actess	Proj	8989	Soloid	100	ceted	Hisportices 3 Years	\$3.53-889.DB			Risjoired Occe 3	3333	11112	Prison Assilefeldy	Present tap	Propused	fresens Representation	Representation to 3
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	Senior Managers	3	32.6%		6	0.0%		0	0	θ	0.0%	0	0	0		10.1%	0	9	0.0%	0.0%
62	Middle & Other Managers	32	-4.49a		(:	43,3%		0	0	3	0.0%	Ü	2	0		35.0%	-2	-2	9,4%	9,4%
03	Professionals	14	12.6%		0	41.2%		()	0	3	0.0%	0	1	()		28.5%	-1	- f	21.4%	24.4%
04	Semi-Professionals & Teeb	3.1	5.7%		0	16.7%		0	0	()	0.0%	0	3	()		27.6%	-3	-,3	0.093	0.0%
0.5	Supervisors	5	17.0%		0	15.4%		()	0	()	0.0%	0	}	0		12.0%	·l	-1	0.0%	0.0%
96	Supervisors, Crafts & Trades	J 1	15.6%		0	0.0%		0	0	O	0.0%	Ü	2	ũ		14.6%	.2	-2	0.0%	0.0%
02	Administrative & Sr Clerical	7	34.4%		6	36.78 ₀		0	0	0	0.0%n	0	ŧ	0		9.5%	-1	-}	0.0%	0.0%
08	Skilled Sales & Service	0	0.0%		6	0.0%		- 0	0	0	0.0%	0	()	0		0.0%	0	θ	#DJV/09	#DIV/0!
69	Skilled Crafts & Trades	48	19.5%		f:	9.2%		- ()	O	10	0.0%	Ĥ	O	ŋ		21.6%	Ð	0	20.8%	20.8%
10	Clerical Personnel	14	11.0%		0	35.6%		ę,	0	í	0.0%	0	1	<b>()</b>		11.5%	-1	-1	5.3%	5,3%
11.	Intermediate Sales & Service	8	7.7%		0	0.0%		0	0	()	0.0%	0	3	()		13.8%	-1	{	0.099	0.0%
12	Sent-Skilled Maoual	68	5.3%		0	5.4%		0	0	3.3	0.0%	0	0	t)		18.5%	0	0	19 193	39.1%
1.3	Other Sales & Service	3	10.1%		0	0.0%		0	0	0	0.0%	Ü	ţ	0		16.9%	-1	-1	0.0%	0.0%
14	Other Manual Workers	ſ	0.0%		()	0.0%		0	0	0	0.0%	()	0	0		37,49a	0	0	0.0%	0.0%
Total		230	11.4%		- (	15.8%		- 0	0	.30	0.0%	0	3.2	0		18.2%	-12	-12	13.0%	E3 055

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

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-91	Senior Managers		(3)	0	8	(3		ΥŅ																					
62	Middle & Other Managers		1	0	ø			1.0																					
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07	Administrative & Sr Clerical		3	0	Ø	3		, Ņ																					
98	Skifted Sales & Service		(3	0	8	()		Y (g																		30000			
69	Skilled Crafts & Trades		a	Ů	<b>8</b>	0		0.5																					
10	Clerical Personnet			i i	e e	( )	:::::: <b>:</b>	0																					
1 t	Intermediate Sales & Service			, , , , , , , , , , , , , , , , , , ,	()			.0																	0000	500000			30000000
12	Semi-Skilled Manual		- 3	n	Ø	- 3	· · · · · · · · · · · · · · · · · · ·	.0																					
13	Other Sales & Service		65	0	Ø	- 33		),Q																					
14	Other Manual Workers		- 65	0	<b>()</b>	(5	(	, (d																					
Total			- 4			×																							

Part 3: Coals

Ontario Drive and Gear Ltd.

IDate: 2018-01-181

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-01	Senior Managers	7	32.6%		- 0	0.0%		0	0	}	0.0%	0	ŧ	0	27.4%	27,4%	- l	-}	14.3%	F4.3%
62	Middle & Other Managers	28	-4.49.		(1	43.3%		0	0	6	0.0%	Ü	.5	0	18.9%	38.9%	-5	5	21.4%	23,4%
03	Professionals	20	12.6%		0	41.2%		0	Ú	4	0.0%	0	0	()		19.3%	0	(1	20.0%	20.0%
04	Semi-Professionals & Tech	3.3	5.7%		0	16.7%		0	0	()	0.0%	0	5	0	37.7%	17.7%	-2	-2	0.095	0.0%
0.5	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%
96	Supervisors, Crafts & Trades	17	15.6%		U	0.0%		0	0	1	0.0%	υ	f	0	9.3%	9.3%	-1	-1	5.9%	5.9%
07	Administrative & Sr Clerical	£3.	34.4%		0	16.79 ₀		0	0	8	0.0%	0	6	1)	50,0%.	80.0%	-6	-6	47,1%	47.195
98	Skilled Sales & Service	3	0.0%		- 0	0.0%		0	0	}	0.0%	0	()	0		48.6%	0	θ	33.3%	33.3%
69	Skilled Crafts & Trades	82	19.5%		fi	9.2%		0	O	, é	0.0%	Ð	+3	0		4.2%	3	3	7.3%	7.3%
	Clerical Personnel	26	11.0%		0	35.6%		0	Ú	15	0.0%	0	3	()		67,9%	-3	-3	57.7%	57.7%
11	Intermediate Sales & Service	3.0	7.7%		0	0.0%		0	0	7	0.0%	0	0	- 0		69.4%	. 0	0	70.095	70.0%
	Semi-Skilled Maoual	79	5.3%		0	5.4%		9	- 0	30	0.0%	0	8	()	23.0%	23.0%	-8	-38	12 795	32.7%
1	Other Sales & Service	4	10.3%		Û	0.0%		9	6	1	0.0%	Ü	š	0	89.0%	58.0%	-1	-1	25.0%	25.0%
14	Other Manual Workers	f	0.0%		- 0	0.0%		0	0	()	0.0%	0	0	1)		30.2%	0	0	0.0%	0.0%
Total		315	11. <b>1%</b> a		9	15.8%		9	0	62	0.0%	- 0	27	0		28.3%	.27	-27	19,7%	19 7%

