Emploi et Développement social Canada

s.19(1) Labour Program Federal Contractors Program

OFFICIAL USE ONLY	
Agreement N°:	

s.19(1) s.24(1)

Agreement to Implement Employment Equity

New Agreement	(All sections n	nust be complet	ed)		
Revised Agreement					
<u> </u>	ORGA	NIZATION			
Legal Name of Organization		WILATION	Parent company	r is located outside	Canada
Baxters Canada Inc.				✓ Yes	No
					NO
Operating Name (if different from Legal Name	of Organization)		Duainana Numi	h	
				employace or can	
				-time and/or Part-ti	
Organization's North American Industry Classi Number, To find your organization's four-digit l		ida 2012 Code	Federally	Regulated	
http://www23.statcan.gc.ca/imdb/p3VD.pl?Fun	iction=getVD&TVD=118464		Provincial		
	HEAI	OFFICE			· · · · · · · · · · · · · · · · · · ·
Address (building number, street, suite, etc.) 4800 Avenue Pinard		City St-Hyacinthe	>	Province OC	Postal Code J2S 8E1
		Telephone Number			
		450-796-3210)		
	EMPLOYMENT	EQUITY CONTA	ACT		
Name (print)		Title			
Véronique Leclerc Telephone Number	E-mail Address	Director Hum	an Ressour		e of Correspondence
450-796-3210	veronique.leclerc	@havters.com		English	French
100 130 0020	1010111900110	CD 421 CO 1 CO 1			
The share and a section of the same	CERT	IFICATION			
The above-named organization:	(C. P. C.				ANID
having a combined workforce of 100 of the last of	or more permanent full-time	e and/or permanen	it part-time emp	loyees in Canada	a, AND
 intending to bid on, or being in receip supply arrangement, valued at \$1,000 			contract, standir	ng offer or contra	ct issued under a
hereby certifies its commitment to implem					
instrument, in keeping with the Federal C please contact the Labour Program at the				low to implement	employment equity
Important note: If an audit of the Agreem	ent to Implement Employs	nent Faulty uncove	ore micronrocon	tation on the nart	of the organization
the procurement instrument(s) with the G		, ,	из пизгергезен	tation on the part	or the organization,
	SIGI	NATORY			
NOTE: The signatory must be the Chief			an executive p	osition with legal	authority to sign a
contract on behalf of the organiza			•		
Name (print) Marco St-Amand		Title VP Operation	١٥		
Telephone Number	E-mail Address	vi operation	1.0	Preferred Langua	age of Correspondence
450-796-3210	marco.st-amand@ba	axters.com		Englis	
		(YYYY-MM-DI	D)		boomic
		5-06-15	,		
Driven Nation					
Privacy Notice: The information you provide on this form is coll	lected under the authority of se	ection 42 of the Empl	lovment Fauity Ac	to determine vous	eligibility for the Federal
Contractors Program (FCP).	•			•	•
Completion of this form is mandatory. Refusal to Bid List, loss of the right to bid on federal go					
The information you provide may be used and/disclosures of your personal information will ne				s. However, these a	dditional uses and/or
	RETURN II	NSTRUCTIONS			
IMPORTANT					
The signed Agreement to Implement ee-eme@hrsdc-rhdcc.gc.ca	nt Employment Equity for	m must be sent to	o the Labour P	rogram by e-ma	il at:

Employment and Social Emploi et Développement Development Canada social Canada

BCI Foods Inc. (certificate # 050278)

Form 1

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA

Reporting Period 2016-04-01 to 2018-05-01

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF **EMPLOYEES LOCATED IN** EACH AREA)

			Province				Cens	us Metropolitan	Areas	
		anent I-time	Permanent Part-time	Temporary	Total Number of Employees		Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Québec		218	0	0	218	Montréal	218	0	0	218
Total Employees	in Canada	>			218	Total Emplo	oyees in Canada	>		218



Employment and Social Emploi et Développement Development Canada social Canada

BCI Foods Inc. (certificate # 050278)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Québec

Reporting Period 2016-04-01 to 2018-05-01

Occupational Group		f	All Employee:	S		original Peo	ples	Perso	ons with Disa	bilities	Membe	rs of Visible I	
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3							***************************************					
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	10	7	3									
	Total	10	7	3									
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	4	2	2	1	1		1	1				
	Total	4	2	2	1	1		1	1				
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	17	3	14				1		1	2	1	1
	Total	17	3	14				1		1	2	1	1

Page 1 of 4 Canada

Employment and Social Emploi et Développement Development Canada social Canada

BCI Foods Inc. (certificate # 050278)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Québec

Reporting Period 2016-04-01 to 2018-05-01

Occupational Group		ļ	All Employee:	s		original Peor	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	1	1									
	Total	2	1	1									
Supervisors: Crafts and Trades	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	10	7	3									
	Total	10	7	3									
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	1	1							1	1	
	Total	2	1	1							1	1	
Skilled Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	9	9								1	1	
	Total	9	9								1	1	

