

s.19(1)

s.24(1)



Employment and Social Development Canada / Emploi et Développement social Canada

Labour Program / Federal Contractors Program

OFFICIAL USE ONLY  
Agreement No.

Old COC#  
050469

### Agreement to Implement Employment Equity

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization MacDonald, Dettwiler and Associates Inc.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) MDA	Procurement Business Number [REDACTED] 850001
Organization's North American Industry Classification System (NAICS) Code No 3364 10	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 363
To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-normalnaics-scan/2007/naics-scan21-eng.html">http://www.statcan.gc.ca/subjects-sujets/standard-normalnaics-scan/2007/naics-scan21-eng.html</a>	

Official use only (if information above is incorrect)		
Procurement Business Number	Total number of employees in Canada	Organization's NAICS Code No

HEAD OFFICE			
Address (building number, street, suite, etc.) 9445 Airport Rd.	City Wrentham	Province ON	Postal Code L6S 4J3
	Telephone Number 905-790-2800	Fax Number 905-470-4400	

EMPLOYMENT EQUITY CONTACT	
Name (print) M. J. Tomlinson	Title Manager, Staffing and Employee Relations
Telephone Number 905-790-4417	E-mail Address jeannie.tomlinson@mdacorporation.com

CERTIFICATION
The above-named organization:
<ul style="list-style-type: none"> <li>• having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada, AND</li> <li>• intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes).</li> </ul>
Hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: <a href="http://www.esdc.gc.ca/eng/labour/equity/ocpl/index.html">http://www.esdc.gc.ca/eng/labour/equity/ocpl/index.html</a>
Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Don Osborne	Title Group VP and GM, Information Systems
Telephone Number 609-231-2313	E-mail Address donald.osborne@mdacorporation.com
[REDACTED]	Date June 23, 2014

RETURN INSTRUCTIONS
IMPORTANT
• The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (619) 953-9763 or by e-mail at: <a href="mailto:ee-ems@hrsdcc-rhdcc.gc.ca">ee-ems@hrsdcc-rhdcc.gc.ca</a>



Workplace Equity Information Management System - MacDonald, Dettwiler and Associates Corporation

**Workforce Analysis - Summary Report**

Date: 2017-11-30

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		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
<b>Total</b>	<b>2048</b>	<b>517</b>	<b>25.2 %</b>	<b>26.4 %</b>	<b>542</b>	<b>-25</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - MacDonald, Dettwiler and Associates Corporation

**Workforce Analysis - Summary Report**

Date: 2017-11-30

**Aboriginal Peoples**

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		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
<b>Total</b>	<b>2048</b>	<b>13</b>	<b>0.6 %</b>	<b>1.3 %</b>	<b>26</b>	<b>-13</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - MacDonald, Dettwiler and Associates Corporation

Workforce Analysis - Summary Report

Date: 2017-11-30

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		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
<b>Total</b>	<b>2048</b>	<b>441</b>	<b>21.5 %</b>	<b>26.0 %</b>	<b>533</b>	<b>-92</b>

Total may not equal sum of components due to rounding.





Workplace Equity Information Management System - MacDonald, Dettwiler and Associates Corporation

**Workforce Analysis - Summary Report**

Date: 2017-11-30

**Persons with Disabilities**

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
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
<b>Total</b>	<b>2048</b>	<b>78</b>	<b>3.8 %</b>	<b>4.2 %</b>	<b>86</b>	<b>-8</b>

Total may not equal sum of components due to rounding.



## 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



Workplace Equity Information Management System - MacDonald, Dettwiler and Associates Corporation

**Workforce Analysis - Summary Report**

Date: 2018-06-05

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		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
<b>Total</b>	<b>1890</b>	<b>476</b>	<b>25.2 %</b>	<b>26.5 %</b>	<b>500</b>	<b>-24</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - MacDonald, Dettwiler and Associates Corporation

**Workforce Analysis - Summary Report**

Date: 2018-06-05

**Aboriginal Peoples**

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		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
<b>Total</b>	<b>1890</b>	<b>12</b>	<b>0.7 %</b>	<b>1.3 %</b>	<b>25</b>	<b>-13</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - MacDonald, Dettwiler and Associates Corporation

**Workforce Analysis - Summary Report**

Date: 2018-06-05

**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		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
<b>Total</b>	<b>1890</b>	<b>422</b>	<b>22.3 %</b>	<b>26.6 %</b>	<b>501</b>	<b>-79</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - MacDonald, Dettwiler and Associates Corporation

**Workforce Analysis - Summary Report**

Date: 2018-06-05

**Persons with Disabilities**

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
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
<b>Total</b>	<b>1890</b>	<b>75</b>	<b>3.9 %</b>	<b>4.2 %</b>	<b>80</b>	<b>-5</b>

Total may not equal sum of components due to rounding.



