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Employment and Social Development Canada

Emploi et Développement social Canada

Labour Program Federal Contractors Program DERIGIAL USEONLY
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Agreement to Implement Employment Equity

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Revised Agrooment					
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	903-790-2400		905-470	4400	
EMP	LOYMENT EQUITY CON	iTAGT			
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N. J. Tomlinson	1 1	tairing and D	uployee R	alations	
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905-790-4417	jeannie.co	mlinson2mdaÇ0	Dorarroll	COR	
	CERTIFICATION			<u></u>	
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 having a combined workforce of 100 or more permit 	anent fylldime, permanent pi	art-time and tempora	ry amployees	having worked	
12 weeks or more in Canada, AND Intending to bid on, or being in receipt of, a federal:		on Analyses alandina	militar or contr	are learned under a	
 Intending to bid on, or being in receipt of, a leadership Supply Arrangement, valued at \$1,000,000 or more 	government geoda vi servic (including applicable taxes)	i Ag Mulliant evanous	CONTRACTOR CONTRACTOR	au, 12200a ar (64) 4	
Hereby certifies its commitment to implement or mainta	in emolovment coulty on an	on-going basis, bey	ond the pariod	of the procurement	
natrument, in keeping with the Federal Contractors Pro	ogram raquiréments. For mô	re information on ho	w io impleme	nt employment equity	
please refer to: <u>http://www.asdc.gc.c4/eng/labour/erp</u> ra					
important note: If an audit of the Agreement to implem	nont Employment Equity und	overs misraprasonta	ition on the pa	rt of the organization,	
the procurement instrument(s) with the Government of	Canada may be terminated.	***************************************			
and the second s	SIGNATORY				
NOTE: The signatory must be the Chief Executive Off contract on behalf of the organization,	icer OR an authorized perso	n in an executive po	sition with leg	al authority to sign a	
Name (prail)	This				
Dog Osborne	And the second s	and GM, Inform	stion Sys	Lans	
Telephone Number	E-maily(cultess			**	
609-231-2313	Date Date	oorno@mdacorpc			
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IMPORTANT	**************************************	***************************************	4 ()		
			and to the Ca	Nova Dancaron for	
 The original copy of the signed Agreement to be at: (619) 953-8768 or by c-mail at: ee-ame@hre 	mpiement cropicyment EQ de-rhdee.ge.ca	nna lotus wast pe s	ent to the 23	nour rrugram iek,	

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Workforce Analysis - Summary Report

Date: 2017-11-30

Women

	Women						
Employment Equity Occupational Group	All Employees	Repres	sentation	Ava	ilability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	33	4	12.1 %	27.4 %	9	-5	
02 : Middle and Other Managers	228	51	22.4 %	38.9 %	89	-38	
03 : Professionals	1156	251	21.7 %	17.9 %	207	44	
04 : Semi-Professionals and Technicians	279	32	11.5 %	23.9 %	67	-35	
05 : Supervisors	21	9	42.9 %	50.9 %	11	-2	
06 : Supervisors: Crafts and Trades	6	0	0.0 %	15.2 %	1	-1	
07 : Administrative and Senior Clerical Personnel	96	78	81.3 %	80.1 %	77	1	
08 : Skilled Sales and Service Personnel	31	13	41.9 %	32.0 %	10	3	
09 : Skilled Crafts and Trades Workers	22	5	22.7 %	4.3 %	1	4	
10 : Clerical Personnel	72	47	65.3 %	65.9 %	47	0	
12 : Semi-Skilled Manual Workers	92	23	25.0 %	18.5 %	17	6	
13 : Other Sales and Service Personnel	8	0	0.0 %	57.3 %	5	-5	
14 : Other Manual Workers	4	4	100.0 %	23.8 %	1	3	
Total	2048	517	25.2 %	26.4 %	542	-25	



Workforce Analysis - Summary Report

Date: 2017-11-30

Aboriginal Peoples

	Aboriginal Peoples						
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	33	0	0.0 %	2.9 %	1	-1	
02 : Middle and Other Managers	228	2	0.9 %	2.2 %	5	-3	
03 : Professionals	1156	5	0.4 %	0.8 %	9	-4	
04 : Semi-Professionals and Technicians	279	4	1.4 %	2.0 %	6	-2	
05 : Supervisors	21	0	0.0 %	0.9 %	0	0	
06 : Supervisors: Crafts and Trades	6	0	0.0 %	1.4 %	0	0	
07 : Administrative and Senior Clerical Personnel	96	0	0.0 %	1.5 %	1	-1	
08 : Skilled Sales and Service Personnel	31	0	0.0 %	2.1 %	1	-1	
09 : Skilled Crafts and Trades Workers	22	0	0.0 %	1.3 %	0	0	
10 : Clerical Personnel	72	0	0.0 %	1.5 %	1	-1	
12 : Semi-Skilled Manual Workers	92	0	0.0 %	1.2 %	1	-1	
13 : Other Sales and Service Personnel	8	2	25.0 %	6.7 %	1	1	
14 : Other Manual Workers	4	0	0.0 %	0.8 %	0	0	
Total	2048	13	0.6 %	1.3 %	26	-13	



Workforce Analysis - Summary Report

Date: 2017-11-30

Members of Visible Minorities

	Members of Visible Minorities					
Employment Equity Occupational Group	All Employees	Repres	sentation		ilability	Gap
	#	#	%	%	#	#
01 : Senior Managers	33	6	18.2 %	10.1 %	3	3
02 : Middle and Other Managers	228	27	11.8 %	15.0 %	34	-7
03 : Professionals	1156	320	27.7 %	31.7 %	366	-46
04 : Semi-Professionals and Technicians	279	34	12.2 %	15.7 %	44	-10
05 : Supervisors	21	2	9.5 %	19.3 %	4	-2
06 : Supervisors: Crafts and Trades	6	0	0.0 %	5.9 %	0	0
07 : Administrative and Senior Clerical Personnel	96	13	13.5 %	25.7 %	25	-12
08 : Skilled Sales and Service Personnel	31	7	22.6 %	23.5 %	7	0
09 : Skilled Crafts and Trades Workers	22	0	0.0 %	7.2 %	2	-2
10 : Clerical Personnel	72	21	29.2 %	30.4 %	22	-1
12 : Semi-Skilled Manual Workers	92	10	10.9 %	23.7 %	22	-12
13 : Other Sales and Service Personnel	8	1	12.5 %	38.4 %	3	-2
14 : Other Manual Workers	4	0	0.0 %	22.1 %	1	-1
Total	2048	441	21.5 %	26.0 %	533	-92



Workforce Analysis - Summary Report

Date: 2017-11-30

Persons with Disabilities

	Persons with Disabilities						
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	261	6	2.3 %	4.3 %	11	-5	
03 : Professionals	1156	53	4.6 %	3.8 %	44	9	
04 : Semi-Professionals and Technicians	279	10	3.6 %	4.6 %	13	-3	
05 : Supervisors	21	0	0.0 %	13.9 %	3	-3	
06 : Supervisors: Crafts and Trades	6	0	0.0 %	7.8 %	0	0	
07 : Administrative and Senior Clerical Personnel	96	3	3.1 %	3.4 %	3	0	
08 : Skilled Sales and Service Personnel	31	1	3.2 %	3.5 %	1	0	
09 : Skilled Crafts and Trades Workers	22	1	4.5 %	3.8 %	1	0	
10 : Clerical Personnel	72	1	1.4 %	7.0 %	5	-4	
12 : Semi-Skilled Manual Workers	92	2	2.2 %	4.8 %	4	-2	
13 : Other Sales and Service Personnel	8	1	12.5 %	6.3 %	1	0	
14 : Other Manual Workers	4	0	0.0 %	5.3 %	0	0	
Total	2048	78	3.8 %	4.2 %	86	-8	



Workforce Analysis - Summary Report

Date: 2017-11-30

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

We have recorded all employees by NOC code.

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
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: 2017-11-30

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
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National



Workforce Analysis - Summary Report

Date: 2018-06-05

Women

	Women						
Employment Equity Occupational Group	All Employees	Repres	sentation	Ava	ilability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	31	3	9.7 %	27.4 %	8	-5	
02 : Middle and Other Managers	206	46	22.3 %	38.9 %	80	-34	
03 : Professionals	1096	240	21.9 %	18.1 %	198	42	
04 : Semi-Professionals and Technicians	257	30	11.7 %	24.9 %	64	-34	
05 : Supervisors	21	9	42.9 %	50.9 %	11	-2	
06 : Supervisors: Crafts and Trades	6	0	0.0 %	15.2 %	1	-1	
07 : Administrative and Senior Clerical Personnel	83	68	81.9 %	80.0 %	66	2	
08 : Skilled Sales and Service Personnel	31	13	41.9 %	32.0 %	10	3	
09 : Skilled Crafts and Trades Workers	20	5	25.0 %	4.6 %	1	4	
10 : Clerical Personnel	68	43	63.2 %	66.1 %	45	-2	
12 : Semi-Skilled Manual Workers	60	15	25.0 %	18.6 %	11	4	
13 : Other Sales and Service Personnel	7	0	0.0 %	58.2 %	4	-4	
14 : Other Manual Workers	4	4	100.0 %	23.8 %	1	3	
Total	1890	476	25.2 %	26.5 %	500	-24	



Workforce Analysis - Summary Report

Date: 2018-06-05

Aboriginal Peoples

	Aboriginal Peoples						
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	31	0	0.0 %	2.9 %	1	-1	
02 : Middle and Other Managers	206	2	1.0 %	2.2 %	5	-3	
03 : Professionals	1096	4	0.4 %	0.8 %	9	-5	
04 : Semi-Professionals and Technicians	257	4	1.6 %	2.1 %	5	-1	
05 : Supervisors	21	0	0.0 %	0.9 %	0	0	
06 : Supervisors: Crafts and Trades	6	0	0.0 %	1.4 %	0	0	
07 : Administrative and Senior Clerical Personnel	83	0	0.0 %	1.6 %	1	-1	
08 : Skilled Sales and Service Personnel	31	0	0.0 %	2.1 %	1	-1	
09 : Skilled Crafts and Trades Workers	20	0	0.0 %	1.3 %	0	0	
10 : Clerical Personnel	68	0	0.0 %	1.5 %	1	-1	
12 : Semi-Skilled Manual Workers	60	0	0.0 %	0.9 %	1	-1	
13 : Other Sales and Service Personnel	7	2	28.6 %	7.5 %	1	1	
14 : Other Manual Workers	4	0	0.0 %	0.8 %	0	0	
Total	1890	12	0.7 %	1.3 %	25	-13	



Workforce Analysis - Summary Report

Date: 2018-06-05

Members of Visible Minorities

	Members of Visible Minorities					
Employment Equity Occupational Group	All Employees	Repres	entation		ilability	Gap
	#	#	%	%	#	#
01 : Senior Managers	31	6	19.4 %	10.1 %	3	3
02 : Middle and Other Managers	206	26	12.6 %	15.0 %	31	-5
03 : Professionals	1096	310	28.3 %	31.9 %	350	-40
04 : Semi-Professionals and Technicians	257	34	13.2 %	16.5 %	42	-8
05 : Supervisors	21	2	9.5 %	19.3 %	4	-2
06 : Supervisors: Crafts and Trades	6	0	0.0 %	5.9 %	0	0
07 : Administrative and Senior Clerical Personnel	83	13	15.7 %	27.8 %	23	-10
08 : Skilled Sales and Service Personnel	31	7	22.6 %	23.5 %	7	0
09 : Skilled Crafts and Trades Workers	20	0	0.0 %	7.1 %	1	-1
10 : Clerical Personnel	68	19	27.9 %	31.1 %	21	-2
12 : Semi-Skilled Manual Workers	60	4	6.7 %	24.9 %	15	-11
13 : Other Sales and Service Personnel	7	1	14.3 %	40.5 %	3	-2
14 : Other Manual Workers	4	0	0.0 %	22.1 %	1	-1
Total	1890	422	22.3 %	26.6 %	501	-79



Workforce Analysis - Summary Report

Date: 2018-06-05

Persons with Disabilities

	Persons with Disabilities						
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	237	5	2.1 %	4.3 %	10	-5	
03 : Professionals	1096	53	4.8 %	3.8 %	42	11	
04 : Semi-Professionals and Technicians	257	9	3.5 %	4.6 %	12	-3	
05 : Supervisors	21	0	0.0 %	13.9 %	3	-3	
06 : Supervisors: Crafts and Trades	6	0	0.0 %	7.8 %	0	0	
07 : Administrative and Senior Clerical Personnel	83	3	3.6 %	3.4 %	3	0	
08 : Skilled Sales and Service Personnel	31	1	3.2 %	3.5 %	1	0	
09 : Skilled Crafts and Trades Workers	20	1	5.0 %	3.8 %	1	0	
10 : Clerical Personnel	68	1	1.5 %	7.0 %	5	-4	
12 : Semi-Skilled Manual Workers	60	1	1.7 %	4.8 %	3	-2	
13 : Other Sales and Service Personnel	7	1	14.3 %	6.3 %	0	1	
14 : Other Manual Workers	4	0	0.0 %	5.3 %	0	0	
Total	1890	75	3.9 %	4.2 %	80	-5	



Workforce Analysis - Summary Report

Date: 2018-06-05

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

go back to our default NOC.

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
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: 2018-06-05

WFA Defaults - Persons with Disabilities

Perform Analysis By	Recruitment Area
EEOG	National
	EEOG EEOG EEOG EEOG EEOG EEOG EEOG EEOG



Federal Contractors Program Achievement Report Part 1: Workforce Analysis MDA Corporation 2018-06-05

Data from Fir	st/Previous Wo	rkforce Analysis
	\downarrow	\

Data from Su	bsequent/Curre Analysis	ent Workforce
	\	\downarrow

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2018	06	05

Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD

		1	Fable 1: Women	l
		First/Pr	evious Workforce	Analysis
Emple	nument Equity Occupational Crown (EEOC)	All Employees	Wor	nen
Employment Equity Occupational Group (EEOG)			Representation	Availability*
		#	#	%
01	Senior Managers	31	3	27.4
02	Middle & Other Managers	206	46	38.9
03	Professionals	1,096	240	18.1
04	Semi-Professionals & Technicians	257	30	24.9
05	Supervisors	21	9	50.9
06	Supervisors: Crafts & Trades	6	0	15.2
07	Administrative & Senior Clerical Personnel	83	68	80.0
08	Skilled Sales & Service Personnel	31	13	32.0
09	Skilled Crafts & Trades Workers	20	5	4.6
10	Clerical Personnel	68	43	66.1
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	60	15	18.6
13	Other Sales & Service Personnel	7	0	58.2
14	Other Manual Workers	4	4	23.8
Total		1,890	476	458.7

Table 5: Women								
Subsequent/Current Workforce Analysis								
All Employees	Women							
	Representation	Availability*						
#	#	%						
0	0	0.0						
0	0	0.0						
o	0	0.0						
0	0	0.0						
0	0	0.0						
0	0	0.0						
0	0	0.0						
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Part 1: Workforce Analysis

MDA Corporation

2018-06-05

Data from Firs	t/Previous Worl	kforce Analysis
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2018	06	05
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Data from Fi	rst/Previous Work	force Analysis

- 1	Analysis	
Data from	Subsequent/Curr	ent Workforce

0	0	0
YYYY	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

		Table 2: Aboriginal Peoples				
		First/Previous Workforce Analysis				
Empl	oyment Equity Occupational Group (EEOG)	All Employees	Aboriginal Peoples			
բախ	dyment Equity Occupational Group (EEOG)		Representation	Availability*		
		#	#	%		
01	Senior Managers	31	0	2.9		
02	Middle & Other Managers	206	2	2.2		
03	Professionals	1,096	4	0.8		
04	Semi-Professionals & Technicians	257	4	2.1		
05	Supervisors	21	0	0.9		
06	Supervisors: Crafts & Trades	6	0	1.4		
07	Administrative & Senior Clerical Personnel	83	0	1.6		
08	Skilled Sales & Service Personnel	31	0	2.1		
09	Skilled Crafts & Trades Workers	20	0	1.3		
10	Clerical Personnel	68	0	1.5		
11	Intermediate Sales & Service Personnel	0	0	0.0		
12	Semi-Skilled Manual Workers	60	0	0.9		
13	Other Sales & Service Personnel	7	2	7.5		
14	Other Manual Workers	4	0	0.8		
Total		1,890	12	26.0		