Page 2 of 4 Canada

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Québec

Reporting Period 2016-04-01 to 2018-05-01

Occupational Group		F	All Employee:	S		original Peor	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Skilled Crafts and Trades Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	17	16	1							1	1	
	Total	17	16	1							1	1	
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	9	3	6				2	1	1			
	Total	9	3	6				2	1	1			
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3	1	2									
	Total	3	1	2									
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	65	45	20				1	1		5	5	
	Total	65	45	20				1	1		5	5	

Page 3 of 4 Canada

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Québec

Reporting Period 2016-04-01 to 2018-05-01

Occupational Group		,	All Employee:	3	Ab	original Peor	oles	Perso	ns with Disa	bilities	Member	s of Visible N	finorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Other Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Other Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	68	30	38				4	2	2	8	4	4
	Total	68	30	38				4	2	2	8	4	4
Total Number of Employees		218	126	92	1	1		9	5	4	18	13	5

i et Développement
Canada BCI Foods Inc. (certificate # 050278)

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Québec

Reporting Period 2016-04-01 to 2018-05-01

		All Employees		Al	original Peop	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	218	126	92	1	1		9	5	4	18	13	5
Total Number of Employees	218	126	92	1	1		9	5	4	18	13	5

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Québec

Reporting Period 2016-04-01 to 2018-05-01

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	4	3	1									
Professionals	4	2	2	1	1		2	2		1	1	
Semi-Professionals and Technicians	4	1	3				1	1		1		1
Administrative and Senior Clerical Personnel	3	2	1							1	1	
Skilled Sales and Service Personnel	1	1										
Skilled Crafts and Trades Workers	2	2										
Clerical Personnel	3	2	1				1	1				
Semi-Skilled Manual Workers	16	13	3				1	1		4	4	
Other Manual Workers	56	33	23				5	4	1	4	3	1
Total Number of Employees Hired	93	59	34	1	1		10	9	1	11	9	2

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / Québec

Reporting Period 2016-04-01 to 2018-05-01

	Employ	ees promoted ((Employees pro	omoted during	the year are to	be reported or	nly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Occupational Crown		All Employees	i	А	boriginal Peopl	es	Pers	ons with Disat	ilities	Membe	rs of Visible M	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	1		1									
Supervisors: Crafts and Trades	2	1	1									
Intermediate Sales and Service Personnel	2	1	1									
Total Number of Employees Promoted	5	2	3									
Total Number of Promotions	5	2	3									

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Québec

Reporting Period 2016-04-01 to 2018-05-01

		All Employees		A	boriginal Peopl	les	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	2		2									
Professionals	1	1					1	1		1	1	
Semi-Professionals and Technicians	2	1	1				1	1				
Administrative and Senior Clerical Personnel	2	1	1									
Skilled Crafts and Trades Workers	2	2										
Clerical Personnel	1		1				1		1			
Intermediate Sales and Service Personnel	2	1	1									
Semi-Skilled Manual Workers	15	11	4				1	1		3	3	
Other Manual Workers	36	20	16				4	3	1	1	1	
Total Number of Employees Terminated	63	37	26				8	6	2	5	5	

Workforce Analysis - Detailed Report

Date: 2018-05-01

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		ability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	1	0	0.0 %	27.6 %	0	0	National
02 : Middle and Other Managers	National	10	3	30.0 %	39.4 %	4	-1	National
03 : Professionals		4	2	50.0 %	57.5 %	2	0	
1111 : Financial auditors and accountants	National	2	1	50.0 %	56.0 %	1	0	National
1112 : Financial and investment analysts	National	1	0	0.0 %	44.9 %	0	0	National
1121 : Human resources professionals	National	1	1	100.0 %	73.2 %	1	0	National
04 : Semi-Professionals and Technicians		17	14	82.4 %	53.2 %	9	5	
2211 : Chemical technologists and technicians	Québec	16	13	81.3 %	54.4 %	9	4	Québec
2253 : Drafting technologists and technicians	Québec	1	1	100.0 %	34.5 %	0	1	Québec
05 : Supervisors		2	1	50.0 %	50.5 %	1	0	
Employment Equity Occupational Group	Montréal	2	1	50.0 %	50.5 %	1	0	Montréal
06 : Supervisors: Crafts and Trades		10	3	30.0 %	31.5 %	3	0	
2213 : Supervisors, food and beverage processing	Québec	10	3	30.0 %	31.5 %	3	0	Québec
7 : Administrative and Senior Clerical Personnel		2	1	50.0 %	80.9 %	2		
Employment Equity Occupational Group	Montréal	2	1	50.0 %	80.9 %	2	-1	Montréal
98 : Skilled Sales and Service Personnel		9	0	0.0 %	43.0 %	4	-4	
6322 : Cooks	Québec	9	0	0.0 %	43.0 %	4	-4	Québec
99 : Skilled Crafts and Trades Workers		17	1	5.9 %	2.1 %	0	1	
7311 : Construction millwrights and industrial mechanics	Québec	6	1	16.7 %	1.4 %	0	1	Québec
333 : Electrical mechanics	Québec	11	0	0.0 %	2.5 %	0	0	Québec
0 : Clerical Personnel		9	6	66.7 %	61.6 %	6	0	
Employment Equity Occupational Group	Montréal	9	6	66.7 %	61.6 %	6	0	Montréal
1 : Intermediate Sales and Service Personnel		3	2	66.7 %	63.2 %	2	0	
Employment Equity Occupational Group	Montréal	3	2	66.7 %	63.2 %	2	0	Montréal