## 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

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









**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**MDA Corporation**

**43256**

Start Date of Flow Data		
YYYY	MM	DD

End Date of Flow Data		
YYYY	MM	DD

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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**Table 1: Women**

**Table 5: Women**

**Table 9: Women**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
	01 Senior Managers	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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / 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	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**MDA Corporation**

**43256**

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

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**Table 2: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Data from Form 5 - Employees Promoted**

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**Table 6: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
	#	#	#	#

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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Data from Form 6 - Employees Terminated**

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**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#

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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**MDA Corporation**

**43256**

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

**Table 3: Persons with Disabilities**

**Table 7: Persons with Disabilities**

**Table 11: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
	01 Senior Managers	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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	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
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

MDA Corporation

43256

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
	01 Senior Managers	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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Federal Contractors Program Achievement Report

003287

Part 3: Goals

MDA Corporation

43256

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 1: Women

Employment Equity Occupational Group (EOG)	All Employees										Women									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2018
	2018-06-05	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-06-05	Annually	Over 3 Years		#	%	%	#	#	%	%		
	#	%	%	#	%	%	#	#	#	%	%	#	%	%	%	#	#	%	%	
01 Senior Managers	31	-100.0%	0.0%	0	0.0%	0.0%	0	0	3	0.0%	0	5	0	27.4%	27.4%	-5	-5	9.7%	9.7%	
02 Middle & Other Managers	206	-100.0%	0.0%	0	0.0%	0.0%	0	0	46	0.0%	0	34	0	38.9%	38.9%	-34	-34	22.3%	22.3%	
03 Professionals	1,096	-100.0%	0.0%	0	0.0%	0.0%	0	0	240	0.0%	0	-42	0	18.1%	18.1%	42	42	21.9%	21.9%	
04 Semi-Professionals & Tech	257	-100.0%	0.0%	0	0.0%	0.0%	0	0	30	0.0%	0	34	0	24.9%	24.9%	-34	-34	11.7%	11.7%	
05 Supervisors	21	-100.0%	0.0%	0	0.0%	0.0%	0	0	9	0.0%	0	2	0	50.9%	50.9%	-2	-2	42.9%	42.9%	
06 Supervisors: Crafts & Trades	6	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	15.2%	15.2%	-1	-1	0.0%	0.0%	
07 Administrative & Sr Clerical	83	-100.0%	0.0%	0	0.0%	0.0%	0	0	68	0.0%	0	-2	0	80.0%	80.0%	2	2	81.9%	81.9%	
08 Skilled Sales & Service	31	-100.0%	0.0%	0	0.0%	0.0%	0	0	13	0.0%	0	-3	0	32.0%	32.0%	3	3	41.9%	41.9%	
09 Skilled Crafts & Trades	20	-100.0%	0.0%	0	0.0%	0.0%	0	0	5	0.0%	0	-4	0	4.6%	4.6%	4	4	25.0%	25.0%	
10 Clerical Personnel	68	-100.0%	0.0%	0	0.0%	0.0%	0	0	43	0.0%	0	2	0	66.1%	66.1%	-2	-2	63.2%	63.2%	
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	15	0.0%	0	-4	0	18.6%	18.6%	4	4	25.0%	25.0%	
13 Other Sales & Service	7	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	4	0	58.2%	58.2%	-4	-4	0.0%	0.0%	
14 Other Manual Workers	4	-100.0%	0.0%	0	0.0%	0.0%	0	0	4	0.0%	0	-3	0	23.8%	23.8%	3	3	100.0%	100.0%	
Total	1,890	-100.0%	0.0%	0	0.0%	0.0%	0	0	476	0.0%	0	8,193	0	458.7%	458.7%	-8,193	-8,193	25.2%	25.2%	

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

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

Table 2: Women

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	27.4	0	27.4	
02 Middle & Other Managers	0	38.9	0	38.9	
03 Professionals	0	18.1	0	18.1	
04 Semi-Professionals & Tech	0	24.9	0	24.9	
05 Supervisors	0	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	0	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	0	4.6	0	4.6	
10 Clerical Personnel	0	50.0	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	0	18.6	0	18.6	
13 Other Sales & Service	0	50.0	0	50.0	Even though a gap exists in this EEOG only 50.0% of the work force should be Women.