	6: Aboriginal Pe						
Subsequent/Current Workforce Analysis All Employees Aboriginal Peoples							
• •	Representation	Availability*					
#	#	%					
0	0	0.0					
0	0	0.0					
0	0	0.0					
0	0	0.0					
0	0	0.0					
0	0	0.0					
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Part 1: Workforce Analysis

MDA Corporation

2018-06-05

Data from Firs	t/Previous Worl	kforce Analysis
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2018	06	05
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

Data from S	ubsequent/Curr Analysis	ent Workforce
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Data from Subse	quent/Current Wo	rkiorce Analysis
YYYY	MM	DD
0	0	0

		Table 3: Members of Visible Minorities				
		First/Previous Workforce Analysis				
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Members of Visible Minorities			
Embio	yment Equity Occupational Group (EEOG)		Representation	Availability*		
		#	#	%		
01	Senior Managers	31	6	10.1		
02	Middle & Other Managers	206	26	15.0		
03	Professionals	1,096	310	31.9		
04	Semi-Professionals & Technicians	257	34	16.5		
05	Supervisors	21	2	19.3		
06	Supervisors: Crafts & Trades	6	0	5.9		
07	Administrative & Senior Clerical Personnel	83	13	27.8		
08	Skilled Sales & Service Personnel	31	7	23.5		
09	Skilled Crafts & Trades Workers	20	0	7.1		
10	Clerical Personnel	68	19	31.1		
11	Intermediate Sales & Service Personnel	0	0	0.0		
12	Semi-Skilled Manual Workers	60	4	24.9		
13	Other Sales & Service Personnel	7	1	40.5		
14	Other Manual Workers	4	0	22.1		
Total		1,890	422	275.7		

Table 7: Me	mbers of Visible	Minorities				
Subsequent	/Current Workfore	e Analysis				
All Employees	Members of Visi	Members of Visible Minorities				
	Representation	Availability*				
#	#	%				
0	0	0.0				
0	0	0.0				
0	0	0.0				
0	0	0.0				
0	0	0.0				
0	0	0.0				
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Part 1: Workforce Analysis

MDA Corporation

2018-06-05

Data from First	t/Previous Wor	kforce Analysis
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Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2018	06	05

	Analysis	,
Data from Su	ibsequent/Cur	rent Workforce

0	0	0
YYYY	MM	DD
Data from Subse	equent/Current Wo	rkforce Analysis

		Table 4:	Persons with Di	sabilities
		First/Pr	evious Workforce A	Analysis
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Persons with	Disabilities
Embio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01/02	Managers	237	5	4.3
03	Professionals	1,096	53	3.8
04	Semi-Professionals & Technicians	257	9	4.6
05	Supervisors	21	0	13.9
06	Supervisors: Crafts & Trades	6	0	7.8
07	Administrative & Senior Clerical Personnel	83	3	3.4
08	Skilled Sales & Service Personnel	31	1	3.5
09	Skilled Crafts & Trades Workers	20	1	3.8
10	Clerical Personnel	68	1	7.0
11	Intermediate Sales & Service Personnel	0	0	
12	Semi-Skilled Manual Workers	60	1	4.8
13	Other Sales & Service Personnel	7	1	6.3
14	Other Manual Workers	4	0	5.3
Total		1,890	75	68.5

Table 8:	Persons with Dis	abilities
Subsequent	/Current Workfore	e Analysis
All Employees	Persons with	Disabilities
	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0

*																																																																																																										
***	***	***	***	***																																																																																																						
***	***	**	**	**	*	**	*	**	*	*	*	*	**	*	*	×	×	*	×	×	88	×	88	*	88	88	*	×	×	*	×	×	×	۰	۰	۰	8	×	۰	۰	*	×	۳	8	×	۰	۰	8	8	8	ä	8	8	*	*	8	×	×	ö	ä	×	8	×	×	×	×	ä	×	×	×	×	×	×	×	×	×	8	×	×	8	*	۰	۰	×	*	۰	۰	۰	۳	8	8	8	Š	۰	8	×	×	×	×	8	8	8	×	*	ÿ	×
*	*	۳									Ť	×				ä				X																8	Š			8	ì		ä			3		3		Š		8	Š	ì	ì	Š	8		ä	8		×					8							8			8	8		ä						8	*	×	ä		Š		Š	ä	Š		8			8	8		8		ä	ä
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																Ĭ																																																																																										

* Source:		

Start	Date of Flow	/ Data
YYYY	MM	DD

End I	Date of I	Flow I	Data	
YYYY	MM		DD	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted $\overline{\downarrow}$ $\overline{\downarrow}$ $\overline{\downarrow}$ **Data from Form 6 - Employees** Terminated

			↓ 	Warran	<u>_</u>
		Full-time	/ National		/ National
	ployment Equity Occupational Group EOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
		#	#	#	#
01	Senior Managers	0	0	0	0
02	Middle & Other Managers	0	0	0	0
03	Professionals	0	0	0	0
04	Semi-Professionals & Technicians	0	0	0	0
05	Supervisors	0	0	0	0
06	Supervisors: Crafts & Trades	0	0	0	0
07	Administrative & Senior Clerical Personnel	0	0	0	0
08	Skilled Sales & Service Personnel	0	0	0	0
09	Skilled Crafts & Trades Workers	0	0	0	0
10	Clerical Personnel	0	0	0	0
11	Intermediate Sales & Service Personnel	0	0	0	0
12	Semi-Skilled Manual Workers	0	0	0	0
13	Other Sales & Service Personnel	0	0	0	0
14	Other Manual Workers	0	0	0	0
Tot	al	0	0	0	0

Total

Table 5: Women			
Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

V	V	•	v
	Table 9:	Women	
Full-time	Full-time / National		/ National
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	o	0
0	0	0	0
0	0	o	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	o	0
0	0	o	0
0	0	0	0

Part 2: Flow Data Analysis

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0

Start	Date of Flov	V Data
YYYY	MM	DD
0	0	0

0	0	0
YYYY	MM	DD
End I	Date of Flow	Data

Data from Form 4 - Employees Hired Data from Form 6 - Employees Terminated

	Tab	ole 2: Abor	iginal Pec	ples
	Full-time	/ National	Part-time / Nationa	
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0

Total

Table 6: Abori Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Table 10: Aboriginal Peoples					
Full-time / National		Part-time / National			
All Employees Terminated	mployees Peoples	All Employees Terminated	Aboriginal Peoples Terminated		
#	#	#	#		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		

Start	Date of Flow	V Data
YYYY	MM	DD
0	0	0

End I	Date of Flow	Data
YYYY	MM	DD
0	0	0

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Data from Form 4 - Employees Hired

 $\overline{\downarrow}$ $\overline{\downarrow}$ $\overline{\downarrow}$ **Data from Form 5 - Employees** Promoted $\overline{\downarrow}$ \downarrow $\overline{\downarrow}$ **Data from Form 6 - Employees** Terminated $\overline{\downarrow}$ $\overline{\downarrow}$

		Table 3: Persons with Disabilit			bilities
		Full-time / National		Part-time / National	
Employment Equity Occupational Group (EEOG)		All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
		#	#	#	#
01	Senior Managers	0	0	0	0
02	Middle & Other Managers	0	0	0	0
03	Professionals	0	0	0	0
04	Semi-Professionals & Technicians	0	0	0	0
05	Supervisors	0	0	0	0
06	Supervisors: Crafts & Trades	0	0	0	0
07	Administrative & Senior Clerical Personnel	0	0	0	0
08	Skilled Sales & Service Personnel	0	0	0	0
09	Skilled Crafts & Trades Workers	0	0	0	0
10	Clerical Personnel	0	0	0	0
11	Intermediate Sales & Service Personnel	0	0	0	0
12	Semi-Skilled Manual Workers	0	0	0	0
13	Other Sales & Service Personnel	0	0	0	0
14	Other Manual Workers	0	0	0	0
To	tal	0	0	0	0

Table 7: Persons with Disabilities						
Full-time / National		Part-time / National				
All Employees Promoted	Employees Disabilities		ployees Disabilities Employees	Employees	Persons with Disabilities Promoted	
#	#	#	#			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			

Table 11: Persons with Disabilities					
Full-time	/ National	Part-time	/ National		
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated		
#	#	#	#		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		

Start	Date of Flow	Data
YYYY	MM	DD
0	0	0

End I	Date of Flow	Data
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

	·m 5 - E	
	moted	

Data from Form 6 - Employees Terminated

	Table 4:	Members o	of Visible N	Ainorities
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	0	0	0

Full-time	/ National	Part-time / National							
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted						
#	#	#	#						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						
0	0	0	0						

Table 12:	Members	of Visible I	Minorities
Full-time	/ National	Part-time	/ National
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

MDA Corporation

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									Data	for First/I	Previous (Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		············	\	\		↓	\	\	<u> </u>	.i	. <u>.</u>	.i	↓		i↓	. <u>.</u>	↓		
									Table 1: Women										
									First/	Previous SI	nort-term C	Soals							
				All En	iployees									W	omen				
	Number	Grev	vth (New Posi	tions)	Turnover (Re	placement o Employees)	of Terminated	Anticipated	Number		eplacement of	111163		ır Goals m - To					Projected
Employment Equity	Number YYYY-MM-DD	Grov Actual	·	tions) jected		Employees)	f Terminated jected	Anticipated Hires Over 3	Number YYYY-MM-DD		eplacement of I Employees)	Required	Fro		Present Availability	Present Gap	Projected Gan	Present Representation	Projected Representation in 3
Employment Equity Occupational Group (EEOG)			·		ļ	Employees)						111163	Fro	m - To	Present Availability	Present Gap	Projected Gap	Present Representation	
	YYYY-MM-DD	Actual	Proj	ected Over 3	Actual	Employees) Pro	jected Over 3	Hires Over 3	YYYY-MM-DD	Terminated	Over 3	Required Over 3	Fro VYY3	m - To		Present Gap			Representation in 3
	YYYY-MM-DD	Actual Annually	Proj Annually	ected Over 3	Actual Annually	Employees) Pro Annually	jected Over 3 Years #	Hires Over 3	YYYY-MM-DD	. Terminated	Over 3	Required Over 3	Fro VYY3	m - To - YYYY 2021	Availability	#	Gap #	Representation	Representation in 3 Years
Occupational Group (EEOG) 01 Senior Managers 02 Middle & Other Managers	2018-06-05 # 31 206	Actual Annually	Annually % 0.0% 0.0%	Over 3 Years	Actual Annually %	Employees) Pro Annually % 0.0% 0.0%	jected Over 3 Years # 0 0 0	Hires Over 3	YYYY-MM-DD	Annually % 0.0% 0.0%	Over 3	Required Over 3	Fro VYY3	m - To - YYYY 2021 %6 27.4% 38.9%	% 27.4% 38.9%	#	Gap # -5	## Representation %	Representation in 3 Years 9,6 9.7% 22.3%
Occupational Group (EEOG) 01 Senior Managers 02 Middle & Other Managers 03 Professionals	2018-06-05 # 31 206 1,096	Actual Annually % -100.0% -100.0% -100.0%	Annually % 0.0% 0.0% 0.0%	Over 3 Years	Actual Annually % 0.0% 0.0% 0.0% 0.0%	Employees) Pro Annually % 0.0% 0.0% 0.0% 0.0%	jected Over 3 Years # 0 0 0 0 0 0	Hires Over 3	2018-06-05 # 3 0 46 0 240	Annually % 0.0% 0.0% 0.0%	Over 3	Required Over 3 Years # 5 34 -42	Fro VYY3	m - To - YYYY 2021 %6 27.4% 38.9% 18.1%	%6 27.4% 38.9% 18.1%	# -5 -34 42	# -5 -34 42	% 9.7% 22.3% 21.9%	% 9.7% 22.3% 21.9%
Occupational Group (EEOG) 01 Senior Managers 02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech	2018-06-05 # 31 206 1,096 257	Actual Annually % -100.0% -100.0% -100.0% -100.0%	Proj Annually % 0.0% 0.0% 0.0% 0.0%	Over 3 Years	Actual Annually % 0.0% 0.0% 0.0% 0.0% 0.0%	Employees) Pro Annually % 0.0% 0.0% 0.0% 0.0%	jected Over 3 Years # 0 0 0 0 0 0 0	Hires Over 3	YYYY-MM-DD 2018-06-05 #	Annually % 0.0% 0.0% 0.0% 0.0%	Over 3	Required Over 3 Years	Fro VYY3	m - To - YYYY 2021 % 0 27.4% 0 38.9% 1 8.1% 2 4.9%	% 27.4% 38.9% 18.1% 24.9%	# 5 -5 -34	# -5 -34 42	% 9.7% 22.3% 21.9% 11.7%	Representation in 3 Years 90 9.7% 22.3% 21.9% 11.7%
Occupational Group (EEOG) 01 Senior Managers 02 Middle & Other Managers 03 Professionals	2018-06-05 # 31 206 1,096	Actual Annually % -100.0% -100.0% -100.0%	Proj Annually %6 0.0% 0.0% 0.0% 0.0%	Over 3 Years #	Actual Annually % 0.0% 0.0% 0.0% 0.0%	Employees) Pro Annually % 0.0% 0.0% 0.0% 0.0%	jected Over 3 Years # 0 0 0 0 0 0 0 0 0 0	Hires Over 3	2018-06-05 # 3 0 46 0 240	Annually % 0.0% 0.0% 0.0%	Over 3	Required Over 3 Years # 5 34 -42	Fro VYY3	m - To - YYYY 2021 %6 27.4% 38.9% 18.1%	%6 27.4% 38.9% 18.1% 24.9% 50.9%	# -5 -34 -34 -34 -2 -34	# -5 -34 42	% 9.7% 22.3% 21.9%	% 9.7% 22.3% 21.9%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

Administrative & Sr Clerical

Intermediate Sales & Service

Skilled Sales & Service

Skilled Crafts & Trades

Clerical Personnel

Semi-Skilled Manual

13 Other Sales & Service

14 Other Manual Workers

Total

83

31

20

68

60

1,890

-100.0%

-100.0%

-100.0%

-100.0%

-100.0%

-100.0%

-100.0%

-100.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

8,193

13

43

476

80.0%

32.0%

4.6%

66.1%

0.0%

18.6%

58.2%

23.8%

458.7%

80.0%

32.0%

66.1%

0.0%

18.6%

58.2%

23.8%

458.7%

-8,193

-8,193

4.6%

						Table 2: Women
E	loyment Equity		Wom	en		
	ipational Group (EEOG)	Short-te	rm Goals	Long-ter	m Goals	Comments
000	(EEOO)	#	%	#	%	
01	Senior Managers	C	27.4	0	27.4	
02	Middle & Other Managers	0	38.9	0	38.9	
03	Professionals	C	18.1	0	18.1	
04	Semi-Professionals & Tech	0	24.9	0	24.9	
05	Supervisors	C	50.0	0	50.0	Even though a gap exists in this EEOG only 50.0% of the work force should be Women.
06	Supervisors: Crafts & Trades	C	15.2	0	15.2	
07	Administrative & Sr Clerical	0	80.0	0	80.0	
08	Skilled Sales & Service	0	32.0	0	32.0	
09	Skilled Crafts & Trades	C	4.6	0	4.6	
10	Clerical Personnel	0	50.0		50.0	Even though a gap exists in this EEOG only 50.0% of the work force should be Women.
- 11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	C	18.6	0	18.6	
13	Other Sales & Service	C	50.0	0	50.0	Even though a gap exists in this EEOG only 50.0% of the work force should be Women.