Workforce Analysis - Detailed Report

Date: 2018-05-01

Women

Women								
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
12 : Semi-Skilled Manual Workers		65	20	30.8 %	15.9 %	10	10	
Employment Equity Occupational Group	Montréal	65	20	30.8 %	15.9 %	10	10	Montréal
13 : Other Sales and Service Personnel		1	1	100.0 %	50.0 %	1	0	
Employment Equity Occupational Group	Montréal	1	1	100.0 %	50.0 %	1	0	Montréal
14 : Other Manual Workers		68	38	55.9 %	23.6 %	16	22	
Employment Equity Occupational Group	Montréal	68	38	55.9 %	23.6 %	16	22	Montréal
Total		218	92	42.2 %	27.5 %	60	32	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workforce Analysis - Detailed Report

Date: 2018-05-01

Aboriginal Peoples

		Aboriginal Peoples							
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Availability Gap			Recruitment Area	
		#	#	%	%	#	#		
01 : Senior Managers	National	1	0	0.0 %	3.2 %	0	0	National	
02 : Middle and Other Managers	National	10	0	0.0 %	2.7 %	0	0	National	
03 : Professionals		4	1	25.0 %	1.7 %	0	1		
1111 : Financial auditors and accountants	National	2	1	50.0 %	1.4 %	0	1	National	
1112 : Financial and investment analysts	National	1	0	0.0 %	0.8 %	0	0	National	
1121 : Human resources professionals	National	1	0	0.0 %	3.1 %	0	0	National	
04 : Semi-Professionals and Technicians		17	0	0.0 %	1.3 %	0	0		
2211 : Chemical technologists and technicians	Québec	16	0	0.0 %	1.4 %	0	0	Québec	
2253 : Drafting technologists and technicians	Québec	1	0	0.0 %	1.0 %	0	0	Québec	
05 : Supervisors		2	0	0.0 %	0.8 %	0	0		
Employment Equity Occupational Group	Montréal	2	0	0.0 %	0.8 %	0	0	Montréal	
06 : Supervisors: Crafts and Trades		10	0	0.0 %	1.3 %	0	0		
9213 : Supervisors, food and beverage processing	Québec	10	0	0.0 %	1.3 %	0	0	Québec	
07 : Administrative and Senior Clerical Personnel		2	0	0.0 %	0.8 %	0	0		
Employment Equity Occupational Group	Montréal	2	0	0.0 %	0.8 %	0	0	Montréal	
08 : Skilled Sales and Service Personnel		9	0	0.0 %	2.6 %	0	0		
6322 : Cooks	Québec	9	0	0.0 %	2.6 %	0	0	Québec	
09 : Skilled Crafts and Trades Workers		17	0	0.0 %	2.1 %	0	0		
7311 : Construction millwrights and industrial mechanics	Québec	6	0	0.0 %	2.7 %	0	0	Québec	
7333 : Electrical mechanics	Québec	11	0	0.0 %	1.8 %	0	0	Québec	
10 : Clerical Personnel		9	0	0.0 %	1.0 %	0	0		
Employment Equity Occupational Group	Montréal	9	0	0.0 %	1.0 %	0	0	Montréal	
11 : Intermediate Sales and Service Personnel		3	0	0.0 %	0.8 %	0	0		
Employment Equity Occupational Group	Montréal	3	0	0.0 %	0.8 %	0	0	Montréal	



Workforce Analysis - Detailed Report

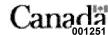
Date: 2018-05-01

Aboriginal Peoples

Aboriginal Peoples								
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
12 : Semi-Skilled Manual Workers		65	0	0.0 %	1.0 %	1	-1	
Employment Equity Occupational Group	Montréal	65	0	0.0 %	1.0 %	1	-1	Montréal
13 : Other Sales and Service Personnel		1	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Group	Montréal	1	0	0.0 %	1.0 %	0	0	Montréal
14 : Other Manual Workers		68	0	0.0 %	1.0 %	1	-1	
Employment Equity Occupational Group	Montréal	68	0	0.0 %	1.0 %	1	• 1	Montréal
Total		218	1	0.5 %	1.3 %	2	-1	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workforce Analysis - Detailed Report