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

Workeree (tolliysis) - 2) v i				 	 	 				 	 	**************	 	 	 
	000000000000000000000000000000000000000					Table	10: Wom	SR .							
Employment Equity Occupational Group (EECU)		<b>М</b> адаюн													
Cross (FF4W)	Singit-ter	na Goals Long	ta ene Canada					(	ommen	\$					
(**40)		28	(a) - % (b)												
01 Senior Managues		27.4	27.3												
02 Middle & Other Managers		38.9	38.9												
03 Professionals		0.0													
94 Semi Professionals & Tech		17.7	17.7												
65 Sopervisors		50.0	50.0												
06 Supervisors: Crafts & Trades		9.3	9.3												
07 Administrative & Sc Clonical		50.0	50.0												
08 Skilled Sales & Service		6.0													
09 Skilled Crafts & Trades		0.0													
10 Clerical Personnel		0.0													
11 Intermediate Sales & Service		0.0													
12 Seroi-Skilled Manual		23.0	23.0												
13 Other Sales & Service		50.0	30,0												
14 Other Manual Workers		0.0													
Total	F (8)	60													

Part 3: Coals

Ontario Drive and Gear Utd.

(Date: 2018-01-18)

									Data for	Subseque	:st/Curre	nt Geals							
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Date sources.	From Workforce Analysis	Fion Workforce Analysis	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis ²	Data finti	y C x H x 3	F÷I	From Workforce Analysis	Biguivalen to El	manusus KxLx3	(F x Q) - R. ÷ M	3×P	Data Entry	From Workforce Analysis	Erom Workford Analysis	(K - M + e O) - ((C + F) × Q)		(K - M + O) + (C + F)
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	Newber	t ma	odk (Neo Pred	inos)	302210107778		Permoneted:		Nender				***************************************	Giods					
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(agup (FICH))	3333-MM-58	Actoss	Proj	80468	Secord	770	ceted	Hims ther A Years	42.42.4848.48B			Occi 2	3333	1110	Avxilololog	Prescostup	Lag	Steperesentation	Representation to 3 Vents
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01 Senior Managers	7	32.6%			0.0%		0	0	0	0.0%	()	0	0		2.9%	0	θ	0.0%	0.0%
62 Middle & Other Managers	28	-4.49.		(	43.3%		0	0	3	0.0%	()	0	0		2.2%	Ú	()	3.6%	3.6%
03 Professionals	20	12.6%		(	41.2%		(1	0	(0	6.0%	0	0	1)		0.9%	0	e e	0.0%	0.0%
04 Semi-Professionals & Tech	3.3	5.7%		(	16.7%		0	0	0	0.0%	0	0	0		1.5%	0	0	0.095	0.0%
05 Supervisors	8	17.0%		(	15.4%		()	0	l Ł	0.0%	0	}	0		1.0%	1	Ł	E2 5%	12.5%
U6 Supervisors, Crafts & Trades	17	15.6%			0.0%		()	0	O	0.0%	U	0	ũ		2.4%	U	Ú	0.0%	0.0%,
07 Administrative & Sr Clerical	E7	34.4%		₹	36.7%		- 0	0	0	0.0%	()	0	0		1.6%	0	0	0.0%	0.0%
08 Skilled Sales & Service	3	0.0%			0.0%		θ	0	0	0.0%	()	0	0		L.3%i	0	θ	0.0%	0.0%
69 Skilled Crafts & Trades	82	19.5%		f	9.2%		0	Ø	2	0.0%	fi	()	0		2.7%	Û	-0	2.4%	2.4%
10 Clerical Personnel	26	11.0%		(	35.6%		0	0	í	8*0.0	0	-1	f)		0.9%	1	f	3.8%	3.8%
11. Intermediate Sales & Service	30	7.7%		(	0.0%		0	0	1	0.0%	0	-}	0		1.5%	1	ŧ	10.085	30.0%
12 Semi-Skilled Maoual	79	5.3%		(	5.4%		0	0	6	0.0%	0	5	t)		1.2%	5	.5	7.6%	7.6%
13 Other Sales & Service	4	10.3%		į	0.0%		()	0	0	0.0%	Ü	0	0		2.3%	υ	0	0.0%	0.0%
14 Other Manual Workers	1	0.0%		- (	0.0%		- 0	0	0	n.20.0	()	0	1)		1.8%	()	0	0.0%	0.0%
Totat	315	11.1%		- (	15.8%		8	()	12	0.0%	()	-6	0		1.8%	6	$\epsilon$	3,8%	3.88%

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis * Previous number of employees from Workforce Analysis) 10 x 100.

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Correct Workforce Analysis + 2) × 100.

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Employament Expeits Occupational Genup (EECO)	Short-ter	Aboraginal Progres on Goals Long	aerm Gods								r	amme	315							
(wath (FFFH2)		98 (7/2)	(																	
01 Senior Managers		មិស																		
02 Middle & Other Managers		0.0																		
03 Professionals		0.0															3000000			
64 Semi-Professionals & Tech		0.0																		
05 Supervisors		0.0																		
06 Supervisors: Crafts & Trades		0.0																		
07 Administrative & SeClerical		0.0			0000000															
08 Skilled Sales & Service		មហ																		
69 Skilled Crafts & Trades		0.0																		
10 Clerical Personnel		0.0															2000000			
11 Intermediate Sales & Service		0.0																		<u> </u>
12 Semi-Skilled Manual		0.0																		
13 Other Sales & Service		0.0																		
14 Other Manual Workers		0.0			9000000											000000	200000			
Total	1000000	0.0																		