81.9%

41.9%

25.0%

63.2%

25.0%

0.0%

100.0%

25.2%

#DIV/0!

81.9%

41.9%

25.0%

63.2%

25.0%

0.0%

100.0%

25.2%

#DIV/0!

^{0.0%} † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 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.

	Federal Contractors Program Achievement Report	338
	Part 3: Goals	00
	MDA Corporation	
	43256	
14 Other Manual Workers	0 23.8 0 23.8	
Total	0 458.7 0 281.6	

43256

									Data	for First/I	Previous (Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	М	N	0	Р	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	: "	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНхЗ	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	Workforce	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	↓	↓	↓	↓	↓	1	↓	↓	\	↓	↓	↓	↓	↓	↓	↓	↓	1	\
									Tabl	e 3: Abor	iginal Per	onles							

									First/l	Previous Sh	ort-term G	ioals							
				All En	iployees									Aborigi	nal Peoples				
	Number	Gree	wth (New Posit	ions)	Turnover (Re		Terminated		Number	Turnover (Re	unla soment of		3 Year						
Employment Equity			· ·			Employees)		Anticipated		Terminated		Hires Required	Fron		Present		Projected	Present	Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proje	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	· YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2018-06-05	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Tears	2018-06-05	Annually	Over 3 Years	Years	2018	2021					icais
	#	%	%	#	9/0	9/0	#	#	¥	%	#	#	#	%	9/6	#	#	%	%
01 Senior Managers	31	-100.0%	0.0%	7 0	0.0%	0.0%	0	0	0	0.0%	0	1	0	2.9%	2.9%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	206	-100.0%	0.0%	0	0.0%	0.0%	0	0	2	0.0%	0	3	0	2.2%	2.2%	-3	-3	1.0%	1.0%
03 Professionals	1,096	-100.0%	0.0%	0	0.0%	0.0%	0	0	4	0.0%	0	5	0	0.8%	0.8%	-5	-5	0.4%	0.4%
04 Semi-Professionals & Tech	257	-100.0%	0.0%	0	0.0%	0.0%	0	0	4	0.0%	0	1	0	2.1%	2.1%	-1	-1	1.6%	1.6%
05 Supervisors	21	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.9%	0.9%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	6	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	1.4%	1.4%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	83	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	1.6%	1.6%	-1	-1	0.0%	0.0%
08 Skilled Sales & Service	31	-100.0%		0	0.0%	0.0%	0	0	0	0.0%	0	1	0	2.1%	2.1%	-1	-1	0.0%	0.0%
09 Skilled Crafts & Trades	20	-100.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	1.3%	1.3%	"	0	0.0%	0.0%
10 Clerical Personnel	68	-100.0% 0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0% 0.0%	0	1	0	1.5% 0.0%	1.5% 0.0%	-1	-1	0.0%	0.0% #DIV/0!
11 Intermediate Sales & Service 12 Semi-Skilled Manual	60	-100.0%	0.0%	0	0.0%	0.0%	0	١	0	0.0%	0	"	0	0.0%	0.0%	1 1	1	#DIV/0! 0.0%	#DIV/0! 0.0%
13 Other Sales & Service	7	-100.0%	0.0%	١	0.0%	0.0%	0	١	2	0.0%	0	_1	0	7.5%	7.5%	-1	1	28.6%	28.6%
14 Other Manual Workers	4	-100.0%	0.0%		0.0%	0.0%	0		0	0.0%	0	0	0	0.8%	0.8%		0	0.0%	0.0%
Total	1,890	-100.0%		0	0.0%	0.0%	0	0	12	0.0%	0	479	0	26.0%	26.0%	-479	-479	0.6%	0.6%

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) 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 Current Workforce Analysis) ÷ 2) x 100.

					Table 4: Aboriginal Peoples
Essels mad Faults		Aboriginal	Peoples		
Employment Equity Occupational Group (EEOG)	Short-ter	rm Goals	Long-te	erm Goals	Comments
occupational Group (EEGG)	#	%	#	%	
01 Senior Managers	0	2.9	(2.9	
02 Middle & Other Managers	0	2.2	(2.2	
03 Professionals	0	0.8	(0.8	
04 Semi-Professionals & Tech	0	2.1	() 2.1	
05 Supervisors	0	0.9	(0.9	
06 Supervisors: Crafts & Trades	0	1.4	() 1.4	
07 Administrative & Sr Clerical	0	1.6	() 1.6	
08 Skilled Sales & Service	0	2.1	(2.1	
09 Skilled Crafts & Trades	0	1.3	() 1.3	
10 Clerical Personnel	0	1.5	() 1.5	
11 Intermediate Sales & Service	0	0.0	(0.0	
12 Semi-Skilled Manual	0	0.9	(0.9	
13 Other Sales & Service	0	7.5	(7.5	

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	43256	
14 Other Manual Workers	0 0.8 0 0.8	
Total	0 26.0 0 14.1	

7.8%

3.4%

3.5%

3.8%

7.0%

0.0%

4.8%

6.3%

5.3%

68.5%

7.8%

3.4%

3.5%

3.8%

7.0%

0.0%

4.8%

6.3%

5.3%

68.5%

-1,220

-1,220

									Data 1	or First/I	Previous (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	s	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry		From Flow Data Analysis & Workforce Analysis [‡]	Data	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	V	·↓	i↓	\	. <u>.</u>		. <u>.</u>	··············	<u>.</u>	\	<u>.</u> ↓	.i	<u>:</u> ↓		\	<u></u>	\	······································	↓ ↓
									Table 5:	Persons	with Disa	bilities							
									First/	Previous SI	nort-term (Goals							
				All En	ıployees									Persons wi	th Disabilitie	S			
	. .		vth (New Posit		Turnover (R	eplacement o	Terminated						3 Yea	r Goals					
е	Number	Grov	vin (New Posii	ions)		Employees)		Anticipated	Number		eplacement of Employees)		Fre	m - To					Projected
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD	rerumateu	Employees)	Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Occupational Group (EEOG)	2018-06-05	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2018-06-05	Annually	Over 3 Years	Years	2018	2021			Cap	переживания	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	9/6	#	#	%	%
01/02 Managers	237	-100.0%	0.0%	0	0.0%	0.0%	0	0	5	0.0%	0	5	C	4.3%	4.3%	-5	-5	2.1%	2.1%
03 Professionals	1,096	-100.0%	0.0%	0	0.0%	0.0%	0	0	53	0.0%	0	-11	(3.8%	3.8%	11	11	4.8%	4.8%
04 Semi-Professionals & Tech	257	-100.0%	0.0%	1 0	0.0%	0.0%	1 0	۸ ا	I 0	0.0%	1 0	1 1		ا مرمد	4.00/	1 2	1 2	2.50/	3.5%
04 Semi-Professionals & Tech	231	-100.0%	0.076	U	0.076	0.076	9 0	l .	9	0.0%	0	3	'	4.6%	4.6%	-3	-3	3.5%	3.376

43256

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

0.0%

0.0%

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0.0%

0.0%

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-100.0%

-100.0%

-100.0%

-100.0%

-100.0%

-100.0%

-100.0%

-100.0%

-100.0%

0.0%

83

31

20

68

60

1.890

Supervisors: Crafts & Trades

Administrative & Sr Clerical

Intermediate Sales & Service

Skilled Sales & Service

Skilled Crafts & Trades

Semi-Skilled Manual

14 Other Manual Workers

Other Sales & Service

10 Clerical Personnel

08

11

13

Total

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.

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

1,220

					Table 6: Persons with Disabilities
Employment Equity	P	ersons with I	Disabilities		
Occupational Group (EEOG)	Short-ter	rm Goals	Long-ter	m Goals	Comments
	#	%	#	%	
01/02 Managers	0	4.3	0	4.3	
03 Professionals	0	3.8	0	3.8	
04 Semi-Professionals & Tech	0	4.6	0	4.6	
05 Supervisors	0	13.9	0	13.9	
06 Supervisors: Crafts & Trades	0	7.8	0	7.8	
07 Administrative & Sr Clerical	0	3.4	0	3.4	
08 Skilled Sales & Service	0	3.5	0	3.5	
09 Skilled Crafts & Trades	0	3.8	0	3.8	
10 Clerical Personnel	0	7.0	0	7.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	4.8	0	4.8	
13 Other Sales & Service	0	6.3	0	6.3	
14 Other Manual Workers	0	5.3	0	5.3	
Total	0	68.5	0	34.6	

0.0%

3.6%

3.2%

5.0%

1.5%

1.7%

14.3%

0.0%

4.0%

#DIV/0!

0.0%

3.6%

3.2%

5.0%

1.5%

1.7%

14.3%

0.0%

4.0%

#DIV/0!

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43256

MDA Corporation

43256

									Data	for First/I	Previous (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	О	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry		From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	Workforce	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ ((+F)
		\	<u> </u>	<u> </u>	.	1	1	.	\	\	<u> </u>			.		1	<u> </u>	\	J
									Table 7: M	lembers o	f Visible l	Minoritie:	S						
									First/	Previous SI	hort-term C	ioals							
				All Em	ployees								M	embers of \	/isible Minor	ities			
	Number	Gree	wth (New Posit	tions)	Turnover (Re				Number	T (D			3 Yea	r Goals					
	i Maniber	1 010	ren tire M. I (1811	enumoj	1	E-malor and		1	, :-muoci	11 urnover (R	eplacement of	III	-		1		1		

				All En	ployees								Mo	mbers of V	isible Minori	ties			
Employment Equity	Number	Grow	rth (New Positi	ions)	Turnover (R	eplacement of Employees)	Terminated	Anticipated	Number	Turnover (Re	eplacement of	Hires Required	3 Year Fron		Present			Present	Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proje	cted	Actual	Proje	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	VYYY	· YYYY	Availability	Present Gap	Projected Gap	Representation	Representation in 3
, ,,	2018-06-05	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	rears	2018-06-05	Annually	Over 3 Years	Years	2018	2021					Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	31	-100.0%	0.0%	0	0.0%	0.0%	0	0	6	0.0%	0	-3	0	10.1%	10.1%	3	3	19.4%	19.4%
02 Middle & Other Managers	206	-100.0%	0.0%	0	0.0%	0.0%	0	0	26	0.0%	0	5	0	15.0%	15.0%	-5	-5	12.6%	12.6%
03 Professionals	1,096	-100.0%	0.0%	0	0.0%	0.0%	0	0	310	0.0%	0	40	0	31.9%	31.9%	-40	-40	28.3%	28.3%
04 Semi-Professionals & Tech	257	-100.0%	0.0%	0	0.0%	0.0%	0	0	34	0.0%	0	8	0	16.5%	16.5%	-8	-8	13.2%	13.2%
05 Supervisors	21	-100.0%	0.0%	0	0.0%	0.0%	0	0	2	0.0%	0	2	0	19.3%	19.3%	-2	-2	9.5%	9.5%
06 Supervisors: Crafts & Trades	6	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	5.9%	5.9%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	83	-100.0%	0.0%	0	0.0%	0.0%	0	0	13	0.0%	0	10	0	27.8%	27.8%	-10	-10	15.7%	15.7%
08 Skilled Sales & Service	31	-100.0%	0.0%	0	0.0%	0.0%	0	0	7	0.0%	0	0	0	23.5%	23.5%	0	0	22.6%	22.6%
09 Skilled Crafts & Trades	20	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	7.1%	7.1%	-1	-1	0.0%	0.0%
10 Clerical Personnel	68	-100.0%	0.0%	0	0.0%	0.0%	0	0	19	0.0%	0	2	0	31.1%	31.1%	-2	-2	27.9%	27.9%
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	60	-100.0%	0.0%	0	0.0%	0.0%	0	0	4	0.0%	0	11	0	24.9%	24.9%	-11	-11	6.7%	6.7%
13 Other Sales & Service	7	-100.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	2	0	40.5%	40.5%	-2	-2	14.3%	14.3%
14 Other Manual Workers	4	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	22.1%	22.1%	-1	-1	0.0%	0.0%
Total	1,890	-100.0%	0.0%	0	0.0%	0.0%	0	0	422	0.0%	0	4,789	0	275.7%	275.7%	-4,789	-4,789	22.3%	22.3%

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) 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 Current Workforce Analysis) ÷ 2) x 100.

					Table 8: Members of Visible Minorities
	Me	mbers of Visi	ble Minor	ties	
Employment Equity Occupational Group (EEOG)	Short-te	erm Goals	Long-te	rm Goals	Comments
Occupational Group (EEOG)	#	%	#	%	
01 Senior Managers		0 10.1	0	10.1	
02 Middle & Other Managers		0 15.0	0	15.1	
03 Professionals		0 31.9	0	31.9	
04 Semi-Professionals & Tech		0 16.5	0	16.5	
05 Supervisors		0 19.3	0	19.3	
06 Supervisors: Crafts & Trades		0 5.9	0	5.9	
07 Administrative & Sr Clerical		0 27.8	0	27.8	
08 Skilled Sales & Service		0 23.5	0	23.5	
09 Skilled Crafts & Trades		0 7.1	0	7.1	
10 Clerical Personnel		0 31.1	0	31.1	
11 Intermediate Sales & Service		0.0	0	0.0	
12 Semi-Skilled Manual		0 24.9	0	24.9	
13 Other Sales & Service		0 40.5	1 0	40.5	

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	MDA Corporation	
	43256	
14 Other Manual Workers		
Total	0 275.7 0 236.2	

									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	Е	F	G	Н	I	J	K	L	M	N	0	Р	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	1	↓	↓	↓	↓	↓	↓		. ↓	↓	↓	↓	↓	↓	↓	\	↓
									~ .	Table 9:		~ .							
									Subsequ	ent/Curren	t Short-teri	m Goals							
				All En	nployees										omen	,			
	Number	Cres	wth (New Posit	tions)	Turnover (Re	placement of	Terminated		Number				3 Yea	r Goals					
F	1 Tullioci	0.00	nen (iven 1 usn	nons)		Employees)		Anticipated	Number		eplacement of Employees)	intes	Froi	n - To	_			_	Projected
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD		Limpidyces)	Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Occupational Group (EEOG)				Over 3			Over 3	Years			Over 3	Years					Спр		Years

Employment Equity	Number	Grow	rth (New Posit	ions)		Employees)		Anticipated	Number	Turnover (Re Terminated		1111 63	Fron	n - To					Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3 Years
, i		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	tears		Annually	Over 3 Years	Years	0	3					Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	; 0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	. 0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 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.

					Table 10: Women
Emr	loyment Equity	•••••	Women		
	ipational Group (EEOG)	Short-term Goal		rm Goals	Comments
		%		%	
	Senior Managers		0.0	0.0	
02	Middle & Other Managers		0.0	0.0	
03	Professionals		0.0	0,0	
04	Semi-Professionals & Tech		0.0	0.0	
05	Supervisors		0.0	0.0	
06	Supervisors: Crafts & Trades		0.0	0.0	
07	Administrative & Sr Clerical		0.0	0.0	
08	Skilled Sales & Service		0.0	0,0	
09	Skilled Crafts & Trades		0.0	0,0	
10	Clerical Personnel		0.0	0.0	
- 11	Intermediate Sales & Service		0.0	0,0	
12	Semi-Skilled Manual		0.0	0.0	
13	Other Sales & Service		0.0	0.0	
14	Other Manual Workers		0.0	0.0	

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	MDA Corporation	
	43256	
Total	0.0	

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	Workforce	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	<u> </u>	1	<u> </u>	\	<u> </u>	Ţ	\	Ţ	↓	<u> </u>	\	1	\	\	Ţ	\	1	.	\
										11: Abor									

				All En	ployees					curren				Aborigi	nal Peoples				
	Number	Grev	vth (New Posit	ions)	Turnover (R	eplacement of Employees)	Terminated		Number	Turnover (Re	placement of	Hires		Goals					
Employment Equity			Proje			,	ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required	YYYY	vvvv	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	YYYY-MM-DD	Actual	rroj		Actual	Proj		Years	YYYY-MM-DD			Over 3	1111	- 1111	Availability	r resent Gap	Gap	Representation	Years
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	Years	0	3					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

t 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 Current Workforce Analysis) ÷ 2) x 100.