Date: 2018-05-01

Members of Visible Minorities

		Members of Visible Minorities									
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	ability Gap	Recruitment Area				
		#	#	%	%	# #					
01 : Senior Managers	National	1	0	0.0 %	11.5 %	0 0	National				
02 : Middle and Other Managers	National	10	0	0.0 %	17.6 %	2 -2	National				
03 : Professionals		4	0	0.0 %	29.8 %	1 -1					
1111 : Financial auditors and accountants	National	2	0	0.0 %	32.3 %	1 -1	National				
1112 : Financial and investment analysts	National	1	0	0.0 %	37.8 %	0 0	National				
1121 : Human resources professionals	National	1	0	0.0 %	16.7 %	0 0	National				
04 : Semi-Professionals and Technicians		17	2	11.8 %	18.7 %	3 -1					
2211 : Chemical technologists and technicians	Québec	16	1	6.3 %	19.3 %	3 -2	Québec				
2253 : Drafting technologists and technicians	Québec	1	1	100.0 %	9.5 %	0 1	Québec				
05 : Supervisors		2	0	0.0 %	20.4 %	0 0					
Employment Equity Occupational Group	Montréal	2	0	0.0 %	20.4 %	0 0	Montréal				
06 : Supervisors: Crafts and Trades		10	0	0.0 %	16.7 %	2 -2					
9213 : Supervisors, food and beverage processing	Québec	10	0	0.0 %	16.7 %	2 -2	Québec				
07 : Administrative and Senior Clerical Personnel		2	1	50.0 %	14.6 %	0 1					
Employment Equity Occupational Group	Montréal	2	1	50.0 %	14.6 %	0 1	Montréal				
08 : Skilled Sales and Service Personnel		9	1	11.1 %	18.8 %	2 -1					
6322 : Cooks	Québec	9	1	11.1 %	18.8 %	2 -1	Québec				
09 : Skilled Crafts and Trades Workers		17	1	5.9 %	6.7 %	1 0					
7311 : Construction millwrights and industrial mechanics	Québec	6	1	16.7 %	3.6 %	0 1	Québec				
7333 : Electrical mechanics	Québec	11	0	0.0 %	8.3 %	1 -1	Québec				
10 : Clerical Personnel		9	0	0.0 %	20.4 %	2 -2					
Employment Equity Occupational Group	Montréal	9	0	0.0 %	20.4 %	2 -2	Montréal				
11 : Intermediate Sales and Service Personnel		3	0	0.0 %	26.6 %	1 -1					
Employment Equity Occupational Group	Montréal	3	0	0.0 %	26.6 %	1 -1	Montréal				



Workforce Analysis - Detailed Report

Date: 2018-05-01

Members of Visible Minorities

Members of Visible Minorities								
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
12 : Semi-Skilled Manual Workers		65	5	7.7 %	26.1 %	17	-12	
Employment Equity Occupational Group	Montréal	65	5	7.7 %	26.1 %	17	-12	Montréal
13 : Other Sales and Service Personnel		1	0	0.0 %	28.3 %	0	0	
Employment Equity Occupational Group	Montréal	1	0	0.0 %	28.3 %	0	0	Montréal
14 : Other Manual Workers		68	8	11.8 %	27.1 %	18	-10	
Employment Equity Occupational Group	Montréal	68	8	11.8 %	27.1 %	18	-10	Montréal
Total		218	18	8.3 %	22.8 %	49	-31	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workforce Analysis - Detailed Report

Date: 2018-05-01

Persons with Disabilities

				Persons	with Disabilit	ties		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01/02 : Managers	National	11	0	0.0 %	5.0 %	1	-1	National
03 : Professionals	National	4	1	25.0 %	8.9 %	0	1	National
04 : Semi-Professionals and Technicians	National	17	1	5.9 %	7.6 %	1	0	National
05 : Supervisors	National	2	0	0.0 %	27.5 %	1	-1	National
06 : Supervisors: Crafts and Trades	National	10	0	0.0 %	10.1 %	1	-1	National
07 : Administrative and Senior Clerical Personnel	National	2	0	0.0 %	10.0 %	0	0	National
08 : Skilled Sales and Service Personnel	National	9	0	0.0 %	8.0 %	1	-1	National
09 : Skilled Crafts and Trades Workers	National	17	0	0.0 %	7.8 %	1	-1	National
10 : Clerical Personnel	National	9	2	22.2 %	9.3 %	1	1	National
11 : Intermediate Sales and Service Personnel	National	3	0	0.0 %	10.8 %	0	0	National
12 : Semi-Skilled Manual Workers	National	65	1	1.5 %	10.3 %	7	-6	National
13 : Other Sales and Service Personnel	National	1	0	0.0 %	10.7 %	0	0	National
14 : Other Manual Workers	National	68	4	5.9 %	6.8 %	5	-1	National
Total		218	9	4.1 %	8.5 %	19	-10	

Total may not equal sum of components due to rounding.

Sources: 2017 Canadian Survey on Disability and employer's internal data

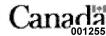


Workforce Analysis - Detailed Report

Date: 2018-05-01

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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

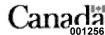


Workforce Analysis - Detailed Report

Date: 2018-05-01

WFA Defaults - Persons with Disabilities

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



Workforce Analysis - Summary Report

Date: 2018-05-01

Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	sentation	Ava	ilability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	1	0	0.0 %	27.6 %	0	0	
02 : Middle and Other Managers	10	3	30.0 %	39.4 %	4	-1	
03 : Professionals	4	2	50.0 %	57.5 %	2	0	
04 : Semi-Professionals and Technicians	17	14	82.4 %	53.2 %	9	5	
05 : Supervisors	2	1	50.0 %	50.5 %	1	0	
06 : Supervisors: Crafts and Trades	10	3	30.0 %	31.5 %	3	0	
07 : Administrative and Senior Clerical Personnel	2	1	50.0 %	80.9 %	2	-1	
08 : Skilled Sales and Service Personnel	9	0	0.0 %	43.0 %	4	-4	
09 : Skilled Crafts and Trades Workers	17	1	5.9 %	2.1 %	0	1	
10 : Clerical Personnel	9	6	66.7 %	61.6 %	6	0	
11 : Intermediate Sales and Service Personnel	3	2	66.7 %	63.2 %	2	0	
12 : Semi-Skilled Manual Workers	65	20	30.8 %	15.9 %	10	10	
13 : Other Sales and Service Personnel	1	1	100.0 %	50.0 %	1	0	
14 : Other Manual Workers	68	38	55.9 %	23.6 %	16	22	
Total	218	92	42.2 %	27.5 %	60	32	