#### Federal Contractors Program Achievement Report Part 3: Coals Ontario Drive and Gear Ltd. IDate: 2018-01-181

									Data for	Subseque	st/Curre	at Geals							
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Data sources.	From Workforce Analysis	Pion: Workforce Analysis ⁽	Data Cetry	CxFx3	From Flow Data Analysis & Workforce Analysis ²	Data finhy	CxHx3	F ÷ I	From Workforce Aualysis	Eggivalent Lo H	KxLx3	(F x Q) ~ R ∻ M	) x P	Data Entry	From Workforce Analysis	Erous Workforce Analysis	(K - M + 0) - ((C + F) × Q)	K÷€	(K - M + O) → (C + F)
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										: Persons									
									Subsequ	сан Систері	Short-terp	a Goods							
				ARED	ндилесь .										th Obstitution	<b>9</b>			
Emphyment Equity Occupational	Newton	Kiros	dk (Nev Phoi	(1 <b>0</b> 9)		еріжесінесі ж Етріодича	Trenomicel	Auficquated	Namber		eplacement of L'Explorees	Hitro Kongiced		eGoods n×10					Frejectus
(want (£1£H))	<b>4343-</b> 9090	Actoss	\$76	een d	Solost	9769	eered	Horse Over 3	43434884BB			Gree 3	5343	VVV	Prisoni Avxilololov	Р.ccsco1.tжр	Property	ffresent Magnesentation	Ясрээээнийн бол бо.3
	2018-09-37	Amorty	Озохиву	Diec) Yens	Axnoxis	kororativ	Over 2 3 cors	Years	2038-09-31	Онживу	Disc.) Years	Vesas	2818	3021					Years
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01/02 Managers	3.5	14.8%		(9	21.7%		6	0	θ	0.0%	0	2	0	3.7%	4.3%	1	-2	0.0%	0.0%
03 Professionals	20	12.6%a		(1	41.2%		- 6	9	0	0.0%	Ü	ŧ	0	3.8%	3.8%	1	5	0.0%	0.0%
04 Semi-Professionals & Tech	1.3	5.7%		0	16.7%		- (	0	(1	9:0%	0	1	٢.	4,6%	4.6%	1	- f	0.0%	0.0%
05 Supervisors	8	17.0%		0	15.4%		(	0	0	0.0%	0	}		37.9%	£3.9%	-1	- {	0.095	0.0%
06 Supervisors Crafts & Trades	17	15.6%		"	0.0%		(	1 8	"	0.0%	\ °	}		7,8%	7.8%	1 1	-1	0.0%	0,0%
07 Administrative & Sr Clerical 08 Skilled Sales & Service	17	34,4% 0,0%			16.7% 0.0%		1	] "	4	0.0%		-1			3,4% 3,5%	1	1	13.8% 0.0%	31.8% 0.0%
69 Skilled Crafts & Trades	78	19.5%			9,2%		,	] "	',	0.0%	"	9		3.8%	3.8%	1 "		0.0% £2%	1.2%
10 Clerical Personnel	26	11.0%		\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	35.5%		6	,	, ا	0.0%	"	2 2	;	7.05	7,0%			0.0%	0.0%
11 Intermediate Sales & Service	10	7.7%		"	0.0%		ì	] "	,	0.0%	l "	.1	,		5,656	j j	1	20.0%	20.0%
12 Semi-Skilled Manual	79	5.3%		ه ا	5.4%			ő	ي <u>َ</u> ا	0.0%	هٔ ا	0			4.8%			5.196	5.1%
13 Other Sales & Service	4	10.}"6		0	0.0%		6	, ,		0.0%	ĺő	8			6.3%	, ,	ا ق	0.685	0.0%
13 Other Manual Workers	1	£90.0		U	0.0%		6	0	0	0.0%	U	0	ť		5.3%	, o	6	0.0%	0.0%,
Total	315	11.4%		()	15.8%		6	0	9	0.09a	()	6	(		4,4%	6	-6	2.9%	2.9%

t Calculated by using the following formula: ((Correct number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)¹⁶ - 1) x 100.

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15.09	утон Едину Осхарайнай (ЕЕН)	Sind-t-te	rationis Languer	in Costs									C)	04314331	nts:							
				%																		********
01/02	Managers		4.3	4,3																		
93	Professionals		3.8	3.%																		33333333
04	Semi-Professionals & Tech		4.6	4.6																		
0.5	Supervisors		13.9	13.9																		
06	Sapervisors: Crafts & Trades		7.5	7.8																		
07	Administrative & SeClurical		0.0																			
08	Skilled Sales & Service		0.0																			
()9	Skilled Crafts & Trades		3.8	3,8																		
10	Clerical Personnel		7.0	7.6																		
11	Intermediate Sales & Service		U.O																			
12	Semi-Skilled Manual		0.0																			
13	Other Sales & Service		0.0																			
14	Other Manual Workers		6.0																			
Total			0.0																			0000000

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.

Part 3: Couls

Ontario Drive and Gear Ltd.

IDate: 2018-01-181

									Data for	Subseque	nt/Curre	at Geals							
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Data sources.	From Workforce Analysis	From Workfored Analysis		y CxFx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F÷1	From Workforce Analysis	Equivalent to H	Kxlx3	(F x Q) ~ R ∻ M	3×P	Data Entry	From Workforce Analysis	Erom Workford Analysis	(K - M - e O) - ((C + F) × Q)	K÷€	(K - M + O) → (C + F)
	_ <b>.</b>	Ţ	<b>‡</b>	1	<b>↓</b>	1	4	ţ	1	Į.	1	1	ţ	1	¥	Į.	ţ	ţ	<b>↓</b>
									Table 15: 3	**************	of Visible (Short-tern		<b>.s</b>						

									abse 15: 8	*******	******	*******	<b>.</b> 9						
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Е трыхнова Едийу Октарайная! Сязат (ЕЕСИ):	4343-MM-DR	Actos	Pro	(ecard	Scion	7.00	ceted	Antichialed Hims Reco A	\$3\$3-999 <b>9</b> 0			Kojolced Greek	3777	1715	Princeri Availatelas	Present tup	Parquasit.	ffeesens Mentresentation	Ясрээээн бийсэн 10:3:
	2038-09-37	Atorophy	(можив)	thee A	अभाग्यीङ	kororetis	Over 3 Seems	Year	2038-09-31	Оноживу	Urec I Yessy	Years	2618	3021					Years
	- 4	<i>V</i> ₀	•,	4	ж,	•*	я	¥	*	0 k	¥			*,	ν,	#	¥	9%	P/6
01 Senior Managers	7	32.6%		(	0.0%		- 0	()	0	0.0%	0	ŧ	0	10.1%	10.1%	-1	-}	0.0%	0.0%
62 Middle & Other Managers	28	-4.49.		(:	43.3%		0	0	3	0.0%	()	ŧ	0	18.0%	35.0%	-1	}	10.7%	10.7%
03 Professionals	20	12.6%		0	41.2%		(1	O	2	0.0%	0	4	()	29,2%	29.2%	-4	-4	10.0%	10.0%
04 Semi-Professionals & Tech	3.3	5.7%		C	16.7%		0	0	ŧ	0.0%	0	5	0	26.7%	26.7%	-3	-2	7.796	7.7%
05 Supervisors	8	17.0%		0	15.4%		()	0	()	0.0%	0	}	()	32.0%	12.0%	· 1	-1	0.0%	0.0%
06 Supervisors, Crafts & Trades	17	15.6%			0.0%		0	0	1	0.0%	υ	2	0	35.5%	15.5%	.2	-2	5.9%	5.9%
07 Administrative & Sr Clerical	E	34.4%		- (	36.78 ₀		0	0	2	0.0%	()	0	0		9.5%	()	0	1 L8%	D.8%
98 Skilled Sales & Service	3	0.0%		()	0.0%		0	()	0	0.0%	()	ŧ	0	23.1%	25.1%	-t	-}	0.0%	0.0%
69 Skilled Crafts & Trades	82	19.5%		f	9.2%		0	()	26	0.0%	Û	-8	0		21.7%	Š	8	31.7%	31.7%
10 Clerical Personnel	26	11.0%		0	35.6%		(1	0	2	0.0%	0	1	()	11,3%	11.5%	-1	- f	7.7%	7,21%
11 Intermediate Sales & Service	30	7.7%		0	0.0%		0	0	0	0.0%	0	}	0	37.8%	£3.8%	-1	- {	0.085	0.0%
12 Semi-Skilled Maoual	79	5.3%		C	5.4%		0	0	3.5	0.0%	0	0	()		18.5%	0	0	19 695	19,0%
13 Other Sales & Service	4	10.4%		0	0.0%		0	6	0	0.0%	0	š	0	36.9%	16.9%	-1	-1	0.0%	0.0%
14 Other Manual Workers	1	0.0%		(	0.0%		0	()	0	0.0%	()	0	1)		37,49 ₀	()	0	0.0%	0.0%
Total	315	11.4%		6	15.8%		1 0	()	52	0.0%	0	6	0		18,4%	-6	-6	16,5%	16.5%