			Table 12: Aboriginal Peoples
Employment Equity	Aboriginal Short-term Goals	Peoples Long-term Goals	Comments
Occupational Group (EEOG)	%	%	Comments
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0,0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	D 10 C20

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	43256
Total	0.0

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	О	Р	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		\	1	↓	↓	1	J	↓	↓	1	1	↓	1	↓	1	1	↓	↓	↓
									Table 13	8: Persons	with Dis	abilities							

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									Subseque	ent/Current	Short-teri	n Goals							
				All En	ployees									Persons wi	th Disabilities	,			
	Number	C	vth (New Posit		Turnover (R	eplacement of Term	ninated		Number				3 Year	Goals					
Employment Equity	Number	Grev	viii (inew rusii	ionsi		Employees)	A	Anticipated	Number	Turnover (Re Terminated		1111 €3	Fron	1 - To					Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Projected	Н	lires Over 3	YYYY-MM-DD		and a second	Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
оссиранова остор (2200)		Annually	Annually	Over 3 Years	Annually	Annually	ver 3 ears	Years		Annually	Over 3 Years	Years	0	3	•				Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) 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 Current Workforce Analysis) ÷ 2) x 100.

Workforce Tillingsis) * 2) x To				Table 14: Persons with Disabilities
	Pe	rsons with Disabi	ilities	
Employment Equity Occupational Group (EEOG)	Short-teri	m Goals Lon	ng-term Goals	Comments
Occupational Group (EEGG)		%	%	
01/02 Managers		0.0	0.0	
03 Professionals		0.0	0.0	
04 Semi-Professionals & Tech		0.0	0.0	
05 Supervisors		0.0	0.0	
06 Supervisors: Crafts & Trades		0.0	0.0	
07 Administrative & Sr Clerical		0.0	0.0	
08 Skilled Sales & Service		0.0	0.0	
09 Skilled Crafts & Trades		0.0	0.0	
10 Clerical Personnel		0.0	0.0	
11 Intermediate Sales & Service		0.0	0.0	
12 Semi-Skilled Manual		0.0	0.0	
13 Other Sales & Service		0.0	0.0	
14 Other Manual Workers		0.0	0.0	
Total		0.0	0.0	

Federal Contractors Program Achievement Report Part 3: Goals MDA Corporation 43256

										Data for	Subseque	nt/Currei	nt Goals							
Α	В	С	D	Е	F	G	Н	I	J	K	L	М	N	0	Р	Q	R	S	Т	U
Data source	res:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]		CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
:	<u>.</u>	\	<u> </u>		<u> </u>	<u> </u>		<u> </u>	<u>, </u>	<u> </u>		·············	↓	\		\	<u> </u>		<u> </u>	
									7	Table 15: N				S						
										Subseque	ent/Current	Short-tern	a Goals							
					All En	aployees								M	embers of V	isible Minor	ities			
		Number	Grov	vth (New Posi	tions)	Turnover (Re	eplacement o Employees)	f Terminated		Number	Turnover (Re	eplacement of	Hires		ır Goals					
Employme	ent Equity						Emproyees;													Projected
Occupation	to meson					+	T		Anticipated		Terminated		Required		m - To	Present	n .c	Projected	Present	
	onal Group (EEOG)	YYYY-MM-DD	Actual	Pro	ected	Actual	Pro	jected	Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required Over 3		m - 10 ' - YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
	onal Group (EEOG)	YYYY-MM-DD	Actual Annually	Proj Annually	Over 3 Years	Actual Annually	Pro Annually	Over 3 Years	Hires Over 3	YYYY-MM-DD	Terminated Annually		Required				Present Gap			
	onal Group (EEOG)				Over 3			Over 3	Hires Over 3			Employees) Over 3	Required Over 3		- YYYY		Present Gap			Representation in 3
01 Senio	or Managers		Annually	Annually	Over 3	Annually	Annually	Over 3	Hires Över 3 Years		Annually	Employees) Over 3	Required Over 3		3	Availability	Present Gap #		Representation	Representation in 3 Years
I I			Annually %	Annually	Over 3	Annually %	Annually	Over 3	Hires Över 3 Years		Annually	Employees) Over 3	Required Over 3		3	Availability %	# 0		Representation	Representation in 3 Years
02 Midd	ior Managers		Annually % -100.0% -100.0% -100.0%	Annually	Over 3	Annually % 0 0.0% 0 0.0% 0 0.0%	Annually	Over 3	Hires Över 3 Years		Annually % 0.0% 0.0% 0.0%	Employees) Over 3	Required Over 3		3	% 0.0% 0.0% 0.0%	# 0 0 0		%	Representation in 3 Years % #DIV/0! #DIV/0! #DIV/0!
02 Midd 03 Profe	ior Managers dle & Other Managers		Annually % -100.0% -100.0%	Annually	Over 3	Annually %6 0.0% 0.0%	Annually	Over 3	Hires Över 3 Years		Annually % 0.0% 0.0% 0.0% 0.0%	Employees) Over 3	Required Over 3		3	### Availability %	# 0 0 0 0 0 0 0		Representation % #DIV/0! #DIV/0!	Representation in 3 Years % #DIV/0! #DIV/0!
02 Midd 03 Profe 04 Semi- 05 Super	ior Managers dle & Other Managers ressionals ii-Professionals & Tech ervisors		Annually % -100.0% -100.0% -100.0% -100.0% -100.0%	Annually	Over 3	Annually % 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	Annually	Over 3	Hires Över 3 Years		Annually % 0.0% 0.0% 0.0% 0.0% 0.0%	Employees) Over 3	Required Over 3		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 0 0 0 0 0 0		#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!	#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!
02 Midd 03 Profe 04 Semi- 05 Super 06 Super	ior Managers dle & Other Managers ïessionals i-Professionals & Tech		Annually % -100.0% -100.0% -100.0% -100.0%	Annually	Over 3	Annually % 0.0% 0.0% 0.0% 0.0% 0.0%	Annually	Over 3	Hires Över 3 Years		Annually % 0.0% 0.0% 0.0% 0.0%	Employees) Over 3	Required Over 3		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 0 0		% #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!	Representation in 3 Years % #DIV/0! #DIV/0! #DIV/0! #DIV/0!

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

0.0%

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-100.0%

-100.0%

0.0%

08 Skilled Sales & Service

Clerical Personnel Intermediate Sales & Service

Semi-Skilled Manual

13 Other Sales & Service

14 Other Manual Workers

10

Total

Skilled Crafts & Trades

table 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 Current Workforce Analysis) ÷ 2) x 100.

0.0%

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0.0%

			Table 16: Members of Visible Minorities
Employment Equity	Members of Visi	ble Minorities	
Occupational Group (EEOG)	Short-term Goals	Long-term Goals	Comments
-	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	D 20 600

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	Part 3: Goals	00
	MDA Corporation	
	43256	
Total	0.0 0.0	

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											MDA	Corpo	ration											
												43256												
A	В	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U	V	W	X	Y
Data s	ources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E÷D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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•	oloyment Equity upational Group	Year			V	orkforce Woo						Hires	omen			P	romotio	ns /omen			Te	rminatio	omen	
	oG)		All Employees	Represe	entation	Avails		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Acı	tual	Expected	Difference
<u></u>		#	Ħ	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	9/6	#	#
01	Senior Managers	2018	31	3 0		27.4 0.0	8	-5	35.3 0.0		0	0.0				0	0.0		0	0	0	0.0		
02	Middle & Other	2018	206	46			80	-34	57.4	0		0.0	0		, (0	0.0		U		0	0.0	0	
02	Managers	0	0	0			0	0	0.0	0	0	0.0	0	C) (0	0.0	0	0	0	0	0.0	0	0
03	Professionals	2018	1,096	240 0			198 0	42	121.0	0	0	0.0	0	C		0	0.0	0	0	0	0	0.0	0	0
04	Semi-Professionals &	2018	257	30		24.9	64	-34	46.9			0.0		·			0.0	Ů		Ü		0.0		
04	Technicians	0	0	0				0	0.0	0	0	0.0	0	C) (0	0.0	0	0	0	0	0.0	0	0
05	Supervisors	2018	21	9		50.9	11 0	-2	84.2 0.0	0	0	0.0	0	C		0	0.0	0	0	0	0	0.0	0	0
	Supervisors: Crafts &	2018	6	0	0.0		1	-1	0.0															
Ш	Trades	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	C) (0	0.0	0	0	0	0	0.0	0	0
Data s	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
		ı	.	<u> </u>		,	↓	↓	<u> </u>	↓	↓	↓	↓											
				Entrai			CI			oals														
	oloyment Equity upational Group	Year		ow Data Wor				rm Goals ^{men}			Long-ter Won							c	ommen	fe				
	DG)		All Employees	Act	ual	Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						ommen					
		#	#	#	%	#	Goal Met	%	Goal Met %	#	Goal Met	%	Goal Met											
01	Senior Managers	0	0	0			0.0	27.4	0.0	0	0.0	27.4	0.0											
\vdash	Middle & Other	0	0	0		9281992819928199281	0.0	0.0 38.9	0.0	n	0.0	0.0 38.9												
	Managers	3	0	0			0.0	0.0	0.0	V	0.0	0.0												
03	Professionals	0	0	0		000000000000000000000000000000000000000	0.0	18.1	0.0	0	0.0	18.1	0.0											
\vdash	Semi-Professionals &	0	0	0		6 (1000) (1000) (1000) (1000)	0.0	0.0 24.9	0.0	0	0.0	0.0 24.9												
	Technicians	3	0	0	0.0		0	0.0	0.0	V		0.0	0.0											
05	Supervisors	0 3	0	0		c	0.0	50.0 0.0	0.0	0	0.0	50.0 0.0												
06	Supervisors: Crafts &	0	0	0		310003100031000310003	0.0	15.2	0.0	0	0.0	15.2												
	Trades	3	0	0				0.0	0.0			0.0	0.0											

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											MDA	Corpo	ration											
												43256												
A	В	С	D	E	F	G	Н	ī	J	K	L	М	N	0	P	Q	R	S	Т	U	V	W	X	Y
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Data	sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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į				1		orce An												nalysis						
	ployment Equity upational Group	Year			N	orkforce Woo						Hires	omen			P	romotio M	n S omen			To	erminatio	omen	
	og)		All Employees	Represe	ntation	Availe		Gap	EE Result	All Employees	Aci	tual	Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Ac	tual	Expected	Difference
		#	Ħ	¥	%	%	Ħ	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07	Administrative & Senior Clerical	2018	83	68 0	81.9 0.0	80.0 0.0		2	102.4 0.0		0	0.0	0				0.0		0	0	0	0.0		
08	Skilled Sales &	2018	31	13	41.9	32.0		3	131.0	0	0	0.0	0	0		7	0.0	0	0	0	0	0.0		
08	Service Personnel	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0) (0	0.0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	20	5	25.0	4.6 0.0		4	543.5 0.0	0	0	0.0	0	0		0	0.0		0	0	0	0.0	<u> </u>	0
10	Clerical Personnel	2018	68	43	63.2	66.1	45	-2	95.7			0.0	0			1	0.0					0.0		
10		0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	(0	0.0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	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	<u> </u>	0
12	Semi-Skilled Manual	2018	60	15	25.0	18.6	11	4	134.4	·		0.0	v	·			0.0				· ·	***		
	Workers	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0) (0	0.0	0	0	0	0	0.0	0	0
[Part 2:							Ĭ													
Data	sources:		Part 2: Flow Data Analysis	Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
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	ployment Equity upational Group	Year	F	ow Data Won	nen		Short-ter Wo		S		Long-ter Won							c	ommen	to				
	OG)		All Employees	Aeti		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					·	ommen	LS				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
07	Administrative &	0	0	0	0.0	0	0.0	80.0	0.0	0	0.0	80.0	0.0											
Ľ,	Senior Clerical	3	0	0	0.0	2201022010220102201	0.0	0.0	0.0		0.0	0.0												
08	Skilled Sales & Service Personnel	3	0	0	0.0		0.0	32.0 0.0	0.0	0	0.0	32.0 0.0												
09	Skilled Crafts &	0	0	0	0.0	C10040001004000100400010040	0.0	4.6	0.0	0	0.0	4.6	0.0											
Ľ	Trades Workers	3	0	0	0.0	0	0.0	0.0 50.0	0.0			0.0 50.0												
10	Clerical Personnel	3	0	0	0.0		0.0	0.0	0.0	1	0.0	0.0												
11	Intermediate Sales &	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
<u> </u>	Service Personnel Semi-Skilled Manual	3	0	0	0.0	0	0.0	0.0 18.6	0.0		0.0	0.0 18.6												
12	Workers	3		0	0.0		0.0	0.0	0.0		0.0	0.0												

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ata sources:		Part 1: Workforce	Part 1: Workforce	E ÷ D x 100	Part 1: Workforce	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data	V ÷ U x 100	U x F ÷ 100	V -
		Analysis	Analysis L	J	Analysis	J	J	J.	J	Analysis	Į Į	<u> </u>	J	<u> </u>	Analysis	J	J	<u></u> ↓		Analysis	T	. <u> </u>	I
		<u> </u>			orce An		Ψ	<u> </u>	Ψ	Ψ	•	Ψ	<u> </u>	Ψ	Flow D	· · ·	•		<u> </u>	Ψ	Ψ	<u> </u>	
Employment Equity	Year				orkforce						Hires					omotio				Te	rminati	ons	
Occupational Group	i cai	All			Wor				All			omen		All			omen		All		1	Vomen	
EEOG)	#	Employees #	Represei	ntation %	Availa %	bility #	Gap #	EE Result	Employees #	Ac	tual %	Expected #	Difference #	Employees #	Actu	al %	Expected #	Difference	Employees	Act #	ual %	Expected #	Diffe
	2018	7	0	0.0	58.2	4	-4	0.0	#	#		#	#	#	#	70	#	#	-	#	- 0	-	-
Personnel	0 2018	0	0 4	0.0	0.0 23.8		0	0.0 420.2	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	_
Other Manual Workers	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	
Total	2018	1,890	476	25.2	458.7		-8,193	5.5															
· Otta	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	<u> </u>
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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Employment Equity	Year	F	low Data			Short-tei		S		Long-ter													
Occupational Group	rvai	All	Won	ien		Wor	nen	n		Won	nen	D					(Commen	its				
EEOG)	#	Employees	Acti	al %	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal #	Percent of Goal Met	Goal	Percent of Goal Met											
Other Sales & Service	0	0	0	0.0	0	0.0	50.0	0.0	0	0.0	50.0												
Personnel	3	0	0	0.0			0.0	0.0			0.0												
Other Manual	0	0	0	0.0	0	0.0	23.8	0.0	0	0.0	23.8												
Workers	3	0	0	0.0			0.0	0.0			0.0	0.0											