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Part 3: Goals

MDA Corporation

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14	Other Manual Workers	0	23.8	0	23.8
Total		0	458.7	0	281.6

Federal Contractors Program Achievement Report

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Part 3: Goals

MDA Corporation

43256

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2018
	2018-06-05	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-06-05	Annually	Over 3 Years		2018	2021							
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01 Senior Managers	31	-100.0%	0.0%	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	0.0%	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	0	0	1.3%	1.3%	0	0	0.0%	0.0%	
10 Clerical Personnel	68	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	1.5%	1.5%	-1	-1	0.0%	0.0%	
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	0	0.0%	0	1	0	0.9%	0.9%	-1	-1	0.0%	0.0%	
13 Other Sales & Service	7	-100.0%	0.0%	0	0.0%	0.0%	0	0	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	0	0.8%	0.8%	0	0	0.0%	0.0%	
Total	1,890	-100.0%	0.0%	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)<sup>1/3</sup> - 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 4: Aboriginal Peoples

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

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Part 3: Goals

MDA Corporation

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

Federal Contractors Program Achievement Report

003291

Part 3: Goals

MDA Corporation

43256

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EOG)		First/Previous Short-term Goals																				
		All Employees								Persons with Disabilities												
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2018	2021
		2018-06-05	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2018-06-05	Annually	Over 3 Years	#	#	%	%	#	#	%	%		
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%				
01/02	Managers	237	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0	5	0.0%	0	5	0	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	0	0	53	0.0%	0	-11	0	3.8%	3.8%	11	11	4.8%	4.8%
04	Semi-Professionals & Tech	257	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0	9	0.0%	0	3	0	4.6%	4.6%	-3	-3	3.5%	3.5%
05	Supervisors	21	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0	0.0%	0	3	0	13.9%	13.9%	-3	-3	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	0	0	7.8%	7.8%	0	0	0.0%	0.0%
07	Administrative & Sr Clerical	83	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0	3	0.0%	0	0	0	3.4%	3.4%	0	0	3.6%	3.6%
08	Skilled Sales & Service	31	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0	1	0.0%	0	0	0	3.5%	3.5%	0	0	3.2%	3.2%
09	Skilled Crafts & Trades	20	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0	1	0.0%	0	0	0	3.8%	3.8%	0	0	5.0%	5.0%
10	Clerical Personnel	68	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0	1	0.0%	0	4	0	7.0%	7.0%	-4	-4	1.5%	1.5%
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%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	60	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0	1	0.0%	0	2	0	4.8%	4.8%	-2	-2	1.7%	1.7%
13	Other Sales & Service	7	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0	1	0.0%	0	-1	0	6.3%	6.3%	1	1	14.3%	14.3%
14	Other Manual Workers	4	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0	0.0%	0	0	0	5.3%	5.3%	0	0	0.0%	0.0%
Total		1,890	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0	75	0.0%	0	1,220	0	68.5%	68.5%	-1,220	-1,220	4.0%	4.0%

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
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	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**MDA Corporation**

**43256**

003292

Federal Contractors Program Achievement Report

003293

Part 3: Goals

MDA Corporation

43256

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	First/Previous Short-term Goals																		
	All Employees								Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years		From - To	2018					
	2018-06-05	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 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)<sup>1/3</sup> - 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 8: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
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	0.0	
12 Semi-Skilled Manual	0	24.9	0	24.9	
13 Other Sales & Service	0	40.5	0	40.5	



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Part 3: Goals

MDA Corporation

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14	Other Manual Workers	0	22.1	0	22.1
Total		0	275.7	0	236.2

Federal Contractors Program Achievement Report

003295

Part 3: Goals

MDA Corporation

43256

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 9: Women

Employment Equity Occupational Group (EEOG)		Subsequent/Current Short-term Goals																		
		All Employees							Women											
		Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			Actual	Projected		Actual	Projected				From - To YYYY - YYYY	0		3						
		--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	Annually	Over 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)<sup>1/3</sup> - 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

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	%	%	%	%	
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	

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Part 3: Goals

MDA Corporation

43256

Total		0.0	0.0
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Federal Contractors Program Achievement Report

003297

Part 3: Goals

MDA Corporation

43256

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals From - To YYYY - YYYY		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected		Actual	Projected				Annually	Over 3 Years		0	3					
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 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)<sup>1/3</sup> - 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 12: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	%	%	%	%	
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	

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Part 3: Goals

MDA Corporation

43256

Total		0.0	0.0
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Federal Contractors Program Achievement Report

003299

Part 3: Goals

MDA Corporation

43256

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees	Persons with Disabilities																		
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Annually			Over 3 Years	From - To		YYYY - YYYY						
		--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	Annually	Over 3 Years	#	0	3	%	#	#	%	%	
		#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%
01/02	Managers	0	-100.0%		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	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	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	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	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	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	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	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	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	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	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	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	0	#DIV/0!	#DIV/0!
Total		0	-100.0%		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)<sup>1/3</sup> - 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 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities			Comments	
	Short-term Goals	Long-term Goals			
	%		%		
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**