Workforce Analysis - Summary Report

Date: 2018-05-01

Aboriginal Peoples

			Aborig	jinal Peoples			
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	1	0	0.0 %	3.2 %	0	0	
02 : Middle and Other Managers	10	0	0.0 %	2.7 %	0	0	
03 : Professionals	4	1	25.0 %	1.7 %	0	1	
04 : Semí-Professionals and Technicians	17	0	0.0 %	1.3 %	0	0	
05 : Supervisors	2	0	0.0 %	0.8 %	0	0	
06 : Supervisors: Crafts and Trades	10	0	0.0 %	1.3 %	0	0	
07 : Administrative and Senior Clerical Personnel	2	0	0.0 %	0.8 %	0	0	
08 : Skilled Sales and Service Personnel	9	0	0.0 %	2.6 %	0	0	
09 : Skilled Crafts and Trades Workers	17	0	0.0 %	2.1 %	0	0	
10 : Clerical Personnel	9	0	0.0 %	1.0 %	0	0	
11 : Intermediate Sales and Service Personnel	3	0	0.0 %	0.8 %	0	0	
12 : Semí-Skilled Manual Workers	65	0	0.0 %	1.0 %	1	-1	
13 : Other Sales and Service Personnel	1	0	0.0 %	1.0 %	0	0	
14 : Other Manual Workers	68	0	0.0 %	1.0 %	1	-1	
Total	218	1	0.5 %	1.3 %	2	-1	



Workforce Analysis - Summary Report

Date: 2018-05-01

Members of Visible Minorities

			Members o	of Visible Min	orities		
Employment Equity Occupational Group	All Employees	Repres	entation		lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	1	0	0.0 %	11.5 %	0	0	
02 : Middle and Other Managers	10	0	0.0 %	17.6 %	2	-2	
03 : Professionals	4	0	0.0 %	29.8 %	1	-1	
04 : Semi-Professionals and Technicians	17	2	11.8 %	18.7 %	3	-1	
05 : Supervisors	2	0	0.0 %	20.4 %	0	0	
06 : Supervisors: Crafts and Trades	10	0	0.0 %	16.7 %	2	-2	
07 : Administrative and Senior Clerical Personnel	2	1	50.0 %	14.6 %	0	1	
08 : Skilled Sales and Service Personnel	9	1	11.1 %	18.8 %	2	-1	
09 : Skilled Crafts and Trades Workers	17	1	5.9 %	6.7 %	1	0	
10 : Clerical Personnel	9	0	0.0 %	20.4 %	2	-2	
11 : Intermediate Sales and Service Personnel	3	0	0.0 %	26.6 %	1	-1	
12 : Semi-Skilled Manual Workers	65	5	7.7 %	26.1 %	17	-12	
13 : Other Sales and Service Personnel	1	0	0.0 %	28.3 %	0	0	
14 : Other Manual Workers	68	8	11.8 %	27.1 %	18	-10	
Total	218	18	8.3 %	22.8 %	49	-31	



Workforce Analysis - Summary Report

Date: 2018-05-01

Persons with Disabilities

			Persons	with Disabilit	ties		
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	11	0	0.0 %	5.0 %	1	-1	
03 : Professionals	4	1	25.0 %	8.9 %	0	1	
04 : Semi-Professionals and Technicians	17	1	5.9 %	7.6 %	1	0	
05 : Supervisors	2	0	0.0 %	27.5 %	1	-1	
06 : Supervisors: Crafts and Trades	10	0	0.0 %	10.1 %	1	-1	
07 : Administrative and Senior Clerical Personnel	2	0	0.0 %	10.0 %	0	0	
08 : Skilled Sales and Service Personnel	9	0	0.0 %	8.0 %	1	-1	
09 : Skilled Crafts and Trades Workers	17	0	0.0 %	7.8 %	1	• 1	
10 : Clerical Personnel	9	2	22.2 %	9.3 %	1	1	
11 : Intermediate Sales and Service Personnel	3	0	0.0 %	10.8 %	0	0	
12 : Semi-Skilled Manual Workers	65	1	1.5 %	10.3 %	7	-6	
13 : Other Sales and Service Personnel	1	0	0.0 %	10.7 %	0	0	
14 : Other Manual Workers	68	4	5.9 %	6.8 %	5	-1	
Total	218	9	4.1 %	8.5 %	19	-10	