0.0

281.6

0.0

0.0

0.0

Total

0.0

458.7

0.0

0.0

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										MDA	Corpo	ration											
											43256												
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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Employment Equity Occupational Group	Year			V	orkforce	al Peoples				1	Hires				Pi	omotio				Te	erminatio		
(EEOG)		All Employees	Represe	entation	,	ability	Gap	EE Result	All Employees	Act	Aporigi	Expected	Difference	All Employees	Act		nal Peoples Expected	Difference	All Employees	Ac	tual	nal Peoples Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	9/0	#	#
01 Senior Managers	2018	31	0 0		2.9 0.0		-1 0	0.0	0	0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2018	206	2				-3	44.1 0.0	0	0	0.0	0			0	0.0	0	0	0	0	0.0	0	0
03 Professionals	2018	1,096	4	0.4	0.8	9	-5	45.6	0			0		, .			0	0	U	0		0	0
O4 Semi-Professionals &	2018	257	0 4		0.0 2.1		-1	0.0 74.1	0	0	0.0	0	С	0	0	0.0	0	0	0	0	0.0	0	0
Technicians	0 2018	0 21	0				0	0.0	0	0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	0
05 Supervisors	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	C) (0	0.0	0	0	0	0	0.0	0	0
Of Supervisors: Crafts & Trades	2018	6 0	0		0.0		0	0.0	0	0	0.0	0	C) C	0	0.0	0	0	0	0	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
		<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	·	1	<u> </u>	<u>\</u>	<u> </u>	<u>, </u>	i										
		New	Entra	nts				G	oals														
Employment Equity	Year	FI	low Data				rm Goals	S		Long-ter													
Occupational Group (EEOG)		All	-	al Peoples		Aborigin Percent of	al Peoples	Percent of		Aborigina Percent of		Percent of					C	ommen	ts				
(LEOG)		Employees	Aei		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
I	# 0	# 0	# 0	% 0.0	# 0	%	% 2.9	%	#	0.0	% 2.9	0.0											
01 Senior Managers	3	0				0.0	0.0	0.0	U	0.0	0.0												
02 Middle & Other	0	0	0			0.0		0.0	0	0.0													
Managers	3	0	0		0.300400.300400.300400.3004	0.0	0.0	0.0	^		0.0												
03 Professionals	3	0	0		08333908333908333908333	0.0	0.8	0.0	0	0.0	0.8												
04 Semi-Professionals &		0	0	0.0	0	0.0	2.1	0.0	0	0.0	2.1	0.0											
Technicians Technicians	3	0	0		31000031000031000031000	-	0.0	0.0		-	0.0												
05 Supervisors	3	0	0			0.0	0.9	0.0	0	0.0	0.9												
06 Supervisors: Crafts & Trades	3	0	0			0.0	1.4 0.0	0.0	0	0.0	1.4 0.0												
Trades		<u> </u>	U	0.0			L 0.0	0.0			0.0	1 0.0	l										

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A B	С	D	Е	F	G	Н	I	J	K	<u> L</u>	M	N	О	P	Q	R	S	Т	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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Employment Equity					orce An						***			1			nalysis		1	Tr.			
Decupational Group	Year	All		W	orkforce Aborigin	al Peoples			All		Hires Aborig	inal Peoples		All	Pi	omotio Aborig	ns inal Peoples		All	1 e	rminati Aborig	ons inal Peoples	
EEOG)		Employees	Repres	entation	,	ability	Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Act	nal	Expected	Difference	Employees	Act	ual	Expected	Differen
A description P	2018	# 83	# 0	0.0	% 1.6	# 1	# 1	0.0	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07 Administrative & Senior Clerical	0	0	0	:	0.0	:	0	0.0	0	0	0.0	0	0) c	0	0.0	0	0	0	0	0.0	0	
Skilled Sales &	2018	31	0		2.1		-1	0.0															
Service Personnel Skilled Crafts &	2018	20	0		_		0	0.0	0	0	0.0	0	0	0 0	0	0.0	0	0	0	0	0.0	0	<u> </u>
Trades Workers	0	0	0	į.	0.0		0	0.0	0	0	0.0	0	0) (0	0.0	0	0	0	0	0.0	0	
10 Clerical Personnel	2018	68	0				-1	0.0			0.0					0.0					0.0		
Intermediate Sales &	2018	0	0				0	0.0	0	0	0.0		,	, .	0	0.0	0	0	, 0	0	0.0	0	
Service Personnel	0	0	0		0.0		0	0.0	0	0	0.0	0	C) (0	0.0	0	0	0	0	0.0	0	
12 Semi-Skilled Manual Workers	2018	60	0	÷	0.9		-1 0	0.0	0	0	0.0	0) () (0	0.0	0	0	0	0	0.0	0	
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Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100)										
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			Entra			01			oals	-			_										
Employment Equity Decupational Group	Year	F	ow Data	al Peoples		Short-te Aborigin	rm Goal: al Peoples	S		Long-ter Aborigina			-				(ommen	ite				
EEOG)		All Employees		tual	Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of	1					ommen	11.5				
	#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met	-										
Administrative &	0	0	0			0.0	1.6	0.0	0	0.0	1.6		-										
Senior Clerical Skilled Sales &	0	0	0		0201002010020100201	0.0	0.0 2.1		0	0.0	0.0 2.1												
Service Personnel	3	0	0	0.0		3.0	0.0	0.0	V	J.0	0.0	0.0)										
Skilled Crafts & Trades Workers	3	0	0		93331093331093331093331	0.0	1.3 0.0		0	0.0	1.3 0.0		-										
	0	0	0	-	6 (1000) (1000) (1000) (100)	0.0	1.5		0	0.0	1.5		-										
10 Clerical Personnel	3	0	0	•	01007501007501007501007	-	0.0			-	0.0		-										
Intermediate Sales & Service Personnel	3	0	0			0.0	0.0	0.0	0	0.0	0.0		-										
12 Semi-Skilled Manual	0	0	0	:	31000310003100031000	0.0	0.0		0	0.0	0.9												
Workers	3	0	0	0.0			0.0	0.0			0.0	0.0											

								Feder	al Contr	actors I	Prograi	m Achie	vement	Report									003307
									Part 5:	Result	s - Abo	riginal l	Peoples										
										MDA	Corpo	ration											
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A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	V	W	X	Y
		Part 1:	Part 1:		Part 1:		•			Part 2:					Part 2:					Part 2:			
ata sources:		Workforce Analysis	Workforce Analysis	E ÷ D x 100	Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Flow Data	V ÷ U x 100	U x F ÷ 100	V - :
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				Workfo	orce An	alysis									Flow I	Data A	nalysis						
imployment Equity	Year			N	orkforce						Hires				P	romotio				Te	rminatio		
Decupational Group EEOG)		All Employees	Donnes	entation	Aborigina Availa		C	EE Result	All Employees	Act		nal Peoples Expected	Difference	All Employees	Act	_	nal Peoples Expected	Difference	All Employees	Act	_	nal Peoples Expected	Differe
,	#	#	#	%	%	# #	Gap #	EE Resuit	#	#	- % - %	Expected #	#	#	#	uai %	Expected #	#	#	#	ии %	expected #	Differe #
Other Sales & Service	2018	7	2	28.6	7.5	:	1	381.0															
Personnel	0	0	0		0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	
Other Manual Workers	2018	0	0		0.8		0	0.0	0	0	0.0	0	0	- 0	0	0.0	0	0	0	0	0.0	0	
otal	2018	1,890	12	-	26.0		-479	2.4		-													
. Otal	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	
ata sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
		.		J	J	J	J	1	J	↓	V												
		New	/ Entrai	nts					oals														
mployment Equity	Year	F	low Data				rm Goals at Peoples	S]	Long-teri Aboriginal													
ecupational Group (EEOG)		All Employees	Aborigina Act		Goal	Percent of	<u> </u>	Percent of	Goal	Percent of	Goal	Percent of					Ĺ	ommen	ts				
,	#	" "	Att	%	Gom	Goal Met	Goal	Goal Met	Goai	Goal Met	%	Goal Met											
Other Sales & Service		0	# 0		0	0.0	7.5	0.0	0	0.0	7.5	0.0											
Personnel	3	0	0				0.0	0.0			0.0	0.0											
Other Manual Workers	3	0	0		0	0.0	0.8	0.0	0	0.0	0.8	0.0											
	0	0	0		0	0.0	0.0 26.0	0.0	0	0.0	14.1	0.0											
otal	F -	- ·		0.0	L	9.0	20.0	0.0	l	5.0	0.0	0.0											

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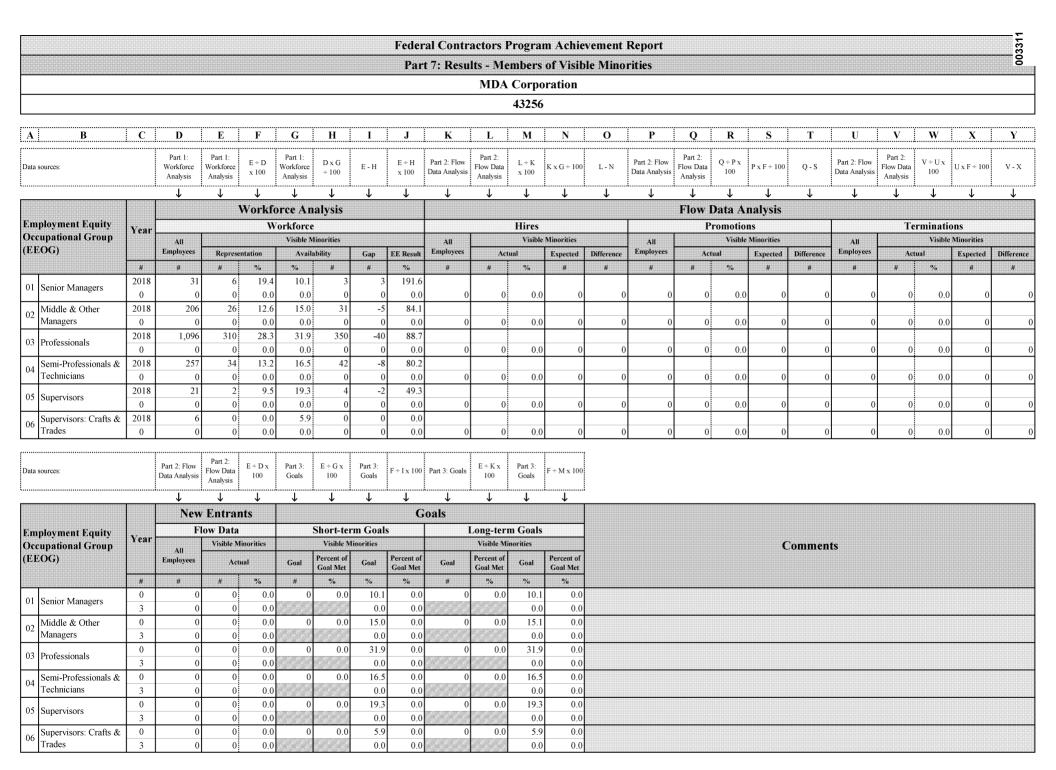
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										art 6: R		_			-									003308
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	В	С	D	E	F	G	Н	I	J	K	L	М	N	0	Р	0	R	S	Т	U	V	W	X	Y
			Part 1:	Part 1:		Part 1:					Part 2:				i	Part 2:					Part 2:			i
Data s	ources:		Workforce Analysis	Workforce Analysis	E ÷ D x 100	Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Flore Data	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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01&	Managers	2018	237	5	2.1	4.3	10	-5	49.1															
02		0 2018	1,096	53	0.0 4.8	0.0 3.8	42	11	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
03	Professionals	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
04	Semi-Professionals & Technicians	2018	257	9	3.5	4.6	12	-3						^								0.0		
		0 2018	21	0	0.0	0.0 13.9	3	-3	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
05	Supervisors	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
06	Supervisors: Crafts & Trades	2018	6	0	0.0	7.8 0.0	0	0	0.0	0	0	0.0		0		0	0.0	0		0	0	0.0	0	
	Traces		1 0	U U	0.0	0.0	U	- 0	0.0		1 0	0.0	U	0		1 0	0.0	0		0	U :	0.0	- 0	1 0
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01& 02	Managers	0 3	0	0	0.0	0	0.0	4.3 0.0		0	0.0	4.3 0.0	0.0											
02	D C : 1	0	0	0	0.0	0	0.0	3.8		0	0.0	3.8	0.0											
	Professionals	3	0	0	0.0			0.0	0.0			0.0	0.0											
04	Semi-Professionals & Technicians	3	0	0	0.0	0	0.0	4.6 0.0		0	0.0	4.6 0.0	0.0											
05		0	0	0	0.0	0	0.0	13.9		0	0.0	13.9	0.0											
	Supervisors	3	0	0	0.0			0.0		-		0.0	0.0											
	Supervisors: Crafts & Trades	3	0	0	0.0	0	0.0	7.8		0	0.0	7.8	0.0											

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07 Senior Clerical	0	0	0	0.0	0.0	0	0	0.0	C	0	0.0	0	C) (0 0	0.0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2018	31		3.2	3.5		0	92.2			0.0					0.0			0	0	0.0	0	
O9 Skilled Crafts &	2018			5.0	0.0 3.8		0	0.0 131.6	0	0	0.0	0	C) (0	0.0	0	0	0	0	0.0	0	0
Trades Workers	0	0	_ <u> </u>	0.0	0.0		0	0.0	C	0	0.0	0	C) (0 0	0.0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2018	68	1 0	0.0	7.0 0.0		-4 0	21.0 0.0	0	0	0.0	0	C		0 0	0.0	0	0	0	0	0.0	0	0
11 Intermediate Sales	2018	0	0	0.0	0.0		0	0.0											_				_
Service Personnel Semi-Skilled Manua	0 1 2018	60	0	0.0	0.0 4.8	0	0 -2	0.0 34.7	C	0	0.0	0	C) (0 0	0.0	0	0	0	0	0.0	0	0
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07 Administrative & Senior Clerical	3	0	0	0.0	0	0.0	3.4 0.0	0.0	C	0.0	3.4 0.0												
os Skilled Sales &	0	0	0	0.0	0	0.0	3.5	0.0	V8140/8140/8140/8140/8140/	0.0	3.5	0.0											
Service Personnel	3	0	0	0.0	0	0.0	0.0 3.8	0.0	C100000100000100001100001100	0.0	0.0 3.8												
09 Skilled Crafts & Trades Workers	3	0	0	0.0		0.0	0.0	0.0		0.0	0.0												
10 Clerical Personnel	0 3	0	0	0.0		0.0	7.0 0.0	0.0		0.0	7.0 0.0	0.0											
Intermediate Sales of Service Personnel	3	0	0	0.0	0	0.0	0.0	0.0	C	0.0	0.0												
Semi-Skilled Manua		0	0	0.0	0	0.0	4.8	0.0	C	0.0	4.8												
Workers	3	0	0	0.0			0.0	0.0			0.0	0.0											

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1 1 5 1	Other Sales & Service Personnel	2018	7	1 0	14.3 0.0	6.3 0.0		1	226.8 0.0	0	0	0.0	0	0		0	0.0				(0.		
\vdash	Other Manual	2018	4	0	0.0			0	0.0	0	0	0.0	0		0	0	0.0					. 0.		
14	Workers	0	0	0	0.0			0	0.0	0	0	0.0	0	0	0	0	0.0	C	0 (0	(0.	0 0	0
Tota	l	2018 0	1,890 0	75 0	4.0 0.0		1,295 0	-1,220 0	5.8 0.0	0	0	0.0	0	0	0	0	0.0	C	0 (0	(0.	0 0	0
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	Other Sales & Service	# 0	# 0	0	%	# 0	%	6.3	0.0	# 0	%	6.3	0.0											
1131	Personnel	3	0	0	0.0			0.0	0.0			0.0	0.0											
	Other Manual Workers	3	0	0	0.0		0.0	5.3	0.0	0	0.0	5.3 0.0	0.0											
		0	0	0	0.0	0,100000,100000,10000,1000	0.0		0.0	0	0.0	34.6	0.0											
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07	Administrative & Senior Clerical	2018 0	83 0	13 0	15.7 0.0	27.8 0.0	23 0	-10 0	56.3 0.0	0	0	0.0	0	0	0 0	0	0.0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018 0	31	7 0	22.6 0.0	23.5 0.0		0	96.1 0.0	0	0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	20	0	0.0	7.1	1	-1	0.0									0						
	Clerical Personnel	0 2018	68	0 19	0.0 27.9	0.0 31.1	21	-2	0.0 89.8	0	0	0.0	0	0		0		0	0	0	0	0.0	0	0
	Intermediate Sales &	0 2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	C	0	0.0	0	0	0	0	0.0	0	0
11	Service Personnel	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	C	0	0.0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	60	4 0	6.7 0.0	24.9 0.0	15 0	-11 0	26.8	0	0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	0
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(EE	OG)		Employees	Actu		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Goal Met											
	Administrative &	# 0	# 0	# 0	0.0	# 0	0.0	27.8	0.0	#	0.0	27.8	0.0											
07	Senior Clerical	3	0	0	0.0		0.0	0.0	0.0	U	0.0	0.0												
08	Skilled Sales &	0	0	0	0.0	0	0.0	23.5	0.0	0	0.0	23.5												
	Service Personnel	3	0	0	0.0	0.335400.335400.335400.33540	0.0	0.0	0.0	^		0.0	0.0											
09	Skilled Crafts & Trades Workers	3	0	0	0.0	0	0.0	7.1 0.0	0.0	U	0.0	7.1 0.0	0.0											
	Clerical Personnel	0	0	0	0.0	CONTROL OF THE PROPERTY OF THE	0.0	31.1	0.0	0	0.0	31.1	0.0											
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11	Intermediate Sales &	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
11	Intermediate Sales & Service Personnel Semi-Skilled Manual		0	0	0.0 0.0 0.0		0.0	0.0 0.0 24.9	0.0 0.0 0.0	0	0.0	0.0 0.0 24.9	0.0 0.0 0.0											