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) 10x 100.

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

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Етрыхаюн Барейз Осеарайн Скаар (ЕЕСИ);	и и	embers of Visible Minus	lišek .															
Cirrap (E.ECH))	Magni	eran Goals Loage 42	rm Gods								Cann	ess is						
01 Senior Managers		lú.t	369.1															
02 Middle & Other Managers		15.0	(4.0)															
03 Professionals		29.2	29.2															201000000000000000000000000000000000000
4st Semi-Professionals & Tech		26.7	26.7															
05 Supervisors		12.0	12.0															
06 Supervisors: Crafts & Trad	es 💮 💮	15.5	35.5															<u> </u>
07 Administrative & Se Cleric	al 💮 💮	0.0																
08 Skilled Sales & Service		25.1	25.1															
69 Skilled Crafts & Trades		0.0																
10 Clerical Personnel		11.5	83.5															
11 Intermediate Sales & Servi	re 🛚 💮 💮	13.8	(3.8															
12 Semi-Skilled Manual		0.0																
13 Other Sales & Service		16.9	36.9															
14 Other Manual Workers		0.0																
Total		0.0																

#### Federal Contractors Program Achievement Report Part 4: Results - Women Ontario Drive and Gear Ltd. Date: 2018-01-18[ 33 ( Ð 8. T. G £} 3 .... К š. M N) O P 0 R S Έ. V W X Past in Part Er Part E Part 2: Flow Part 2: Flow Part 2: How Pari In Priory Port 2: Flow $V \oplus U|_X$ $U \in \mathfrak{D}$ $D \times G$ £ ÷ 11 Part 2: Flow Workforce Westelforce Workhoos F · ff Days K × O ← 100 f. - N Deta O+P < 100 P × F + 100 0.8 Dates U x F + 100 $V \in X$ Data scorces: Data Analysis z 1(ii) Diga Analysis Deta Analysis v (Di ÷ 1 (9) × 100 Analysis Antonis America Appresis Analysis Amalysis Ţ Ł L Ţ Ł T 1 T Ł Ł £ Ł Workforce Analysis Flow Data Analysis Emplerment Equity Workforce Hires Promotions Terminations Year Occupational Graup Wieners Ужино. S onsen 44-020121 R Losofoxx df Erordeo (EECH) Availabilita Юјиомижен (íon F1 Result Action Lanceted Difference Andreal Expected Difference Kud Ехрегия Поветения e, y ж 2 0 4 * 8 4 4 4 1 4 ж 2016 () 27.4 01 Senior Managers 2018 ŧ. 14. 27.4 52.3 1 33.3 0 0.0 0 0.0 2016 18.8 38.9 48.2 Middle & Other 6 02 Managers 2018 28 6 21.4 38.9 11 55.1 10 3 -30.0 0 0.0 ., 2 15.4 72.2 2016 14 2 14.3 39.8 03 Professionals 2018 20 4 20.0 19.3 103.6 14 4 28.6 () 0.0 21 28.6 11 Semi-Professionals & 2016 0 0.0 16.5 0.0 Technicians 2018 1.3 0 0.0 17.7 0.0 0 0.0 0 0.0 () 0.0 2016 () 0.0 54.2 0.0 Supervisors 2018 25.0 54.2 46.1 50.0 100.0 () 0.0 11 20 0.0 Supervisors: Crafts & 2016 0.0 Trades 2018 5.9 9.3 63.1 14.3 0 0.0 0 0.0 Part 3: Flow Part 2: Pless Parr 3: Porr 3 Page 3: Data E + D x 100 E + G < 100 Part 3: Goals | U = K x 100 F → M x 100 Data suggest Dato Analysis Gords Gogls Analysis New Entrants Coals Flow Data Short-term Coals Long-term Goals Employment Equity Year Women White Sypoten Occupational Group Comments M Lauphoys is (PEOG) Persons of Passant of Percent of Personal Acqual Losi 44031 tarel Sjuat Good Met Good Met 1 27. u, u, 2.7 w 2018 33.3 £00.6 0.0 0.0 100.0 ) [ $\pm 0.0$ 0.0 Senior Managers 202 E ) [ 3.3.3 27.4 121.7 27.4 121.0 2018 10 3 | 30.0 0.0 0.0 0.0 100.0 0.0 0.0 Middle & Other Managers 2021 10 3 30.0 38.9 77.1 38.9 77.1 16 2018 4 25.0 400.0 0.0 0.0 400.6 0.0 0.0 03 Professionals 2021 16 4 25.0 0.0 0.0 0.0 0.0 2018 0 0.0 0.0 0.0 0.00.0 0.0 Semi-Professionals & -0.0Technicians 202 t 0 0.0 17.7 0.0 17.7 0.0 60.0 0.0 0.0 2018 3 300.0 0.0 300.0 0.0 05 Supervisors 2021 3 60.0 50.0 120.0 50.0 120.0