003300

**Part 3: Goals**

**MDA Corporation**

**43256**

**Data for Subsequent/Current Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 15: Members of Visible Minorities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees	Members of Visible Minorities																		
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
			Actual	Projected		Actual	Projected				From - To	Yyyy - Yyyy								
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	----	Annually	Over 3 Years	Hires Required Over 3 Years	0	3	%	#	#	%	%	
		--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	%	#	#	%	%	%	%	%	%
#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%		
01	Senior Managers	0	-100.0%		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	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	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	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	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	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	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	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	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	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	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	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	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	0	#DIV/0!	#DIV/0!
Total		0	-100.0%		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)<sup>1/3</sup> - 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 16: Members of Visible Minorities**

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

Federal Contractors Program Achievement Report

003301

Part 3: Goals

MDA Corporation

43256

Total		0.0	0.0
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Federal Contractors Program Achievement Report

003302

Part 4: Results - Women

MDA Corporation

43256

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	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	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	#	#	%	#	#	#		
01 Senior Managers	2018	31	3	9.7	27.4	8	-5	35.3																
	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
02 Middle & Other Managers	2018	206	46	22.3	38.9	80	-34	57.4																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
03 Professionals	2018	1,096	240	21.9	18.1	198	42	121.0																
	0	0	0	0.0	0.0	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	30	11.7	24.9	64	-34	46.9																
	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
05 Supervisors	2018	21	9	42.9	50.9	11	-2	84.2																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
06 Supervisors: Crafts & Trades	2018	6	0	0.0	15.2	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	0	0.0	27.4	0.0		0	0.0	27.4	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
02 Middle & Other Managers	0	0	0	0.0	0	0.0	38.9	0.0		0	0.0	38.9	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
03 Professionals	0	0	0	0.0	0	0.0	18.1	0.0		0	0.0	18.1	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	24.9	0.0		0	0.0	24.9	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
05 Supervisors	0	0	0	0.0	0	0.0	50.0	0.0		0	0.0	50.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	15.2	0.0		0	0.0	15.2	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	

Federal Contractors Program Achievement Report

003303

Part 4: Results - Women

MDA Corporation

43256

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	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	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires			Promotions			Terminations							
		All Employees	Women				All Employees	Women		All Employees	Women		All Employees	Women		All Employees	Women							
			Representation	Availability	Gap	EE Result		Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference					
#	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#				
07	Administrative & Senior Clerical	2018	83	68	81.9	80.0	66	2	102.4	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	0	0	0
		0	0	0	0.0	0.0	0	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	31	13	41.9	32.0	10	3	131.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	0	0	0
		0	0	0	0.0	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	1	4	543.5	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	0	0	0
		0	0	0	0.0	0.0	0	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	43	63.2	66.1	45	-2	95.7	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	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	0.0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	0	0	0
12	Semi-Skilled Manual Workers	2018	60	15	25.0	18.6	11	4	134.4	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	80.0	0.0	0	0.0	80.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	32.0	0.0	0	0.0	32.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	4.6	0.0	0	0.0	4.6	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	50.0	0.0	0	0.0	50.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	18.6	0.0	0	0.0	18.6	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

003304

Part 4: Results - Women

MDA Corporation

43256

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	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	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis													
		Workforce								Hires				Promotions				Terminations					
		All Employees	Women			EE Result				All Employees	Women			All Employees	Women			All Employees	Women				
		#	Representation	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	
#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	%	#	#		
13	Other Sales & Service Personnel	2018	7	0	0.0	58.2	4	-4	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0
14	Other Manual Workers	2018	4	4	100.0	23.8	1	3	420.2	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0
Total		2018	1,890	476	25.2	458.7	8,669	-8,193	5.5	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments		
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Women	Women		Women		Women		Women				
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	%	#	%	#	%	#	%	#	%					
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	50.0	0.0	0	0.0	50.0	0.0	
14	Other Manual Workers	0	0	0	0.0	0	0.0	23.8	0.0	0	0.0	23.8	0.0	
Total		0	0	0	0.0	0	0.0	458.7	0.0	0	0.0	281.6	0.0	

Federal Contractors Program Achievement Report

003305

Part 5: Results - Aboriginal Peoples

MDA Corporation

43256

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	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	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2018	31	0	0.0	2.9	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
02 Middle & Other Managers	2018	206	2	1.0	2.2	5	-3	44.1																
	0	0	0	0.0	0.0	0	0	0.0	0	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	0.0	0.0	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	4	1.6	2.1	5	-1	74.1																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
05 Supervisors	2018	21	0	0.0	0.9	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
06 Supervisors: Crafts & Trades	2018	6	0	0.0	1.4	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	0	0.0	2.9	0.0	0	0.0	2.9	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	0	0.0	2.2	0.0	0	0.0	2.2	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	0.8	0.0	0	0.0	0.8	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	2.1	0.0	0	0.0	2.1	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.9	0.0	0	0.0	0.9	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	1.4	0.0	0	0.0	1.4	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