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Occupational Group (EEOG)		All Employees	Represen		Visible N Avails		Gap	EE Result	All Employees	<u> </u>	Visible	Minorities Expected	Difference	All Employees	Act		Minorities Expected	Difference	All Employees	Act		Minorities	Difference
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13 Other Sales & Service		7	1	14.3	40.5	:	-2	35.3															
Personnel	0 2018	0	0	0.0	0.0 22.1		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	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	0	0
Total	2018	1,890	422	22.3	275.7	5,211	-4,789	8.1															
7 5 44	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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Occupational Group (EEOG)		All Employees	Actu		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					Ĺ	ommen	LS				
	#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
Other Sales & Service	0	0	0	0.0	0	0.0	40.5	0.0	0	0.0	40.5	0.0											
Personnel	3	0	0	0.0			0.0	0.0			0.0	0.0											
14 Other Manual Workers	3	0	0	0.0	0	0.0	22.1 0.0	0.0	0	0.0	22.1 0.0	0.0											
Total	0	0	0	0.0	0	0.0	275.7	0.0	0	0.0	236.2	0.0											
1 Otal	3	0	0	0.0			0.0	0.0			0.0	0.0											

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
MDA Corporation
43256

Efforts

Please check the appropriate boxes next to the efforts that your organization made to implement the Federal C_0

Contrac	etors Program.
Requi	red 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):
Oper	ational 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 nent.
	Impact of economic and industrial conditions on the organization.
	Any reorganization or other corporate structural changes.
	Acquisitions, mergers or transfers of employees.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	Other.
Addit	tional Details
Please p	provide any additional information (optional):

	Short-term Goal Setting Tool		
	MDA Corporation December 1, 2017		

	A	В	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	
																			Ĺ
		Data entry from	Date entry	BxCx3	Data entry	BxEx3	D + F	Data entry from	Equivalent	HxIx3	(D x N)	GxM	Data entry	Data entry from	Data entry from	(H - J + L)	H÷B	(H - J + L)	
		from			-			from	to E		- O + J		1	from	from	- ((B + D) x N)		÷ (B + D)	
1		Workforce						Workforce						Workforce	Workforce	```		ì í	
		Analysis						Analysis						Analysis	Analysis				

Employment Equity	All	Growth (Ne	w Positions)	Turnover (Re	placement of	Anticipated						WOMEN					
Occupational Group	Employees		0 1	Terminated 1		Hires Over	Number	Turnover (Re Terminated		Hires	3 Year G		Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	December 1, 2017	Annually	Over 3 Years	Annually	Over 3 Years	3 Years		Annually	Over 3	Required	2018-20	20	Availability			Representation	Representation in 3 Years
	#	%	#	%	#	#	#	%	Years #	#	#	%	%	#	#	%	%
Senior Managers	33	0.0%	0	0.0%	(0	4	0.0%	0	5	0	27.4%	27.4%	-5	-5	12.1%	12.1%
Middle & Other Managers	228	0.0%	0	0.0%	(0	51	0.0%	0	38	0	38.9%	38.9%	-38	-38	22.4%	22.4%
Professionals	1,156	0.0%	0	0.0%	(0	251	0.0%	0	-44	0	17.9%	17.9%	44	44	21.7%	21.7%
Semi-Professionals & Technicians	279	0.0%	0	0.0%	(0	32	0.0%	0	35	0	23.9%	23.9%	-35	-35	11.5%	11.5%
Supervisors	21	0.0%	0	0.0%	(0	9	0.0%	0	2	0	50.9%	50.9%	-2	-2	42.9%	42.9%
Supervisors: Crafts & Trades	6	0.0%	0	0.0%	(0	0	0.0%	0	1	0	15.2%	15.2%	-1	-1	0.0%	0.0%
Administrative & Senior Clerical Personnel	96	0.0%	0	0.0%	(0	78	0.0%	0	-1	0	80.1%	80.1%	1	1	81.3%	81.3%
Skilled Sales & Service Personnel	31	0.0%	0	0.0%	(0	13	0.0%	0	-3	0	32.0%	32.0%	3	3	41.9%	41.9%
Skilled Crafts & Trades Workers	22	0.0%	0	0.0%	(0	5	0.0%	0	-4	0	4.3%	4.3%	4	4	22.7%	22.7%
Clerical Personnel	72	0.0%	0	0.0%	(0	47	0.0%	0	0	0	65.9%	65.9%	0	0	65.3%	65.3%
Intermediate Sales & Service Personnel			0		(0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers	92	0.0%	0	0.0%	(0	23	0.0%	0	-6	0	18.5%	18.5%	6	6	25.0%	25.0%
Other Sales & Service Personnel	8	0.0%	0	0.0%	(0	0	0.0%	0	5	0	57.3%	57.3%	-5	-5	0.0%	0.0%
Other Manual Workers	4	0.0%	0	0.0%	(0	4	0.0%	0	-3	0	23.8%	23.8%	3	3	100.0%	100.0%

							Short-term	Goal Setting	Tool								
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A	В	C	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R
	Data entry from	Date entry	BxCx3	Data entry	BxEx3	D + F	Data entry from	Equivalent	HxIx3	(D x N)	GxM	Data entry	Data entry from	Data autor: from	(H - J + L)	H÷B	(H - J -

Workforce

Analysis

Employment Equity	All	Growth (Nev	w Positions)	Turnover (Re	placement of	Anticipated					ABOF	RIGINAL PEOF	LES				
Occupational Group	Employees			Terminated	Employees)	Hires Over	Number	Turnover (Re		Hires	3 Year (Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	December 1, 2017	Annually	Over 3	Annually	Over 3	3 Years		Terminated	Employees)	Required	2018-2	020	Availability			Representation	Representation
			Years		Years			Annually	Over 3								in 3 Years
									Years								
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers	33	0.0%	C	0.0%	0	0	0	0.0%	0	1	0	2.9%	2.9%	-	-1	0.0%	0.0%
Middle & Other Managers	228	0.0%	C	0.0%	0	0	2	0.0%	0	3	0	2.2%	2.2%	4	-3	0.9%	0.9%
Professionals	1,156	0.0%	C	0.0%	0	0	5	0.0%	0) 4	0	0.8%	0,8%	-	-4	0.4%	0.4%
Semi-Professionals & Technicians	279	0.0%	0	0.0%	0	0	4	0.0%	0) 2	0	2.0%	2.0%	-	-2	1.4%	1.4%
Supervisors	21	0.0%	C	0.0%	0	0	0	0.0%	0	0	0	0.9%	0.9%		0	0.0%	0.0%
Supervisors: Crafts & Trades	6	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	1.4%	1.4%		0	0.0%	0.0%
Administrative & Senior Clerical Personnel	96	0.0%	C	0.0%	0	0	0	0.0%	0) 1	0	1.5%	1.5%		-1	0.0%	0.0%
Skilled Sales & Service Personnel	31	0.0%	C	0.0%	0	0	0	0.0%	0) 1	0	2.1%	2.1%	-	-1	0.0%	0.0%
Skilled Crafts & Trades Workers	22	0.0%	C	0.0%	0	0	0	0.0%	0	0	0	1.3%	1.3%		0	0.0%	0.0%
Clerical Personnel	72	0.0%	C	0.0%	0	0	0	0.0%	0) 1	0	1.5%	1.5%	-	-1	0.0%	0.0%
Intermediate Sales & Service Personnel			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers	92	0.0%	C	0.0%	0	0	0	0.0%	0) 1	0	1.2%	1.2%	-	-1	0.0%	0.0%
Other Sales & Service Personnel	8	0.0%	C	0.0%	0	0	2	0.0%	0	-1	0	6.7%	6.7%		1	25.0%	25.0%
Other Manual Workers	4	0.0%	C	0.0%	0	0	0	0.0%	0	0	0	0.8%	0.8%		0	0.0%	0.0%

Workforce

Analysis

Workforce

Analysis

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Analysis

							Short-term	Goal Setting	g Tool								
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A	В	C	D	E	F	G	н	I	J	K	L	M	N	0	P	Q	R
A	В	C	D	E	F	G		I	J	K	L		N	0	P	Q	K
A	B Data entry from	C Date entry	D BxCx3	E Data entry	F BxEx3	G D+F	H Data entry from	I Equivalent	J HxIx3	K (D x N)	L G x M	M Data entry	N Data entry from	O Data entry from	P (H - J + L)	Q H÷B	

Workforce

Analysis

Employment Equity	All	Growth (Ne	w Positions)	Turnover (Re	placement of	Anticipated					PERSON	S WITH DISAB	ILITIES				
Occupational Group	Employees			Terminated	Employees)	Hires Over	Number	Turnover (Re	placement of	Hires	3 Year (Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	December 1, 2017	Annually	Over 3	Annually	Over 3	3 Years		Terminated	Employees)	Required	2018-2	020	Availability			Representation	Representation
			Years		Years			Annually	Over 3								in 3 Years
									Years								
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers			C		0	0		0.0%	(0	0				0	#DIV/0!	#DIV/0!
Middle & Other Managers	261	0.0%	C	0.0%	0	0	6	0.0%	(5	0	4.3%	4.3	-3	-96	2.3%	2.3%
Professionals	1,156	0.0%	0	0.0%	0	0	53	0.0%	(.9	0	3.8%	3,8	Ğ	-154	4.6%	4.6%
Semi-Professionals & Technicians	279	0.0%	0	0.0%	0	0	10	0.0%	(3	0	4.6%	4.6	-3	-57	3.6%	3.6%
Supervisors	21	0.0%	0	0.0%	0	0	0	0.0%	(3	0	13.9%	13.9	-2	-11	0.0%	0.0%
Supervisors: Crafts & Trades	6	0.0%	0	0.0%	0	0	0	0.0%	(0	0	7.8%	7.8	(-1	0.0%	0.0%
Administrative & Senior Clerical Personnel	96	0.0%	C	0.0%	0	0	3	0.0%	(0	0	3.4%	3.4	(-74	3.1%	3.1%
Skilled Sales & Service Personnel	31	0.0%	C	0.0%	0	0	1	0.0%	(0	0	3.5%	3.5	(.9	3.2%	3.2%
Skilled Crafts & Trades Workers	22	0.0%	C	0.0%	0	0	1	0.0%	(0	0	3.8%	3,8	() 0	4.5%	4.5%
Clerical Personnel	72	0.0%	C	0.0%	0	0	1	0.0%	() 4	0	7.0%	7	-2	-46	1.4%	1.4%
Intermediate Sales & Service Personnel			0		0	0		0.0%	(0	0				0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers	92	0.0%	C	0.0%	0	0	2	0.0%	() 2	0	4.8%	4,8	-2	-15	2.2%	2.2%
Other Sales & Service Personnel	8	0.0%	C	0.0%	0	0	1	0.0%	(0	0	6.3%	6.3	() 4	12.5%	12.5%
Other Manual Workers	4	0.0%	C	0.0%	0	0	0	0.0%	(0	0	5.3%	5.3	(-1	0.0%	0.0%

Workforce

Analysis

Workforce

Analysis

Workforce

Analysis

							Short-term	Goal Setting	g Tool								
							MDA	Corporation	l								
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A	В	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R
	Data entry from	Date entry	BxCx3	Data entry	BxEx3	D + F	Data entry from	Equivalent	HxIx3	(D x N)	G x M	Data entry	Data entry from	Data entry from	(H - J + L)	H÷B	(H - J + L)

to E

- O + J

from

Workforce

Analysis

from

Workforce

Analysis

- ((B + D) x N)

from

Workforce

Analysis

Employment Equity	All	Growth (Ne	w Positions)	Turnover (Re	placement of	Anticipated					MEMBERS (OF VISIBLE M	INORITIES				
Occupational Group	Employees			Terminated	Employees)	Hires Over	Number	Turnover (Re		Hires	3 Year (Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	December 1, 2017	Annually	Over 3	Annually	Over 3	3 Years		Terminated	Employees)	Required	2018-2	020	Availability			Representation	Representation
			Years		Years			Annually	Over 3								in 3 Years
									Years								
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers	33	0.0%	0	0.0%	0	0	6	0.0%	0	-3	0	10.1%	10.1%	3	3	18.2%	18.2%
Middle & Other Managers	228	0.0%	0	0.0%	0	0	27	0.0%	0	7	0	15.0%	15.0%	-5	-7	11.8%	11.8%
Professionals	1,156	0.0%	0	0.0%	0	0	320	0.0%	0	46	0	31.7%	31.7%	-40	-46	27.7%	27.7%
Semi-Professionals & Technicians	279	0.0%	0	0.0%	0	0	34	0.0%	0	10	0	15.7%	15.7%	-10	-10	12.2%	12.2%
Supervisors	21	0.0%	0	0.0%	0	0	2	0.0%	0	2	0	19.3%	19.3%	-2	-2	9.5%	9.5%
Supervisors: Crafts & Trades	6	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	5.9%	5.9%	(0	0.0%	0.0%
Administrative & Senior Clerical Personnel	96	0.0%	0	0.0%	0	0	13	0.0%	0	12	0	25.7%	25.7%	-12	-12	13.5%	13.5%
Skilled Sales & Service Personnel	31	0.0%	0	0.0%	0	0	7	0.0%	0	0	0	23.5%	23.5%	(0	22.6%	22.6%
Skilled Crafts & Trades Workers	22	0.0%	0	0.0%	0	0	0	0.0%	0	2	0	7.2%	7.2%	-2	-2	0.0%	0.0%
Clerical Personnel	72	0.0%	0	0.0%	0	0	21	0.0%	0	1	0	30.4%	30.4%	-	-1	29.2%	29.2%
Intermediate Sales & Service Personnel			0		0	0		0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers	92	0.0%	0	0.0%	0	0	10	0.0%	0	12	0	23.7%	23.7%	-12	-12	10.9%	10.9%
Other Sales & Service Personnel	8	0.0%	0	0.0%	0	0	1	0.0%	0	2	0	38.4%	38.4%	-2	-2	12.5%	12.5%
Other Manual Workers	4	0.0%	0	0.0%	0	0	0	0.0%	0	1	0	22.1%	22.1%	-1	-1	0.0%	0.0%

from

Workforce

Analysis

÷ (B + D)

Summary of Goals MDA Corporation December 1, 2017

Women

	Workforce Analysis Res	ults		Goals	
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term Long-term (1 to 3 years) (3 years or more)		Comments
#	Description	#	# or %	# or %	
	Senior Managers	-5	27.4%	27.4%	
	Middle & Other Managers	-38	38.9%	38.9%	
	Professionals	44	17.9%	17.9%	
	Semi-Professionals & Technicians	-35	23.9%	23.9%	
	Supervisors	-2	50.9%	50.9%	
	Supervisors: Crafts & Trades	-1	15.2%	15.2%	
	Administrative & Senior Clerical Personnel	1	80.1%	80.1%	
	Skilled Sales & Service Personnel	3	32.0%	32.0%	
	Skilled Crafts & Trades Workers	4	4.3%	4.3%	
	Clerical Personnel	0	65.9%	65.9%	
	Semi-Skilled Manual Workers	6	18.5%	18.5%	
	Other Sales & Service Personnel	-5	57.3%	57.3%	
	Other Manual Workers	3	23.8%	23.8%	