Supervisors: Crafts &

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#### Federal Contractors Program Achievement Report Part 4: Results - Women Ontario Drive and Gear Ltd. Date: 2018-01-18[ 33 ( Ð €. T. G £} 3 .... К 3 M N) O P 0 R S Έ. V W Past in Part Er Part E Part 2: Flow Part D: Flow Part 2: How Pari In Priory $V \oplus U|_X$ $U \neq \mathcal{D}$ $D \times G$ Part 2: Flow Part 2: Flow O+1 < 100 P × F + 100 Workforce Westelforce Workhoose F · ff Days K × O ← 100 f. - X Deta 0.8 Dates U x F + 100 $V \in X$ Data scorces: Diez Analysis Deta Analysis Data Audysis v (Di ÷ 1 (9) z 1(ii) s 100 Analysis Antonis America Appresis Analysis Amalysis T Ł L Ţ £ T 1 T T Ł Ł £ Ł Workforce Analysis Flow Data Analysis Emplerment Equity Workforce Promotions Hires Terminations Year Occupational Graup Wieron Ужино. S onsen 44-020121 R Losofoxx (EECH) Юјиомижен Aviálabílás (íon F1 Result Action. Lanceted Distorence Andreal Expected Difference Kud Ехрегия Поветения . 4 e/ Ж a. 0 * 4 ģ. • Ŕ 4 1 4 . X 2016 2 34.-Administrative & 28.6 83.0 Senior Clerical 2018 17 8 47.1 83.0 56. 13 6 54.5 1 100.0 0 0.0 2016 0.0 0.0 Skilled Sales & 0 0.0 Service Personnel 2018 1 33.3 48.6 68.6 0 0.0 0 0.0 () 0.0 2016 48 ) } 2.1 4.2 49.6 Skilled Crafts & Trades Workers 2018 82 6 7.3 4.2 174.2 33 5 15.2 () 0.0 1 16.7 2016 ; () **()** 47.4 67.9 13 69.8 10 Clerical Personnet 2018 26 3.5 57.7 67.9 18 85.0 12 7 58.3 0 0.0 3 37.5 2016 5 62.5 69.4 90.1 Intermediate Sales & Service Personnel 10 2018 70.0 69.4 100.5 100.0 100.0 () 0.0 68 5.9 23.0 2016 4 16 -12 25.6 Semi-Skilled Manual Workers 2018 10 12.7 23.0 55.0 16 43.8 H)0.0 3 25.0 Part 3: Flow Part 2: Pless Parr 3: Part 3 Page 3: Data E + D x 100 E + G < 100 Part 3: Goals | U = K x 100 F → M x 100 Data suggest Dato Analysis Gords Gogls Analysis New Entrants Coals Flow Data Short-term Coals Long-term Goals Employment Equity Year Wester White Sypoten Occupational Group Comments M Lasployees (PEOG) Persont 98 Passant of Percent of Personal Acqual Losi 44031 tarel Sunt Good Met Good Met 27. u, 4 2.7 w u, 2018 58.3 700.0 0.0 0.0 700.0 Administrative & 12 7 -0.00.0 Senior Clerical 202 E 12 7 58.3 50.0 D 6.7 50.0 1[6. Skilled Sales & 2018 () <u>[</u> 0,0 0.0 0.0 0.0 0.0 0.0 -0.0Service Personnel 2021 () 0.0 0.0 0.0 0.0 0.0 3.3 2018 5 15.2 500.0 0.0 0.0 500.6 0.0 0.0 Skilled Crafts & Trades Workers 3.3 5 2021 15.2 0.0 0.0 0.0 0.0 7 2018 12 58.3 700.0 0.0 0.0 200,0 0.0 0.0 Clerical Personnel 202 t 12 58.3 0.0 0.0 0.0 0.0 0.0 ntermediate Sales & 2018 3 (00.0 0.6 0.0 0.0 (),0 0.0 Service Personnel 2021 3 1,003 0.0 0.0 0.0 0.0 2018 17 8 47.1 800.0 0.0 0.0 800.0 0.0 0.0 Semi-Skilled Manual

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Federal Contractors Program Achievement Report

#### Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Ontario Drive and Gear Ltd. Date: 2018-01-18[ 33 ( Ð €. T. G £} 3 .... К š. M N) O P 0 R S Έ. V W Past in Part Er Part E Part 2: Flow Part 2: Flow Part 2: How Pari In Priory Port 2: Flow $V \oplus U|_X$ $U \in \mathfrak{D}$ $D \times G$ £÷H Part 2: Flow Workforce Westelforce Workhoose F · ff Days K × O ← 100 f. - N Deta O+P < 100 P × F + 100 0.8 Dates U x F + 100 $V \in X$ Data scorces: Data Analysis z 1(ii) Diga Analysis Deta Analysis v (Di ÷ 1 (9) s 100 Analysis Antonis America Appresis Analysis Amalysis Ţ Ł Ţ Ł T 1 T Ł £ Ł Workforce Analysis Flow Data Analysis Emplerment Equity Workforce Promotions Hires Terminations Year Occupational Graup Aboriginal Propies Aloreigorol Feordix Abiorgical Propies Ationigiosi Pengiles R Losofoxx (EECH) Availabilita Юјиомижен (íon F1 Result A tital Lanceted. Distorence Await Expected Difference Kud Ехреиев Поветения . .... e, ж a. * 8 4 0 4 Ŕ 1 4 2016 () 1 030 2.9 01 Senior Managers 2018 () 0.0 2.9 0.0 0 0.0 O. 0.0 0 0.0 2016 2.2 0.0 0.0 Middle & Other 0 02 Managers 2018 28 1 3.6 2.2 162.3 10 1 10.0 0 0.0 ., () 0.0 2016 14 0 0.0 0.9 0.0 03 Professionals 2018 20 () 0.0 0.9 0.0 14 0 0.0 () 0.0 61 ůθ Semi-Professionals & 2016 <u>i î</u> 0 0.0 1.5 0.0 Technicians 2018 1.3 0 0.0 1.5 0.0 0 0.0 0 0.0 () 0.0 2016 () 0.0 3.0 0.0 Supervisors 2018 L250 ( 12.5 1.0 25.0 0 0.0 () 0.0 2.4 Supervisors: Crafts & 2016 9.1 378.8 Trades 2018 0.0 2.4 0.4 0.0 () 0.0 0 0.0 Part 3: Flow Part 2: Pless Parr 3: Porr 3 Page 3: Data E + D x 100 E + G < 100 Part 3: Goals | U = K x 100 F → M x 100 Data suggest Dato Analysis Gords Gogls Analysis New Entrants Coals Flow Data Short-term Coals Long-term Goals Employment Equity Year Aboriginal Peoples Alteriginal Peoples Abangiasi Peoples Occupational Group Comments M Lasploys in (PEOG) Persona of Passont of Person of Personal Acqual 44031 tarel Sunt Good Met Good Met 1 27. u, u, 2.7 2018 0.0 0.0 0.0 0.0 0 0.0 -0.00.0 Senior Managers 202 E 0 0.0 0.0 0.0 0.0 0.0 2018 :0 } { 10.0 0.00.0 0.0 0.0 0.0 0.0 Middle & Other Managers 2021 10 ı 10.0 0.0 0.0 0.0 0.0 16 () 0.0 0.0 2018 0.0 0.0 0.0 0.0 0.0 03 Professionals 2021 16 0 9.0 0.0 0.0 0.0 0.0 0 2018 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & Technicians 202 t 0 0.0 0.0 0.0 0.0 0.0 20.0 0.0 (),() 0.0 2018 ) [ 0.00.0 0.0