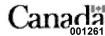


Workforce Analysis - Summary Report

Date: 2018-05-01

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2018-05-01

WFA Defaults - Persons with Disabilities

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



Data from Firs	t/Previous Wor	kforce Analysis
1	1	1

Data from Fi	st/Previous Work	orce Analysis
YYYY	ММ	DD
2016	04	01

Data from Fi	rst/Previous Work!	force Analysis
YYYY	MM	DD
2016	0.4	0.1

		-	Гable 1: Women	
		First/Pr	evious Workforce A	nalysis
F1	Annual Faults Occupational Cooper (FFOC)	All Employees	Won	ien
сирк	syment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	1	0	27.4
02	Middle & Other Managers	6	3	38.9
03	Professionals	2	0	50.1
04	Semi-Professionals & Technicians	15	12	54.6
05	Supervisors	3	2	50.8
06	Supervisors: Crafts & Trades	8	2	25.5
07	Administrative & Senior Clerical Personnel	2	1	80.8
08	Skilled Sales & Service Personnel	13	0	49.5
09	Skilled Crafts & Trades Workers	18	1	3.1
10	Clerical Personnel	6	6	62.5
11	Intermediate Sales & Service Personnel	3	2	61.8
12	Semi-Skilled Manual Workers	64	22	18.4
13	Other Sales & Service Personnel	16	1	51.1
14	Other Manual Workers	47	39	23.8
Total		204	91	29.8

* Source:					
2011 Nati	onal H	ousehol	d Survey	/	

Data from Si	ıbsequent/Curre Analysis	ent Workforce
1	Ţ	Ţ

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2018	05	01

7	Table 5: Women Subsequent/Current Workforce Analysis		
Subsequent			
All Employees	Women		
	Representation	Availability*	
#	#	%	
1	0	27.4	
10	3	38.9	
4	2	57.8	
17	14	53.2	
2	1	50.8	
10	3	25.5	
2	1	80.8	
9	o	43.9	
17	1	3.1	
9	6	62.5	
3	2	61.8	
65	20	18.4	
1	1	51.1	
68	38	23.8	
218	92	28.1	

* Source:	

Data from First	t/Previous Wor	kforce Analysis
1	1	Ţ

2016	04	01
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

2016	04	01
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

Data from Su	bsequent/Curre Analysis	nt Workforce
1	1	1

2018	05	01
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table	2: Aboriginal Po	eoples					
		First/Pr	evious Workforce A	Analysis					
Emale	oyment Equity Occupational Group (EEOG)	All Employees	Aborigina	Aboriginal Peoples					
cmbr	by ment Equity Occupational Group (EEOG)		Representation	Availability*					
		#	#	9/6					
01	Senior Managers	1	0	2.9					
02	Middle & Other Managers	6	0	2.2					
03	Professionals	2	0	0.9					
04	Semi-Professionals & Technicians	15	0	0.8					
05	Supervisors	3	0	0.8					
06	Supervisors: Crafts & Trades	8	0	0.8					
07	Administrative & Senior Clerical Personnel	2	0	0.7					
08	Skilled Sales & Service Personnel	13	0	1.4					
09	Skilled Crafts & Trades Workers	18	0	1.7					
10	Clerical Personnel	6	0	0.8					
11	Intermediate Sales & Service Personnel	3	0	0.9					
12	Semi-Skilled Manual Workers	64	o	0.9					
13	Other Sales & Service Personnel	16	o	0.8					
14	Other Manual Workers	47	0	0.8					
Total		204	0	1.0					

Table 6: Aboriginal Peoples							
Subsequent/Current Workforce Analysis							
All Employees Aboriginal Peoples							
	Representation	Availability*					
#	#	%					
1	0	2.9					
10	0	2.2					
4	1	1.6					
17	0	0.8					
2	0	0.8					
10	0	0.8					
2	0	0.7					
9	0	2.1					
17	0	1.7					
9	0	0.8					
3	o	0.9					
65	ol	0.9					
1	o	0.8					
68	ol	0.8					
218	1	1.0					

* !	Soi	urc	e:																	
20	11	N	atic	na	1 H	lou	sel	10	ld	Sι	ırv	/e	y							

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Data from First	/Previous Wor	kforce Analysis
1	1	Ų.

2016	04	01
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

Data from Su	bsequent/Curr Analysis	ent Workforce
1	Ų.	1

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2018	05	01

		Table 3: Members of Visible Minorities First/Previous Workforce Analysis				
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Members of Vis	Members of Visible Minorities		
Employment Equity Occupational Group (EEOG)			Representation	Availability*		
		#	#	%		
01	Senior Managers	1	0	10.1		
02	Middle & Other Managers	6	0	15.0		
03	Professionals	2	1	35.4		
04	Semi-Professionals & Technicians	15	1	15.3		
05	Supervisors	3	0	16.7		
06	Supervisors: Crafts & Trades	8	0	8.8		
07	Administrative & Senior Clerical Personnel	2	0	12.2		
08	Skilled Sales & Service Personnel	13	1	13.0		
09	Skilled Crafts & Trades Workers	18	1	5.3		
10	Clerical Personnel	6	0	17.4		
11	Intermediate Sales & Service Personnel	3	0	22.2		
12	Semi-Skilled Manual Workers	64	4	22.7		
13	Other Sales & Service Personnel	16	2	24.3		
14	Other Manual Workers	47	3	22.1		
Total		204	13	18.9		