Aboriginal Peoples

	Workforce Analysis Res		Goals	Goals			
E	mployment Equity Occupational Group (EEOG)	Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments		
#	Description	#	# or %	# or %			
	Senior Managers	-1	2.9%	2.9%			
	Middle & Other Managers	-3	2.2%	2.2%			
	Professionals	-4	0.8%	0.8%			
	Semi-Professionals & Technicians	-2	2.0%	2.0%			
	Supervisors	0	0.9%	0.9%			
	Supervisors: Crafts & Trades	0	1.4%	1.4%			
	Administrative & Senior Clerical Personnel	-1	1.5%	1.5%			
	Skilled Sales & Service Personnel	-1	2.1%	2.1%			
	Skilled Crafts & Trades Workers	0	1.3%	1.3%			
	Clerical Personnel	-1	1.5%	1.5%			
	Semi-Skilled Manual Workers	-1	1.2%	1.2%			
	Other Sales & Service Personnel	1	6.7%	6.7%			
	Other Manual Workers	0	0.8%	0.8%			

Persons with Disabilities

	Workforce Analysis Resu		Goals		
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
	Middle & Other Managers	-5	4.3%	4.3%	
	Professionals	9	3.8%	3.8%	
	Semi-Professionals & Technicians	-3	4.6%	4.6%	
	Supervisors	-3	13.9%	13.9%	
	Supervisors: Crafts & Trades	0	7.8%	7.8%	
	Administrative & Senior Clerical Personnel	0	3.4%	3.4%	
	Skilled Sales & Service Personnel	0	3.5%	3.5%	
	Skilled Crafts & Trades Workers	0	3.8%	3.8%	
	Clerical Personnel	-4	7.0%	7.0%	
	Semi-Skilled Manual Workers	-2	4.8%	4.8%	
	Other Sales & Service Personnel	0	6.3%	6.3%	
	Other Manual Workers	0	5.3%	5.3%	

Members of Visible Minorities

	Workforce Analysis Res		Goals		
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term Long-term (1 to 3 years) (3 years or more)		Comments
#	Description	#	# or %	# or %	
	Senior Managers	3	10.1%	10.1%	
	Middle & Other Managers	-7	15.0%	15.0%	
	Professionals	-46	31.7%	31.7%	
	Semi-Professionals & Technicians	-10	15.7%	15.7%	
	Supervisors	-2	19.3%	19.3%	
	Supervisors: Crafts & Trades	0	5.9%	5.9%	
	Administrative & Senior Clerical Personnel	-12	25.7%	25.7%	
	Skilled Sales & Service Personnel	0	23.5%	23.5%	
	Skilled Crafts & Trades Workers	-2	7.2%	7.2%	
	Clerical Personnel	-1	30.4%	30.4%	
	Semi-Skilled Manual Workers	-12	23.7%	23.7%	
	Other Sales & Service Personnel	-2	38.4%	38.4%	
	Other Manual Workers	-1	22.1%	22.1%	

Employment Equity



Respect

Equality

Diversity

Employment Equity Survey

The Importance of You - Self Identification

Why complete the form?

The Government of Canada requires companies above a certain minimum size, who do business with them, to keep track of several statistics relating to four Designated Groups of people, to ensure that progress is made towards achieving a representative workforce. The four groups are women, Aboriginal persons, visible minorities and persons with disabilities. These groups are carefully defined and the company is required to report on numbers and percentages of people within these groups and how they are spread between upper management, clerical, engineering etc... As the years go by, the expectation is that the percentage of any group within a certain job category will tend to approach the percentage of that group that exists within the employee catchment area or general population. If this fails to happen with any particular group, causes can be determined, and if necessary, corrective measures initiated. This is not an imposed quota system or reverse discrimination, but just an attempt to make sure there are no artificial barriers to hiring or promotion of people within the designated groups.

So if the company does all this, why bother telling me?

Because the filling in of any part of an Employment Equity survey is voluntary. Having said that, it is important that you realize the implications if you fail to identify yourself as belonging to a particular group, if, in fact you do belong. By so doing, you will distort the statistics which are submitted to the Government, possibly causing MDR to be seen by the Government as failing to comply with the legislation, (i.e. as having failed to give adequate employment opportunities to your group). In addition you may let your own group down (because it would not be visible to them either) when the company reports progress in, for example, promotions from within the designated groups.

I filled in one of these things before, years ago, why do I have to do it again?

- 1. The government has changed the required wording on certain questions and stipulates that companies re-submit the results of a new set of responses.
- 2. People's medical condition may have changed in the intervening period, requiring (for example) some adaptation of their work area.
- Some people may have changed their minds about answering certain questions since the last time.

So, please take the time to fill in this form.

Thanks.

The Employment Equity Committee

Phil Apperly Diane Chen Paula Irwin Dominic Macchia Jeannie Tomlinson Christina Ridolfo

Employment Equity Survey

 \square Yes

□ No

appit is any control oblicent	oly to you is mandato or all the office of all the office of the office	all questions carefully an . Please note that you copy to return the survey to questions is voluntary. and will only be used by ader the Employment Equinic Macchia at ext. 447	an identify in more with name and dat All of the informathose tasked with uity Act. If you ha	e than one group. Alt be completed, answeri- ation collected is meeting the company we any questions, ple	hough ng r's
Nar	ne		Em	ployee #	
Sign	nature		Dat	e	
Cor	nments _				
Q۱	ıestior	ıs			
1)	Are you	a Male or Female?	□ Male	□ Female	
2)		purposes of employment Indian, Inuit or Métis. E			
	□ Yes	\square No			
3)	persons, non-whi Chinese	purposes of employment, other than aboriginal pete in colour. Some visible; Indo-Pakistani; Oceanicatin American; etc Bashinority?	eoples, who are no e minority groups e; South Asian; We	n-Caucasian in race c in Canada are: Black st Asian/Arab; South	or ; : East
	□ Yes	\Box No			
4)	persons	purposes of employment who have a long term or ric or learning impairme	recurring physica		S
	a)	persons whose function			t have
	b)	been accommodated in consider themselves to of that impairment; or			ison
	c)	believe that an employe them disadvantaged in			
	Based or	n this definition, are you	a person with a d	isability?	
	□ Ves	\sqcap No			003324

Employment Equity Survey

Self Identification

Why complete the form?

The Government of Canada requires companies above a certain minimum size, who do business with it, to keep track of several statistics relating to four designated groups of people, to ensure that progress is made towards achieving a representative work force. These four groups are: women, Aboriginal persons, persons with disabilities and visible minorities.

Instructions

Please read all questions carefully and check the response you feel best apply to you. Please note that you can identify with more than one group. Although it is mandatory to return the survey indicating your name and date, answering the questions is voluntary. All of the information collected is confidential and will only be used by those tasked with meeting the company's obligation under the *Employment Equity Act*.

Name	_
Employee number	
Signature	-
Date	_

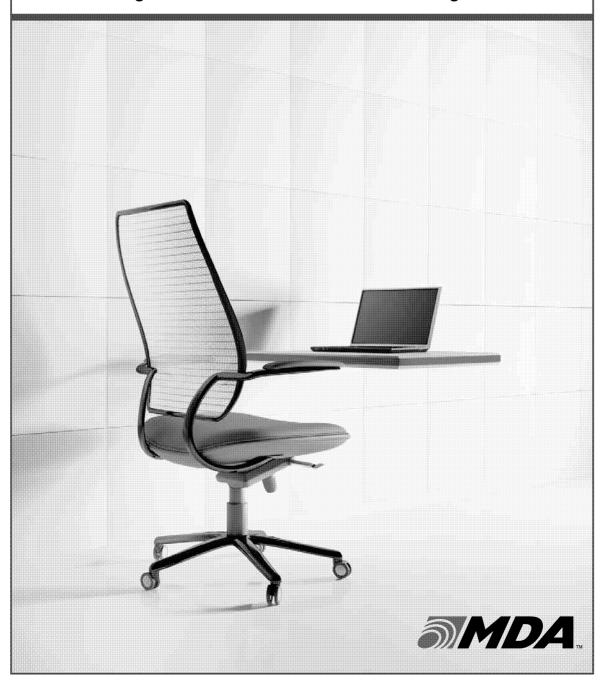
Questions

1)	Are you a man or a woman?	
	☐ Man	□ Woman
2)	For the purposes of employmerson is a North American I Nations, a Métis or an Inuit. you an Aboriginal person?	Indian or a member of the First
	☐ Yes	□No
3)	who are non-white in race or groups in Canada are: Blacks	other than aboriginal persons, colour. Some visible minority s, Chinese, Indo-Pakistanis, est Asians or Arabs, South East Based on this definition, are
	☐ Yes	□No
4)	disabilities are persons who he physical, mental, sensory, psimpairment, including: a) Persons whose functional impairment have been a job or workplace; or b) Persons who consider the in employment by reasons or persons who believe that	have a long term or recurring sychological or learning al limitations owing to their accommodated in their current nemselves to be disadvantaged on of that impairment; or at an employer or potential asider them disadvantaged in
	Based on this definition, are	you a person with a disability?
	☐ Yes	□No

RICHMOND HUMAN RESOURCES PARTNERS FOR SUCCESS THROUGH PEOPLE

Employment Equity Survey

Help MDA meet its Employment Equity obligations under the Federal Contractor's Program.



The intent of Employment Equity "...is to achieve equality in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability..." (Section 2, Employment Equity Act, 1986).

As a company with a workforce of 100 or more permanent full-time and/or permanent parttime employees in Canada and intending to bid on, or being in receipt of, a Government of Canada goods or services contract valued at \$200,000 or more, MDA is required under the Federal Contractor's Program to implement and maintain an Employment Equity program.

As part of an Employment Equity program, MDA is required to provide information to the Government to show how four groups that have been designated as disadvantaged in the Canadian workforce, are represented in its internal workforce. These four groups are:

- Women
- Aboriginal peoples
- Persons with disabilities
- Visible minorities

MDA cannot comply with Government requirements without acquiring additional information about you. Therefore, the company requests a few minutes of your time to complete the short Self-Identification Survey.

Although you may have completed a similar survey in the past, the Government has clarified the required wording on certain questions and has stipulated that MDA resubmit the results of a new set of responses.

Completing the survey is voluntary, however, there is a requirement that all employees submit a survey, whether it is completed or not.

It is very important that you identify yourself as belonging to one or more of the identified groups, if applicable. By not doing so, MDA may show an artificial under representation in your group. An accurate picture of MDA's workforce will highlight deficient areas and enable efforts to address any deficiencies.

You are encouraged to review, update, and correct information about yourself at any time. Instances where your information should be updated include the development of a medical condition, or if you have encountered a new impairment requiring accommodation in the workplace (e.g., by the use of technical aids, changes to equipment or other working arrangements).

Thank you for helping ensure the effective management of Employment Equity at MDA.

Daniel E. Friedmann, President and Chief Executive Officer

employee name	employee number	female	male
ABORIGINAL PEOPLES			
An Aboriginal person is a North American Indian or Inuit. North American Indians or Members of a First Indians, as well as non-status and non-registered In	Nation include status, treaty		
Are you an Abor	iginal person?	yes	no
VISIBLE MINORITIES			
Members of a visible minority are persons in Canacabove) who are non-white in colour or race, regard			ed
Are you a memb	er of a visible minority grou	yes	no
PERSONS WITH DISABILITIES			
Persons with disabilities are persons who have a lor psychological or learning impairment(s) and who con in employment by reason of that impairment, or whe employer is likely to consider them to be disadvantal impairment. Your disability may be visible or invisible persons whose impairments have been accommodatechnical aids, changes to equipment or other work	onsider themselves to be dis no believe that an employer aged in employment by reas le. Persons with disabilities a ated in the workplace (e.g. b	advantaged or potentia son of that also include	d
Are you a persor	n with a disability?	ves	no
As part of our ongoing Employment Equity efforts,	from time to time we ask de	······································	
members to participate in focus groups or individual initiatives. If you agree to be contacted for such a put	al interviews to provide feedl	back on nev	-
		yes	no

If you have any comments/feedback for us on our Employment Equity program, please provide them here:			

Please complete and return this survey to Richmond HR as soon as possible. If you are not sure if you are part of one of the groups, review the examples below. Please note that many people belong to more than one group, and you may self-identify in one, two or more groups.

Examples of disabilities include, but are not limited to:

Coordination or Dexterity - difficulty using hands or arms, such as grasping objects or using a keyboard

Mobility - difficulty moving around from one office to another, walking long distances or using stairs

Blind or Visually Impaired - unable to see or difficulty seeing, glaucoma, but do not include yourself if you can see well with glasses or contact lenses

Speech - aphasia, unable to speak or difficulty speaking and being understood

Deaf or Hard of Hearing - unable to hear or hard of hearing

Chronic Illnesses - cystic fibrosis, diabetes, multiple sclerosis, HIV/AIDS, epilepsy and/or seizure disorders, fibromyalgia, fetal alcohol syndrome, chronic fatigue syndrome, muscular dystrophy, rheumatoid arthritis, osteoarthritis, lupus, burns- related disability, Chrohn's disease, environmental sensitivities

Psychological Illness - recovering alcohol and drug users, people experiencing or who have experienced depression, schizophrenia, bipolar disorder, obsessive compulsive disorder, or post-traumatic stress disorder

Learning/Comprehension Disabilities - dyslexia, attention deficit hyperactivity disorder

Developmental Disabilities - autism, Down syndrome, persons who are developmentally delayed

Injuries - brain injury, spinal cord injury, back injury, amputation, paralysis

Examples of visible minorities include, but are not limited to:

Black

Non-white Latin American (including indigenous persons from Central and South America)

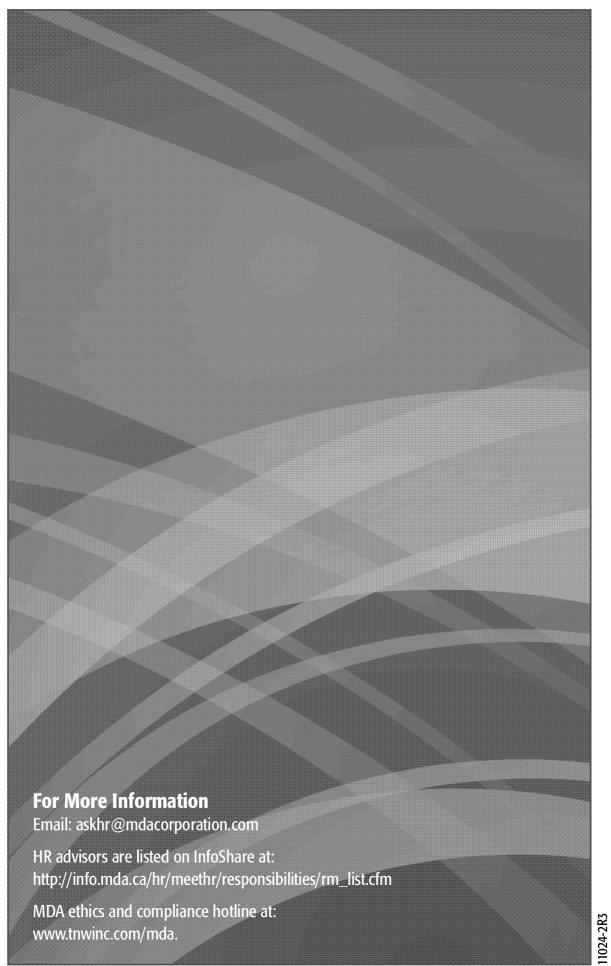
East Asian (e.g., Chinese, Japanese, Korean, Polynesian)

South Asian/East Indian (e.g., Indian, Pakistani, Sri Lankan, Bangladeshi, East Indians from Guyana, Trinidad, East Africa)

Southeast Asian (e.g., Burmese, Cambodian, Filipino, Laotian, Malaysian, Thai, Vietnamese)

West Asian/Arab (e.g., Arabian, Armenian, Iranian, Israeli, Lebanese, Palestinian, Syrian, Turkish, Egyptian, Iraqi)

Persons of Mixed Origin (e.g., with one parent in one of the visible minority groups listed above)



From: Martins, Gloria < Gloria. Martins@mdacorporation.com>

Sent: June 12, 2018 3:54 PM

To: Sharan, Neena [NC] < neena.sharan@labour-travail.gc.ca>

Subject: RE: Employment Equity

Hello Neena,

Thank you for your email. Please see below:

Brampton: 344 Richmond: 883 Montreal: 713

Total: 1940.