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#### Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Ontario Drive and Gear Ltd. Date: 2018-01-18[ 33 ( Ð €. T. G £} 3 К 3 M N) O P 0 R S **'5**' V W Past in Part Er Part E Part 2: Flow Part D: Flow Part 2: How Pari In Priory $V \oplus U|_X$ $U \neq \mathcal{D}$ $0 \times 6$ Part 2: Flow Part 2: Flow Workforce Westelforce Workhoos F · ff Days K × O ← 100 f. - X Deta O+P < 100 P × F + 100 0.8 Dates U x F + 100 $V \in X$ Data scorces: Diga Analysis Deta Analysis Data Audysis v (Di ÷ 1 (9) z 1(ii) s 100 Analysis Antonis America Appresis Analysis Amalysis T Ł L Ţ £ T 1 T 1 Ł £ Ł Workforce Analysis Flow Data Analysis Emplerment Equity Workforce Promotions Hires Terminations Year Occupational Graup Aboriginal Propies Abiorgical Propies Ationigiosi Pengiles Aloreigorol Peoplex R Losofoxx (EECH) Юјиомижен Aviálabílás (íon F1 Result Action. Lanceted Distorence Await Expected Difference Kud Ехреиев **Воботон**ес . 4 e, ж a. 4 4 0 4 Ŕ 1 4 ¥ ** 2016 Administrative & 0 0.0 1.6 Senior Clerical 2018 17 () 0.0 1.6 0.0 13 0 0.0 0 0.0 0 0.0 2016 0.0 0.0 Skilled Sales & 0 0.0 Service Personnel 2018 0 0.0 1.3 0.0 0 0.0 0 0.0 () 0.0 2016 48 0 0.0 2.7 0.0 Skilled Crafts & Trades Workers 2018 82 2 2,4 2.7 90.3 33 2 6.1 () 0.0 61 ůθ 2016 ; () 5.3 0.9 584.8 10 Clerical Personnet 2018 26 ΕÌ 3.8 0.9 427. 12 0 0.0 0 0.0 () 0.0 2016 Į. 12.5 833.3 3.5 Intermediate Sales & Service Personnel 2018 10 10.0 1.5 n 0.0 0 0.0 () 0.0 466 68 2016 14 1.2 367.6 Semi-Skilled Manual Workers 2018 2.6 1.2 632.5 16 2 12.5 0 0.0 0 0.0 Part 3: Flow Part 2: Pless Parr 3: Porr 3 Page 3: Data E + D x 100 E + G < 100 Part 3: Goals | U = K x 100 F ≈ M × 100 Data suggest Dato Analysis Gords Gogls Analysis New Entrants Coals Flow Data Short-term Coals Long-term Goals Employment Equity Year Aboriginal Peoples Alteriginal Peoples Abangiasi Peoples Occupational Group Comments M Lasploys in (PEOG) Persont 98 Passont of Person of Personal Acqual treat tarel Sunt Good Met Good Met 1 27. 2.7 u, u, 2018 0.0 0.0 Administrative & 12 0 0.0 0.0 0.0-0.00.0 Senior Clerical 202 E 12 0 0.0 0.0 0.0 0.0 0.0 2018 () <u>[</u> 0.0 0.00.0 0.0 0.0 0.0 0.0 Skilled Sales & Service Personnel 2021 () 0.0 0.0 0.0 0.0 0.0 0.0 2018 3.3 2 6.1200.0 0.0 200.0 0.0 0.0 Skilled Crafts & Trades Workers 33 2021 2 6.1 0.0 0.0 0.0 0.0 2018 12 0 0.0 0.0 0.0 0.0 0.0 0.0 -0.0Clerical Personnel 202 t 12 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 ntermediate Sales & 2018 0 0.00.0 0.0 (),0 0.0

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13 Other Sales & Service Personnel	2021	0	0	0.0		0.0	0.0	0.0		9.0	0.0												
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#### Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities Ontario Drive and Gear Ltd. [Date: 2018-01-18] В C Ð £ G Ħ M S Fart 2: Flow Date Analysis Appropria Part 2: Flow Part 2: Flow Date Analysis Analysis Past in Part E 6±14 x 100 $\begin{array}{c|c} V + U \times \\ \hline + 60 \end{array} \quad \begin{array}{c|c} U \times F + 100 \end{array}$ $\left\| K \times G = 100 \right\| = f_* \cdot X$ $0 \times 6$ Workforce Westchares Workhoos F-ff $\nabla \cdot X$ Dota scorces: x 100 ÷ 1 (j); s 100 Analysis Amovais Amiysis