003306

Part 5: Results - Aboriginal Peoples

MDA Corporation

43256

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	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	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07	Administrative & Senior Clerical	2018	83	0	0.0	1.6	1	-1	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	31	0	0.0	2.1	1	-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	1.3	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	0.0	1.5	1	-1	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	0.0	0	0
12	Semi-Skilled Manual Workers	2018	60	0	0.0	0.9	1	-1	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	1.6	0.0	0	0.0	1.6	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	2.1	0.0	0	0.0	2.1	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	1.3	0.0	0	0.0	1.3	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	1.5	0.0	0	0.0	1.5	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.9	0.0	0	0.0	0.9	0.0	

Federal Contractors Program Achievement Report

003307

Part 5: Results - Aboriginal Peoples

MDA Corporation

43256

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	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	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
13	Other Sales & Service Personnel	2018	7	2	28.6	7.5	1	1	381.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
14	Other Manual Workers	2018	4	0	0.0	0.8	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
Total		2018	1,890	12	0.6	26.0	491	-479	2.4															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	#	%	%	#	%	%	#	%	%			
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	7.5	0.0	0	0.0	7.5	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.8	0.0	0	0.0	0.8	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
Total		0	0	0	0.0	0	0.0	26.0	0.0	0	0.0	14.1	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

003308

Part 6: Results - Persons with Disabilities

MDA Corporation

43256

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	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	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01&02 Managers	2018	237	5	2.1	4.3	10	-5	49.1																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
03 Professionals	2018	1,096	53	4.8	3.8	42	11	127.3																
	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
04 Semi-Professionals & Technicians	2018	257	9	3.5	4.6	12	-3	76.1																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
05 Supervisors	2018	21	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	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	0	0	0	0	0.0	0	0	0	0	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01&02 Managers	0	0	0	0.0	0	0.0	4.3	0.0	0	0.0	4.3	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	3.8	0.0	0	0.0	3.8	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	4.6	0.0	0	0.0	4.6	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	13.9	0.0	0	0.0	13.9	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	7.8	0.0	0	0.0	7.8	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		



Federal Contractors Program Achievement Report

003309

Part 6: Results - Persons with Disabilities

MDA Corporation

43256

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:	Part 1: Workforce Analysis	Part 1: Workforce Analysis	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		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#			
07	Administrative & Senior Clerical	2018	83	3	3.6	3.4	3	0	106.3																
		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
08	Skilled Sales & Service Personnel	2018	31	1	3.2	3.5	1	0	92.2																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	20	1	5.0	3.8	1	0	131.6																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	68	1	1.5	7.0	5	-4	21.0																
		0	0	0	0.0	0.0	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	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	60	1	1.7	4.8	3	-2	34.7																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	3.4	0.0	0	0.0	3.4	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	3.5	0.0	0	0.0	3.5	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	3.8	0.0	0	0.0	3.8	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	7.0	0.0	0	0.0	7.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	4.8	0.0	0	0.0	4.8	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	



Federal Contractors Program Achievement Report

003310

Part 6: Results - Persons with Disabilities

MDA Corporation

43256

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	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	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	#	%	#	%	#	#	%	#	%	#	#	%	#	#	%	#	#		
13	Other Sales & Service Personnel	2018	7	1	14.3	6.3	0	1	226.8	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0.0	0.0	0	0	0.0																
14	Other Manual Workers	2018	4	0	0.0	5.3	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0																
Total		2018	1,890	75	4.0	68.5	1,295	-1,220	5.8																
		0	0	0	0.0	0.0	0	0	0.0																

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13	Other Sales & Service Personnel	0	0	0	0	0	0.0	6.3	0.0	0	0.0	6.3	0.0	
		3	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	5.3	0.0	0	0.0	5.3	0.0	
		3	0	0	0	0	0.0	0.0	0.0			0.0	0.0	
Total		0	0	0	0	0	0.0	68.5	0.0	0	0.0	34.6	0.0	
		3	0	0	0	0	0.0	0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

MDA Corporation

43256

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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	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	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2018	31	6	19.4	10.1	3	3	191.6																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
02 Middle & Other Managers	2018	206	26	12.6	15.0	31	-5	84.1																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
03 Professionals	2018	1,096	310	28.3	31.9	350	-40	88.7																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
04 Semi-Professionals & Technicians	2018	257	34	13.2	16.5	42	-8	80.2																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
05 Supervisors	2018	21	2	9.5	19.3	4	-2	49.3																
	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
06 Supervisors: Crafts & Trades	2018	6	0	0.0	5.9	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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	0	0.0	10.1	0.0	0	0.0	10.1	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	0	0.0	15.0	0.0	0	0.0	15.1	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	31.9	0.0	0	0.0	31.9	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	16.5	0.0	0	0.0	16.5	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	19.3	0.0	0	0.0	19.3	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	5.9	0.0	0	0.0	5.9	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