Thank you.

Sincerely,



Gloria Martins

Human Resources Generalist | Robotics and Automation +1.905.790.2800, ext. 4048 office gloria.martins@mdacorporation.com







From: neena.sharan@labour-travail.gc.ca <neena.sharan@labour-travail.gc.ca>

Sent: Tuesday, June 12, 2018 3:47 PM

To: Martins, Gloria < Gloria. Martins@mdacorporation.com >

Subject: RE: Employment Equity

Hi Gloria,

Please send me a total number of employees working at each location. This information is missing.

Thank you and have a nice day.

Neena Sharan.

From: Martins, Gloria [mailto:Gloria.Martins@mdacorporation.com]

Sent: June-06-18 1:28 PM **To:** Sharan, Neena [NC]

Subject: RE: Employment Equity

Thank you Neena,

I just have it all fresh in my mind now. So if you can confirm that everything I submitted is what you are looking for the sooner the better (would be great).

Thank you so much.

Sincerely,



Gloria Martins

Human Resources Generalist | Robotics and Automation +1.905.790.2800, ext. 4048 office gloria.martins@mdacorporation.com







From: neena.sharan@labour-travail.gc.ca <neena.sharan@labour-travail.gc.ca>

Sent: Wednesday, June 6, 2018 1:20 PM

To: Martins, Gloria < Gloria. Martins@mdacorporation.com >

Subject: RE: Employment Equity

Hi Gloria,

We will review and analyze the submission in the coming weeks.

In the meantime, if you have any questions please do not hesitate to contact us.

Kind regards,

Neena Sharan

Assessment Officer, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada neena.sharan@labour-travail.gc.ca / Tél.: 873-396-0405

Assessment Officer, Labour Program
Employment and Social Development Canada / Government of Canada neena.sharan@labour-travail.gc.ca / Tel: 873-396-0405



Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT) en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!

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

From: Martins, Gloria [mailto:Gloria.Martins@mdacorporation.com]

Sent: June-06-18 9:04 AM **To:** Sharan, Neena [NC] **Subject:** Employment Equity

Importance: High

Good morning Neena,

Thank you so much for your assistance and patience in the process.

As per our discussion over the phone, please find attached the Employment Equity information for the period of October 1, 2017 to October 31, 2017.

Please find attached the following information:

- Achievement Report
- Summary Report

Please note the answer to the following question:

- 3. When the survey is completed, you will need to record the following results:
 - The number of self-identification questionnaires sent out to employees or the number of permanent full-time and permanent part-time employees who were surveyed.: 1940
 - The total number of blank, partially and fully completed self-identification questionnaires that were returned: 1940
 - The number of fully completed self-identification questionnaires returned.: 1940

Please advise if I am missing any information. Also, once I confirm with my manager that it's good to go I will send you a quick email on Monday notifying you of this.

Thank you once again! Have a great weekend.

Sincerely,



Gloria Martins

Human Resources Generalist Robotics and Automation/Human Resources Department 905-790-2800, ext. 4048 office gloria.martins@mdacorporation.com









Sincerely,



Gloria Martins

Human Resources Generalist Robotics and Automation/Human Resources Department 905-790-2800, ext. 4048 office gloria.martins@mdacorporation.com









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Federal Contractors Program Report of the First Compliance Assessment

Employer Name: MacDonald, Dettwiler and Associates Corporation (MDA)

Primary Location: Richmond, British Columbia

Number of Employees: 1940 (Permanent full-time+Permanent part-time+persons on leave &

temporary workers)

Brampton, ON: 344 Richmond, BC: 883 Montreal, QC: 713

Organization Overview:

NAICS: 3364 – Aerospace Product and Parts Manufacturing.

MacDonald, Dettwiler and Associates Corporation is a communications and Information company. They provide operational solutions to commercial and government organizations. MDA develops and delivers advanced surveillance and intelligence solutions, defence and maritime systems, radar geospatial imagery, space robotics, satellite antennas and communication subsystems.

Key Dates – First Year Assessment

Initiated: 2018-04-05 Received: 2018-06-06 WFA: 2018-06-05

COLLECTION OF WORKFORCE INFORMATION

% Number of Surveys Handed Out: 1940 100 Number of Surveys Returned: 1940 100 Number of Completed Surveys Returned: 1940 100

- self-identify as being a member of more than one group.
- The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.
- The questionnaire indicates that it is available in alternate formats upon request.

- ☐ The questionnaire indicates that answering the self-identification questions is voluntary.
- \times The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.
- The questionnaire indicates that employees can update or change information about themselves at any time

Observations:

The self-identification questionnaire was reviewed and found to be in compliance by the Workplace Equity Division of the Labour Program.

WORKFORCE ANALYSIS & GOAL SETTING

- ☐ The workforce analysis was done using WEIMS.
- ☐ The organization selected the occupational defaults for establishing external availability estimates or provided reasonable justifications.
- estimates or provided reasonable justifications.
- ☐ The organization appears to have properly coded its positions using the 2011 National Occupational Classification (NOC).
- ☐ The organization has set a goal for every designated group in every occupational group where a gap was identified.
- ☐ The organization has demonstrated that it has considered the following in setting its short-term goals: the degree of under-representation, the availability, anticipated growth or reduction and anticipated turnover in order to set a goal in each occupational group where a gap was identified.
- The goals set are sufficient to ensure reasonable progress by being above, or at minimum, equal to availability.

Observations:

All the goals were set at levels equal to labour market availability applicable to each respective EEOG where a gap was found. All goals were set in percentage (%) format only.

SUMMARY OF GOALS

Women

	Workforce Analysis Results			als		
			Short-	Long-		
	Employment Equity Occupational Group (EEOG)		term	term	Representation	LMA
Emp				(3	Representation	
			(1 to 3	years		
			years)	or		
				more)		
#	Description	#	%	%	%	%
1	Senior Managers	-5	27.4	27.4	9.7	27.4
2	Middle and Other Managers	-34	38.9	38.9	22.3	38.9
4	Semi-Professionals and Technicians	-34	24.9	24.9	11.7	24.9
5	Supervisors	-2	50.0	50.0	42.9	50.9
6	Supervisors: Crafts and Trades	-1	15.2	15.2	0.0	15.2
10	Clerical	-2	N/A	N/A	63.2	66.1
13	Other Sales and Service Personnel	-4	50.0	50.0	0.0	58.2

Observations:

The organization has set appropriate short-term and long-term goals in all EEOGs where a gap was uncovered. With regards to EEOGs 05 and 13, the goals were set at 50% even though availability is higher. This is in keeping with the program decision to not encourage organizations to seek representation levels of beyond 50% for women in order to discourage occupational segregation and ensure that those occupational groups are welcoming of all genders. Also for EEOG 10, the present representation is 63.2% which is much higher than the 50.0% required and even though the Workforce – Summary report shows a gap the organization does not need to set any goals. For the all the other EEOGs goals were set at labour market availability.

The data submitted by the organization reveals limited anticipated opportunities for hires in EEOGs where gaps were found. However, the goals set at availability will serve them well should an unexpected vacancy occur.

Aboriginal Peoples

	Workforce Analysis Results			als		
			Short-	Long-		
	Employment Equity Occupational Group		term	term	Representation	LMA
Emp				(3		
	(EEOG)	Gap	(1 to 3	years		
			years)	or		
				more)		
#	Description	#	%	%	%	%
1	Senior Managers	-1	2.9	2.9	0.0	2.9
2	Middle and Other Managers	-3	2.2	2.2	1.0	2.2
3	Professionals	-5	0.8	0.8	0.4	0.8
4	Semi-Professionals and Technicians	-1	2.1	2.1	1.6	2.1
7	Administrative and Senior Clerical Personnel	-1	1.6	1.6	0.0	1.6
8	Skilled Sales & Service Personnel	-1	2.1	2.1	0.0	2.1
10	Clerical	-1	1.5	1.5	0.0	1.5
12	Semi-Skilled Manual Workers	-1	0.9	0.9	0.0	0.9

Observations:

The organization has set appropriate short-term and long-term goals in all the EEOGs where a gap was uncovered which will help them in reducing / eliminating the gaps.

Members of Visible Minorities

	Workforce Analysis Results			als		
Employment Equity Occupational Group			Short- term	Long- term	Representation	LMA
		Present		(3	Representation	LIVIA
	(EEOG)		(1 to 3	years		
			years)	or		
				more)		
#	Description	#	%	%	%	%
1	Middle and Other Managers	-5	15.0	15.0	12.6	15.0
3	Professionals	-1	31.9	31.9	16.7	31.9

4	Semi-Professionals and Technicians	-8	16.5	16.5	13.2	16.5
5	Supervisors	-2	19.3	19.3	9.5	19.3
7	Administrative and Senior Clerical Personnel	-10	27.8	27.8	15.7	27.8
9	Skilled Crafts and Trades Workers	-1	7.1	7.1	0.0	7.1
10	Clerical Personnel	-2	31.1	31.1	27.9	31.1
12	Semi-Skilled Manual Workers	-11	24.9	24.9	6.7	24.9
13	Other Sales and Service Personnel	-2	40.5	40.5	14.3	40.5
14	Other Manual Workers	-1	22.1	22.1	0.0	22.1

Observations:

The organization has set appropriate short-term and long-term goals in all the EEOGs where a gap was uncovered which will help them in reducing / eliminating the gaps. All gaps are set as per the market availability.

Person with Disabilities

Workforce Analysis Results			Goals			
Employment Equity Occupational Group (EEOG)		Present Gap	Short-	Long-		LMA
			term	term	Representation	
				(3	'	
			(1 to 3	years		
			years)	or		
				more)		
#	Description	#	%	%	%	%
01/02	Managers	-5	4.3	4.3	2.1	4.3
04	Semi-Professionals and	-3	4.6	4.6	3.5	4.6
	Technicians	-5				
5	Supervisors	-3	13.9	13.9	0.0	13.9
10	Clerical	-4	7.0	7.0	1.5	7.0
12	Semi-Skilled Manual Workers	-2	4.8	4.8	1.7	4.8

Observations:

The organization has set appropriate short-term and long-term goals in all the EEOGs where a gap was uncovered which will help them in reducing / eliminating the gaps. All gaps are set as per the market availability.

RECOMMENDATION

I recommend that the employer be found:

⊠in com	pliance	\square in nor	n-compl	liance

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

- MacDonald, Dettwiler and Associates Corporation have a number of gaps in designated group of 'Women, Indigenous People, Persons with Disabilities and Members of Visible Minorities'. It may be beneficial for this organization to develop relationships with local colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group through the use of permanent full-time and permanent part-time employment when vacancies arise.
- MacDonald, Dettwiler and Associates Corporation may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of individuals with focus on Women in EEOG's 02 and 04. Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intlnf.4%40-eng.jsp?&&cid=aide-help&ga=2.252268041.1845905918.1519931408-1912045188.1507820070.

Name of Analyst: Neena Sharan	
Date: June 13, 2018.	

From: Sharan, Neena [NC] On Behalf Of EE-EME

Sent: September 5, 2018 8:50 AM

To: 'donald.osborne@mdacorporation.com' < donald.osborne@mdacorporation.com';

'jeannie.tomlinson@madacorporation.com' < jeannie.tomlinson@madacorporation.com>;

'Gloria.Martins@mdacorporation.com' < Gloria.Martins@mdacorporation.com >

Subject: Government of Canada Agreement Number: 050469 – Notification of Compliance with the

Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Donald Osborne:

I am writing to inform you that the compliance assessment initiated on December 21, 2017 has been completed. As a result of the assessment, MacDonald, Dettwiler and Associates Corporation 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 initial assessment was to verify that your organization has taken steps to achieve employment equity by surveying its workforce, conducting a workforce analysis and setting hiring and promotion goals where gaps in the representation of the designated groups were identified.

Based on a review of the information submitted by your organization, you will find recommendations below for your consideration to ensure the ongoing success of the MacDonald, Dettwiler and Associates Corporation 's employment equity program.

- MacDonald, Dettwiler and Associates Corporation have a number of gaps in designated group of women, Indigenous peoples, persons with disabilities and members of visible minorities. It may be beneficial for this organization to develop relationships with local colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group.
- MacDonald, Dettwiler and Associates Corporation may want to consider conducting an
 employment systems review to identify any potential barriers to the recruitment and retention of
 individuals with focus on Women in EEOG's 02 and 04. Guidance on conducting an employment
 systems review is available on the Labour Program website (Step 2-2 of the modules):
 https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&ga=2.252268041.1845905918.1519931408-1912045188.1507820070.

Next Steps

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter. The next assessment will be initiated on December 21, 2020. Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When MacDonald, Dettwiler and Associates Corporation is notified of a subsequent assessment, the following information will be required:

- 1. Workforce data (Form1 to 6) at the national level.
- 2. A current workforce analysis; and
- 3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining 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 reasonable progress has not been made, MacDonald, Dettwiler and Associates Corporation will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the <u>Workplace Equity Information Management System</u> (WEIMS). WEIMS can assist you in generating your workforce analysis and contains other data analysis tools, including the Achievement Report, as well as a series of training modules.

Should you require any further information regarding your organization's obligations under the FCP, please contact Neena Sharan at neena.sharan@labour-travail.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish MacDonald, Dettwiler and Associates Corporation continued success in achieving a diverse and inclusive workplace.

Workplace Equity Team

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



Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT) en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!

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



Business Process System

HR-POL.011 Issue: C

Date: July, 2005 Page 2 of 2

Owner: Director, Human Resources

Employment Equity

1 Intent

This policy is intended to ensure fairness in all areas of employment and compliance with the Federal Government's Contractor's Employment Equity Program.

2 Policy

It is MacDonald, Dettwiler and Associates Inc., (MDA) policy to ensure fairness in all areas of employment. Decisions affecting employees (hiring, promotion, training, etc.) must be made on the basis of qualifications, ability and performance. No one is to be disadvantaged due to race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, family status, handicap or any factor unrelated to job requirements.

MDA is committed to implementing employment equity under the Federal Government Contractor's Program. Business units outside Canada, must as a minimum, comply with local legislation.

Employment Equity Program

Ensuring fairness involves identification and removal of any discriminatory policies, practices or employment barriers. The following initiatives are being undertaken:

Recruiting: Hiring procedures regularly reviewed to ensure the selection criteria do not inappropriately limit job opportunities. Additional efforts to communicate opportunities to women, aboriginal peoples, and those with disabilities or belonging to a visible minority based on race or colour.

Training: Employees are encouraged to take advantage of subsidized education, managerial/professional development, trades and technical training.

Career Development: Postings to inform employees of job opportunities, and promotion criteria formalized to support fair competition.

Compensation: Compensation and performance management are evaluated to make sure that:

- job evaluation criteria and salary/benefit structures are equitable measures of job worth; and
- promotion and rewards are based on qualifications and merit.

Working Environment: reasonable physical accommodation provided to enable productive employment.

The Employment Equity Committee meets regularly to review the success of these initiatives.

MDA PROPRIETARY

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