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0.5	Supervisors	2018	8	0	0.0	33.9	3	7	0.0	4	0	0.0	E	-}	t.	()	0.0	4)	0	}	0	0.0	0	0
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#### Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities Ontario Drive and Gear Ltd. Date: 2018-01-18[ 33 ( Ð 8. T. G £} 3 .... К š. M N) O P 0 R S **'5**' V W Past in Part Er Part E Part 2: Flow Part D: Flow Part 2: How Pari In Priory $V \oplus U|_X$ $U \in \mathfrak{D}$ $0 \times 6$ Part 2: Flow Part 2: Flow Workforce Westelforce Workhoos F · ff Days K × O ← 100 f. - X Deta O+P < 100 P × F + 100 0.8 Dates U x F + 100 $V \in X$ Data scorces: Diga Analysis Deta Analysis Data Audysis v (Di ÷ 1 (9) z 1(ii) × 100 Analysis Antonis America Appresis Analysis Amalysis T Ł Ţ £ 1 T Ł Ł Workforce Analysis Flow Data Analysis Emplerment Equity Workforce Hires Promotions Terminations Year Occupational Graup Persons with Blockblidge Personant Skinbhister PERMIT Fersion was been dive R Losofoxx (EECH) Юджозожіхію Avialabila F1 Result A tital Lanceted. Difference Await Expected Difference Kud Ехреиев Поветени y. × . * 4 *4 × 4 0 4 ń . 4 1 4 4 2016 [] 420. Administrative & [4]. 3.4 Senior Clerical 2018 17 2 Ba 3.4 346.0 13 1 9.1 0 0.0 0 0.0 2016 0.0 0.0 Skilled Sales & 0. 0.0 Service Personnel 2018 () 0.0 3.5 0.0 0 0.0 0 0.0 () 0.0 2016 48 0 0.0 3.8 0.0 Skilled Crafts & Trades Workers 2018 82 ) [ 1,2 3.8 32.1 33 0 0.0 () 0.0 61 0.0 2016 ; () 0 0.0 7.0 0.0 10 Clerical Personnet 2018 26 0 0.0 7.0 0.0 12 0 0.0 0 0.0 () 0.0 2016 2 25.0 5.6 446.4 Intermediate Sales & Service Personnel 2018 10 20.0 5.6 357. n 0.0 0 0.0 () 0.0 68 153.2 2016 7.4 4.8 Semi-Skilled Manual Workers 2018 5.3 4.8 105.3 16 0 0.0 0 0.0 0 0.0 Part 3: Flow Part 2: Pless Parr 3: Porr 3 Page 3: Data E + D x 100 E + G < 100 Part 3: Goals | U = K x 100 F ≈ M × 100 Data suggest Dato Analysis Gords Gogls Analysis New Entrants Coals Flow Data Short-term Coals Long-term Goals Emploxisent Egaity Year Persons who Occupational Group Partial wood being district Рээхнэх уэр Тахабайсх Comments Readilition EF (H. Percens of Persons of Percent Percent of Actual Gud Abet Gast Atec Gool Met Liket Met V_A Administrative & 2018 12 E 8.3 -0.00.00.00.0 0.0 0.0Senior Clerical 2021 12 8... 0.0 0.0 0.0 0.0 2018 0 0,0 0.0 0.0 0.0 0.0 Skilled Sales & 0.0 0.0 Service Personnel 2021 0.0 0 0.0 0.0 0.0 0.0 2018 33 0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0.0 Trades Workers 202 E 33 () į 0.0 3.8 0.0 3.8 0.0 2018 12 () į 0.0 0.0 0.0 0.0 0.0 0.0 0.0 30 Clerical Personnet 2021 12 () 0.0 7.0 0.0 2.0 0.0 2018 () 0.0 (),() 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 2021 () 0.0 0.0 0.0 0.0 0.0

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#### Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities Ontario Drive and Gear Ltd. Date: 2018-01-181 33 C Ð 8. P. G £} 3 К M N) O P 0 R S Έ. ν W Past in Part Er Part E Part 2: Flow Part J: Flow Part 2: How Part 2: Elow Paol It Flow Port 2: Flow $U \in \mathfrak{D}$ $D \times G$ £ ÷ 11 Workforce U · ff Weeklores Workhoos Days K x G ± 100 $f_* \cdot N$ Deta Q + V + 100 $P \times V + 100$ Dates $U \times F + 100$ $V \cdot X$ Data scorces: Deta Analysis Data Analysis z 1(ii) Diez Analysis v (Di ÷ 1661 × 100 Analysis Amorais Audvsis Appropris Analysis Analysis L Ţ Ł 1 T Ł Workforce Analysis Flow Data Analysis Employment Equity Workforce Promotions Hires Terminations Year Occupational Group Fersion was Ussandinas Persons with Blackfiller Presonerada fauldaistes PERMIT AR Lesoforz (EECH) Availabilita Юјиомижен F1 Result Action Lanceted Difference Await Expected Difference Kud Ехрегией Поветения e, × . 4. * - 4 Ŕ 4 4 4 Other Sales & Service 6.3 Personuel 2018 () 0.0 6.3 0.0 0 0.0 O. 0.0 0 2016 0 0.0 5.3 0.0 14 Other Manual Worker 2018 () 0.0 5.3 0.0 0 0.0 0 0.0 () 0.0 2016 230 8 3.5 5.0 69.6 Total 315 () 2.9 4.9 15 58.3 13.7 0.9 41 0.0 43 () 0.0 ert 2: Hew Page 2: Plays Part 3: Port 3: → G < 100 </p> F#1x100 Port3 Gook F#Kx100 F ~ M \ 100 Date sources. f. ~ f) < 100 Data Analysis Goods Analysis Coals New Entrants Flow Data Short-term Coals Long-term Goals Employment Equity ) car Persons with Persons with Disphiliples Previous scale Disabilities Comments Occupational Group **Woodsibline** AR Landon (LEOG) Permat id Permet ich Percent of Actual Congl fiest Gad Abri Guil Add troop stat Caout Mari **74** 17. 3/4 */ 4.0 4. 47 2018 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Other Sales & Service () Personnel 2021 0 0.0 0.0 0.0 0.0 0.0

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## Federal Contractors Program Achievement Report

## Part 7: Results - Members of Visible Minorities

#### Ontario Drive and Gear Ltd.

[Date: 2018-01-18]

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## Federal Contractors Program Achievement Report

## Part 7: Results - Members of Visible Minorities

#### Ontario Drive and Gear Ltd.

|Date: 2018-01-18|

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10	Clemeal Personnet	2016	19	1	5.3	11.5	2	- j	45.8															
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1 ) [	Intermediate Sales &	2016	8	0	0.0	13.8	į	-]	0.0															
	Service Personnel	2018	10	0	0.0	13.8	Ę	-1	0.0	2	n	0.0	0	0	1	0	0.0	0	0	0	0	0,0	6	) 0
1 177	Semi-Skilled Manual	2016	68	13	19.1	18.5	13	0	103.3															
	Workers	2018	79	15	19,0	18.5	15	()	102.6	16	2	12.5	.3	-}	l t	()	(0,0)	+)	0	- 4	0	0,0	}	-1