Table 7: Me	mbers of Visible	Minorities				
Subsequent/Current Workforce Analysis						
All Employees	Members of Visible Minorities					
	Representation	Availability*				
#	#	%				
1	0	0.0				
10	0	0.0				
4	0	0.0				
17	2	2.0				
2	0	0.0				
10	0	0.0				
2	1	1.0				
9	1	1.0				
17	1	1.0				
9	0	0.0				
3	0	0.0				
65	5	5.0				
1	0	0.0				
68	8	8.0				
218	18	18.9				

* Source:		
2011 National	Iousehold Survey	

* Source:		
0		

Data from First	/Previous Wor	kforce Analysis
Ψ	Ţ	1

Data from Fi	rst/Previous Workt	force Analysis
2016	04	01

Data from Su	bsequent/Curr Analysis	ent Workforce
Ţ	1	1

Data from Subse	quent/Current Wo	orkforce Analysis
YYYY	MM	DD
2018	05	01

		Table 4: Persons with Disabilities First/Previous Workforce Analysis				
P1.	FROC	All Employees	Persons with	Persons with Disabilities		
Employment Equity Occupational Group (EEOG)			Representation	Availability*		
		#	#	%		
01/02	Managers	7	0	4.3		
03	Professionals	2	1	3.8		
04	Semi-Professionals & Technicians	15	1	4.6		
05	Supervisors	3	0	13.9		
06	Supervisors: Crafts & Trades	8	0	7.8		
07	Administrative & Senior Clerical Personnel	2	0	3.4		
08	Skilled Sales & Service Personnel	13	0	3.5		
09	Skilled Crafts & Trades Workers	18	0	3.8		
10	Clerical Personnel	6	2	7.0		
11	Intermediate Sales & Service Personnel	3	0	5.6		
12	Semi-Skilled Manual Workers	64	2	4.8		
13	Other Sales & Service Personnel	16	0	6.3		
14	Other Manual Workers	47	3	5.3		
Total		204	9	5.1		

Table 8:	Persons with Dis	sabilities		
Subsequent	/Current Workford	e Analysis		
All Employees	Persons with Disabilities			
	Representation	Availability*		
#	#	%		
11	0	4.3		
4	1	3.8		
17	1	4.6		
2	0	13.9		
10	0	7.8		
2	0	3.4		
9	0	3.5		
17	0	3.8		
9	2	7.0		
3	0	5.6		
65	1	4.8		
1	4	6.3		
68	0	5.3		
218	9	5.1		

* Source:			
2012 Canadia	ın Survey on Disa	ibility	

* S	oui	ce:					

Part 2: Flow Data Analysis

Baxters Canada Inc.

YYYY-MM-DD

2016	04	01
YYYY	MM	DD
Start	Date of Flow	v Data

YYYY	MM	DD
End I	Date of Flow	Data

Data from Form 4 - Employees
Hired

Data from Form 5 - Employees Promoted Data from Form 6 - Employees Terminated

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		₩	Ψ.	₩	*	
		Table 1: Women				
		Full-time	/ National	/ National Part-time / Nation		
Employment Equity Occupational Group (EEOG)		All Employees Hired	Women Hired	All Employees Hired	Women Hired	
		#	#	#	#	
01	Senior Managers	0	0	0	0	
02	Middle & Other Managers	4	1	0	0	
03	Professionals	4	2	0	0	
04	Semi-Professionals & Technicians	4	3	0	0	
05	Supervisors	0	0	0	0	
06	Supervisors: Crafts & Trades	0	0	0	0	
07	Administrative & Senior Clerical Personnel	3	1	0	0	
08	Skilled Sales & Service Personnel	1	0	0	0	
09	Skilled Crafts & Trades Workers	2	0	0	0	
10	Clerical Personnel	3	1	0	0	
11	Intermediate Sales & Service Personnel	0	0	0	0	
12	Semi-Skilled Manual Workers	16	3	0	0	
13	Other Sales & Service Personnel	0	0	0	0	
14	Other Manual Workers	56	23	0	0	

Total

93

34

Full-time /	National	Part-time /	National
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
0	0	0	0
1	1	0	0
0	0	0	0
0	0	0	0
0	0	0	0
2	1	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	o	0	0
2	1	0	0
0	o	0	0
0	0	0	0
0	o	0	0
5	3	0	0

Table 9: Women			
Full-time	/ National	Part-time	/ National
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
0	0	0	0
2	2	0	0
1	0	0	0
2	1	0	0
0	0	0	0
0	0	0	0
2	1	0	0
0	0	0	0
2	0	0	0
1	1	0	0
2	1	0	0
15	4	0	0
0	0	0	0
36	16	0	0
63	26	0	0

Part 2: Flow Data Analysis

Baxters Canada Inc.