MDA Corporation

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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	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	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Visible Minorities			Gap	EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	EE Result				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
07	Administrative & Senior Clerical	2018	83	13	15.7	27.8	23	-10	56.3	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	31	7	22.6	23.5	7	0	96.1	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	0	0.0	7.1	1	-1	0.0	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	19	27.9	31.1	21	-2	89.8	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	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	60	4	6.7	24.9	15	-11	26.8	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0	0	0	0.0	27.8	0.0	0	0.0	27.8	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0	0	0.0	23.5	0.0	0	0.0	23.5	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0	0	0.0	7.1	0.0	0	0.0	7.1	0.0	
10	Clerical Personnel	0	0	0	0	0	0.0	31.1	0.0	0	0.0	31.1	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0	0	0.0	24.9	0.0	0	0.0	24.9	0.0	

**Federal Contractors Program Achievement Report**

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

**MDA Corporation**

**43256**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	#	%	#	%	#	#	#	%	#	#	#	%	#	#	#				
13	Other Sales & Service Personnel	2018	7	1	14.3	40.5	3	-2	35.3	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
14	Other Manual Workers	2018	4	0	0.0	22.1	1	-1	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	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13	Other Sales & Service Personnel	0	0	0	0	0	0.0	40.5	0.0	0	0.0	40.5	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
14	Other Manual Workers	0	0	0	0.0	0	0.0	22.1	0.0	0	0.0	22.1	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
Total		0	0	0	0.0	0	0.0	275.7	0.0	0	0.0	236.2	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>MDA Corporation</b>
<b>43256</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

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

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

- 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.

**Additional Details**

Please provide any additional information (optional):

**Short-term Goal Setting Tool**

**MDA Corporation  
December 1, 2017**

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

Employment Equity Occupational Group (EEOG)	All Employees December 1, 2017	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	WOMEN										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2018-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
		#	%	#	%		#	#	%	#	%	%	#	#	%	%	
Senior Managers	33	0.0%	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	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	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	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	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%	0	1	0	15.2%	15.2%	-1	-1	0.0%	0.0%
Administrative & Senior Clerical Personnel	96	0.0%	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	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	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	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			0	0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers	92	0.0%	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%	0	5	0	57.3%	57.3%	-5	-5	0.0%	0.0%
Other Manual Workers	4	0.0%	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**

**MDA Corporation  
December 1, 2017**

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

Employment Equity Occupational Group (EEOG)	All Employees December 1, 2017 #	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years #	ABORIGINAL PEOPLES										
		Annually %	Over 3 Years #	Annually %	Over 3 Years #		Number #	Turnover (Replacement of Terminated Employees)		Hires Required #	3 Year Goals 2018-2020		Present Availability %	Present Gap #	Projected Gap #	Present Representation %	Projected Representation in 3 Years %
								Annually %	Over 3 Years #		#	%					
		#	%	#	%		#	%	#	%	#	%	#	%	#	%	#
Senior Managers	33	0.0%	0	0.0%	0	0	0	0.0%	0	1	0	2.9%	2.9%	-1	-1	0.0%	0.0%
Middle & Other Managers	228	0.0%	0	0.0%	0	0	2	0.0%	0	3	0	2.2%	2.2%	-3	-3	0.9%	0.9%
Professionals	1,156	0.0%	0	0.0%	0	0	5	0.0%	0	4	0	0.8%	0.8%	-4	-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	-2	1.4%	1.4%
Supervisors	21	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.9%	0.9%	0	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%	0.0%
Administrative & Senior Clerical Personnel	96	0.0%	0	0.0%	0	0	0	0.0%	0	1	0	1.5%	1.5%	-1	-1	0.0%	0.0%
Skilled Sales & Service Personnel	31	0.0%	0	0.0%	0	0	0	0.0%	0	1	0	2.1%	2.1%	-1	-1	0.0%	0.0%
Skilled Crafts & Trades Workers	22	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	1.3%	1.3%	0	0	0.0%	0.0%
Clerical Personnel	72	0.0%	0	0.0%	0	0	0	0.0%	0	1	0	1.5%	1.5%	-1	-1	0.0%	0.0%
Intermediate Sales & Service Personnel			0		0	0	0	0.0%	0	0	0					#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers	92	0.0%	0	0.0%	0	0	0	0.0%	0	1	0	1.2%	1.2%	-1	-1	0.0%	0.0%
Other Sales & Service Personnel	8	0.0%	0	0.0%	0	0	2	0.0%	0	-1	0	6.7%	6.7%	1	1	25.0%	25.0%
Other Manual Workers	4	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.8%	0.8%	0	0	0.0%	0.0%