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07	Senior Clerical	202 E	12	3	25.0			0.0	0.0			0.0	0.0	
68	Skilled Sales &	2018	3	O	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
(45	Service Personnel	2021	3	O.	0.0			25.1	0.0			25.1	0.0	
(9)	Skilled Crafts &	2018	3.3	15	45.5	0	0.0	0.0	0.0	(1	0.0	0.0	0.0	
0.7	Trades Workers	2021	3.3	15	45.5			0.0	0,0			0.0	0.9	
10	Clerical Personnel	2018	12	I	8,3	ŧ	100.0	0.0	0,0	í	0.001	0.0	0.0	
107	C terreat ressaures	202 t	12	1	8.3			11.5	72.5			Et.5	72.5	
11	Intermediate Sales &	2018	3	0	0.0	3	0.0	0.0	0.0	I	0.0	0,0	0.0	
21	Service Personnel	2021	3	0	0.0		***	13.8	0.0			13.8	0.0	
12	Semi-Skitted Manual	2018	17	2	11.8	0	0.0	0.0	0.0	Ü	0.0	0.0	0.0	
,,,	Workers	2023	17	2	H.8			0.0	0.0			0.0	0.0	

Comments

#### Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities Ontario Drive and Gear Ltd. Date: 2018-01-18[ 33 C Ð 8. I. G £} 3 К M N) O P 0 R S Έ. ν W Past in Part Er Part E Part 2: Flow Part J: Flow Part 2: How Part 2: Elow Paol It Flow Port 2: Flow $U \in \mathfrak{D}$ $D \times G$ £ ÷ 11 Workforce U · ff Westkhores Workhoose Days Kx6 ± 100 $f_* \cdot N$ Deta $Q + V + 100 P \times F + 100$ 0.8Dates U x F + 100 $V \cdot X$ Data scorces: Deta Analysis Data Analysis z 1(ii) Diez Analysis v (Di ÷ 1661 × 100 Analysis Antonis Audvsis Appropris Analysis Analysis Ţ Ł Ţ Ł Ţ 1 Ţ T Ł Workforce Analysis Flow Data Analysis Employment Equity Workforce Hires Promotions l'erminations Year Occupational Group SOFTWARE SKIES A isible Motorities Visidib: Absorcines Yearde Micoristes R Losofoxx (EECH) Availabilita Юјиомижен (íon F1 Result Action Lanceted Difference Await Expected Difference Kud Ехрегией Поветения y u e, × . 4. **, .** 8 4 4 4 4 0.0 16.9 Other Sales & Service Personuel 2018 () 0.0 16.9 0.0 0 0.0 O. 0.0 0 2016 0 0.0 17.4 0.0 14 Other Manual Worker 2018 () 0.0 17.4 0.0 0 0.0 0 0.0 () 71.7 2016 230 30 13.0 38.2 - EZ Total 2018 315 52 16.5 18.4 58 89.7 13.7 28 23.9 ..2 41 0.0 43 7 16.3 ert 2: Hew Page 2: Plays Part 3: Port 3: → G < 100 </p> F#1x100 Port3 Gook F#Kx100 F ~ M \ 100 Date sources. Date f. ~ f) < 100 Data Analysis Goods Analysis Coals New Entrants Flow Data Short-term Coals Long-term Goals Employment Favity Year Cadde Ministres k sable Morocidie VISIBLE MINERRY Occupational Group Comments (FE(XG) pricent of Percent of Percipit of Process of Action Lang (.os| tion Stoi Closs Mit Cost Met 4 44 47 Φ, Đ, . 2018 0.0 0.0 0.0 0.0 0.0 Other Sales & Service 0.0

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Total

14 Other Manual Workers

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

# **Efforts**

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

# Required measures:

7	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
Ø	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.
Ø	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.
<b>2</b>	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.
v	Ensured that any new gaps identified are addressed accordingly.
v	Maintained appropriate records in all required areas.

#### Other measures:

<b>2</b>	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.
Ø	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
Ø	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.
Ø	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
Ø	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)
Oper	rational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance ment.
M	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
Ø	Any reorganization or other corporate structural changes.
	changes in the Senior Leadership functions (CFO, President(s), VPs)
Ø	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

	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	non union
Ø	Other.
	serious shortage of labour
	tional Details
Please	provide any additional information (optional):
	limited resources for rural Wilmot Township

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

Employer Name: Ont	Employer Name: Ontario Drive and Gear Ltd.							
Primary Location: Ne	w Hamburg (Ontario)							
Number of Employee	es: 315							
Organization Overvie								
	ransportation Equipment Manufacturing							
Ontario Drive & Gear amphibious terrain vo	Ltd. designs and manufactures gears and shafts, and transmissions in ehicles							
Key Dates – First Year	Assessment							
Initiated:	2016-04-01							
Received:	2016-06-30							
Closed:	2016-06-30							
Workforce Analysis:	2016-06-10							
Key Dates – Subseque	nt Assessment							
Initiated:	2018-10-14							
Received:	2019-01-09							
Workforce Analysis:	2018-10-31							
DATA VERIFICATION								
	e data provided as part of the subsequent assessment package is rovided during the previous submission:							
Comments: None								
I have verified that the in Forms 1 to 6:  ☑ Yes ☐ No	e data provided in the Achievement Report is consistent with that found							

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	Semì-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			
Employment Equity Occupational Group (EEOG)		Gap	Short- term	Long- term	Representation	LMA
		g p	(1 to 3 years)	(+3 years)		
#	Description	#	%	%	%	%
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	1	1	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		Go	als		
Employment Faulty Occumptional Crown (FEOC)	Can	Short- term	Long- term	Representation	LMA
Employment Equity Occupational Group (EEOG)	Gap	(1 to 3	(+3		
		years)	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			
Emplo	yment Equity Occupational Group (EEOG)	Gap	Short- term (1 to 3 years)	Long- term (+3 years)	Representation	LMA
#	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'; 'syoung@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 <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of 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 underrepresented; and

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

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@hrsdc-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@hrsdc-rhdcc.gc.ca



icuping Petros de Péquité, la diversité et Encresson en mines de duman production de 2000 en Egypt, un experie collisionant parts englisoyants Encourage rous un countrie part your jointer comment workplace Equity, Diversity and Inclusion Forum (VCCP) is collected to a grant for point. licações requisan: Forum de l'équité, la diversité et l'inclusion en milieu de travail (FECINST)