**Short-term Goal Setting Tool**

**MDA Corporation  
December 1, 2017**

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

Employment Equity Occupational Group (EEOG)	All Employees December 1, 2017	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	PERSONS WITH DISABILITIES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2018-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
		#	%	#	%		#	#	%	#	%	%	#	#	%	%	
Senior Managers			0		0	0		0.0%	0	0	0			0	#DIV/0!	#DIV/0!	
Middle & Other Managers	261	0.0%	0	0.0%	0	0	6	0.0%	0	5	0	4.3%	4.3	-5	-96	2.3%	2.3%
Professionals	1,156	0.0%	0	0.0%	0	0	53	0.0%	0	-9	0	3.8%	3.8	9	-154	4.6%	4.6%
Semi-Professionals & Technicians	279	0.0%	0	0.0%	0	0	10	0.0%	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%	0	3	0	13.9%	13.9	-3	-11	0.0%	0.0%
Supervisors: Crafts & Trades	6	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	7.8%	7.8	0	-1	0.0%	0.0%
Administrative & Senior Clerical Personnel	96	0.0%	0	0.0%	0	0	3	0.0%	0	0	0	3.4%	3.4	0	-74	3.1%	3.1%
Skilled Sales & Service Personnel	31	0.0%	0	0.0%	0	0	1	0.0%	0	0	0	3.5%	3.5	0	-9	3.2%	3.2%
Skilled Crafts & Trades Workers	22	0.0%	0	0.0%	0	0	1	0.0%	0	0	0	3.8%	3.8	0	0	4.5%	4.5%
Clerical Personnel	72	0.0%	0	0.0%	0	0	1	0.0%	0	4	0	7.0%	7	-4	-46	1.4%	1.4%
Intermediate Sales & Service Personnel			0		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	2	0.0%	0	2	0	4.8%	4.8	-2	-15	2.2%	2.2%
Other Sales & Service Personnel	8	0.0%	0	0.0%	0	0	1	0.0%	0	0	0	6.3%	6.3	0	-4	12.5%	12.5%
Other Manual Workers	4	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	5.3%	5.3	0	-1	0.0%	0.0%

**Short-term Goal Setting Tool**

**MDA Corporation  
December 1, 2017**

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

Employment Equity Occupational Group (EEOG)	All Employees December 1, 2017	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	MEMBERS OF VISIBLE MINORITIES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2018-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 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%	-7	-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%	-46	-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%	0.0%
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	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	-1	29.2%	29.2%
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	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%

## Summary of Goals

**MDA Corporation**  
December 1, 2017

### Women

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

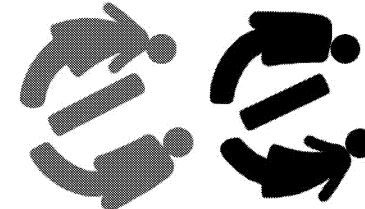
Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
	Middle & Other Managers	-5	4.3%	4.3%	
	Professionals	9	3.8%	3.8%	
	Semi-Professionals & Technicians	-3	4.6%	4.6%	
	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 Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	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

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### **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.
3. 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

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Please read all questions carefully and check the responses that you feel best apply to you. Please note that you can identify in more than one group. Although it is mandatory to return the survey with name and date completed, answering any or all 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. If you have any questions, please contact Dominic Macchia at ext. 4477. Return completed form to Human Resources.

Name \_\_\_\_\_ Employee # \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Questions

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- 1) Are you a Male or Female?  Male  Female
- 2) For the purposes of employment equity, "aboriginal peoples" means persons who are Indian, Inuit or Métis. Based on this definition, are you an aboriginal person?  
 Yes  No
- 3) For the purposes of employment equity, "members of visible minorities" means persons, other than aboriginal peoples, who are non-Caucasian in race or non-white in colour. Some visible minority groups in Canada are: Black; Chinese; Indo-Pakistani; Oceanic; South Asian; West Asian/Arab; South East Asian; Latin American; etc... Based on this definition, are you a member of a visible minority?  
 Yes  No
- 4) For the purposes of employment equity, "persons with disabilities" means persons who have a long term or recurring physical, mental, sensory, psychiatric or learning impairment, including:
  - a) persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace ; or
  - b) consider themselves to be disadvantaged in employment by reason of that impairment; or
  - c) believe that an employer or potential employer is likely to consider them disadvantaged in employment by reason of that impairment.

Based on this definition, are you a person with a disability?

Yes  No

# 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 employment equity, an Aboriginal person is a North American Indian or a member of the First Nations, a Métis or an Inuit. Based on this definition, are you an Aboriginal person?

Yes

No

3) For the purposes of employment equity, members of a visible minority are persons, other than aboriginal persons, who are non-white in race or colour. Some visible minority groups in Canada are: Blacks, Chinese, Indo-Pakistanis, Oceanians, South Asians, West Asians or Arabs, South East Asians and Latin Americans. Based on this definition, are you a member of a visible minority?

Yes

No

4) For the purposes of employment equity, persons with disabilities are persons who have a long term or recurring physical, mental, sensory, psychological or learning impairment, including:

- a) Persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace; or
- b) Persons who consider themselves to be disadvantaged in employment by reason of that impairment; or
- c) Persons who believe that an employer or potential employer is likely to consider them disadvantaged in employment by reason of that impairment.

Based on this definition, are you a person with a disability?

Yes

No



**RICHMOND HUMAN RESOURCES**  
PARTNERS FOR SUCCESS THROUGH PEOPLE

# Employment Equity Survey

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**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 part-time 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*

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## ABORIGINAL PEOPLES

An Aboriginal person is a North American Indian or a member of a First Nation, a Métis or an Inuit. North American Indians or Members of a First Nation include status, treaty or registered Indians, as well as non-status and non-registered Indians.

*Are you an Aboriginal person?*

*yes*

*no*

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## VISIBLE MINORITIES

Members of a visible minority are persons in Canada (other than Aboriginal persons, defined above) who are non-white in colour or race, regardless of place of birth or citizenship.

*Are you a member of a visible minority group?*

*yes*

*no*

---

## PERSONS WITH DISABILITIES

Persons with disabilities are persons who have a long term or recurring physical, mental, sensory, psychological or learning impairment(s) and who consider themselves to be disadvantaged in employment by reason of that impairment, or who believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment. Your disability may be visible or invisible. Persons with disabilities also include persons whose impairments have been accommodated in the workplace (e.g. by the use of technical aids, changes to equipment or other working arrangements).

*Are you a person with a disability?*

*yes*

*no*

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As part of our ongoing Employment Equity efforts, from time to time we ask designated group members to participate in focus groups or individual interviews to provide feedback on new initiatives. If you agree to be contacted for such a purpose, please check "yes" below.

*yes*

*no*



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, Crohn'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)



**For More Information**

Email: [askhr@mdacorporation.com](mailto:askhr@mdacorporation.com)

HR advisors are listed on InfoShare at:

[http://info.mda.ca/hr/meethr/responsibilities/rm\\_list.cfm](http://info.mda.ca/hr/meethr/responsibilities/rm_list.cfm)

MDA ethics and compliance hotline at:

[www.tnwinc.com/mda](http://www.tnwinc.com/mda).

**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](mailto:gloria.martins@mdacorporation.com)



**From:** [neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca) <[neena.sharan@labour-travail.gc.ca](mailto: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,*



A **MAXAR** COMPANY

**Gloria Martins**

Human Resources Generalist | Robotics and Automation  
+1.905.790.2800, ext. 4048 office  
[gloria.martins@mdacorporation.com](mailto:gloria.martins@mdacorporation.com)



**From:** [neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca) <[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca)>

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

**To:** Martins, Gloria <[Gloria.Martins@mdacorporation.com](mailto:Gloria.Martins@mdacorporation.com)>

**Subject:** RE: Employment Equity

Hi Gloria,

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

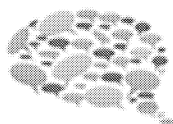
In the meantime, if you have any questions please do not hesitate to contact us.

Kind regards,

Neena Sharan

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

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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](mailto: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](mailto: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

- The questionnaire includes appropriate definitions.
- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- The questionnaire has an employee identifier.
- 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.
- 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.
- The organization selected the geographic defaults for establishing external availability 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			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	%	%	%	%
1	Senior Managers	-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			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	%	%	%
			(1 to 3 years)	(3 years or more)		
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			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	%	%	%
			(1 to 3 years)	(3 years or more)		
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			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3 years or more)	%
01/02	Managers	-5	4.3	4.3	2.1	4.3
04	Semi-Professionals and Technicians	-3	4.6	4.6	3.5	4.6
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 compliance    in non-compliance

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

- 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.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](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).

**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@mdacorporation.com' <jeannie.tomlinson@mdacorporation.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 Federal Contractors Program (FCP) under the Employment Equity Act.

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](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 under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

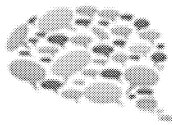
You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the Workplace Equity Information Management System (WEIMS). WEIMS can assist you in generating your workforce analysis and contains other data analysis tools, including the Achievement 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](mailto: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.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)



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



## Employment Equity

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### 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.

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MDA PROPRIETARY

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