YYYY-MM-DD

0

2016	04	01
YYYY	MM	DD
Start	Date of Flow	v Data

End I	Date of Flow MM	Data DD
2018	05	01

Data from Form 4 - Employees Hired Data from Form 5 - Employees Promoted Data from Form 6 - Employees Terminated

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		Table 2: Aboriginal Peoples			ples
		Full-time	/ National Part-time / Nat		/ National
Employment Equity Occupational Group (EEOG)		All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
		#	#	#	#
01	Senior Managers	0	0	0	0
02	Middle & Other Managers	4	0	0	0
03	Professionals	4	1	0	0
04	Semi-Professionals & Technicians	4	0	0	0
05	Supervisors	0	0	0	0
06	Supervisors: Crafts & Trades	0	0	0	0
07	Administrative & Senior Clerical Personnel	3	0	0	0
08	Skilled Sales & Service Personnel	1	0	0	0
09	Skilled Crafts & Trades Workers	2	0	0	0
10	Clerical Personnel	3	0	0	0
11	Intermediate Sales & Service Personnel	0	0	0	0
12	Semi-Skilled Manual Workers	16	0	0	0
13	Other Sales & Service Personnel	0	0	0	0
14	Other Manual Workers	56	0	0	0

Total

93

Full-time	/ National	Part-time	/ National
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
0	0	0	0
1	0	0	C
0	0	0	0
0	0	0	C
0	0	0	0
2	0	0	0
0	0	0	0
0	0	0	0
0	0	0	C
0	0	0	C
2	0	0	C
0	0	0	0
0	0	0	C
0	0	0	0
5	0	0	0

Table 10: Aboriginal Peoples			
Full-time	/ National	Part-time	/ National
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
0	0	0	0
2	0	0	0
1	0	0	0
2	0	0	0
0	0	0	0
0	0	0	0
2	0	0	0
0	0	0	0
2	0	0	0
1	0	0	0
2	0	0	0
15	0	0	0
0	0	0	0
36	0	0	0
63	0	0	0

Part 2: Flow Data Analysis

Baxters Canada Inc.

YYYY-MM-DD

2016	04	01
YYYY	MM	DD
Start	Date of Flow	v Data

End I	Date of Flow	Data
YYYY	MM	DD
2018	05	01

Data from Form 4 - Employees Hired Data from Form 5 - Employees
Promoted

Data from Form 6 - Employees Terminated

	•	Ψ	w .	•		
	Table	3: Persons	with Disa	bilities		
	Full-time	/ National	Part-time / National			
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired		
	#	#	#	#		
01 Senior Managers	0	0	0	0		
02 Middle & Other Managers	4	0	0	0		
03 Professionals	4	2	0	0		
04 Semi-Professionals & Technicians	4	1	0	0		
05 Supervisors	0	0	0	0		
06 Supervisors: Crafts & Trades	0	0	0	0		
07 Administrative & Senior Clerical Personnel	3	0	0	0		
08 Skilled Sales & Service Personnel	1	0	0	0		
09 Skilled Crafts & Trades Workers	2	0	0	0		
10 Clerical Personnel	3	1	0	0		
11 Intermediate Sales & Service Personnel	0	0	0	0		
12 Semi-Skilled Manual Workers	16	1	0	0		
13 Other Sales & Service Personnel	0	0	0	0		
14 Other Manual Workers	56	5	0	0		
		 				

Total

93

10

Full-time	/ National	Part-time / National						
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted					
#	#	#	#					
0	0	0	0					
1	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
2	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
2	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
5	0	0	0					

Full-time	/ National	Part-time / National						
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated					
#	#	#	#					
0	0	0	0					
2	0	0	0					
1	1	0	0					
2	1	0	0					
0	0	0	0					
0	0	0	0					
2	0	0	0					
0	0	0	0					
2	0	0	0					
1	1	0	0					
2	0	0	0					
15	1	0	0					
0	0	0	0					
36	4	0	0					
63	8	0	0					

Part 2: Flow Data Analysis

Baxters Canada Inc.

YYYY-MM-DD

2016	04	01
YYYY	MM	DD
Start	Date of Flow	v Data

J

Data from Form 4 - Employees Hired

Data from Form 5 - Employees
Promoted

Data from Form 6 - Employees Terminated

	Table 4:	Members o	f Visible N	Ainorities					
	Full-time / National Part-time / National								
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired					
	#	#	#	#					
01 Senior Managers	0	0	0	0					
02 Middle & Other Managers	4	0	0	0					
03 Professionals	4	1	0	0					
04 Semi-Professionals & Technicians	4	1	0	0					
05 Supervisors	0	0	0	0					
06 Supervisors: Crafts & Trades	0	0	0	0					
07 Administrative & Senior Clerical Personnel	3	1	0	0					
08 Skilled Sales & Service Personnel	1	0	0	0					
09 Skilled Crafts & Trades Workers	2	0	0	0					
10 Clerical Personnel	3	0	0	0					
11 Intermediate Sales & Service Personnel	0	0	0	0					
12 Semi-Skilled Manual Workers	16	4	0	0					
13 Other Sales & Service Personnel	0	4	0	0					
14 Other Manual Workers	56	0	0	0					
Total	93	11	0	0					

le Minorities		Table 8: Members of Visible Minorities											
ime	/ National	Full-time	/ National	Part-time	Members of Visible Minorities Promoted #								
es	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Visible Minorities								
	#	#	#	#	#								
0	0	0	0	0	0	Г							
0	0	1	0	0	0								
0	0	0	0	0	0								
0	0	0	0	0	0								
0	0	0	0	0	0								
0	0	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	2	0	0	0								
0	0	0	0	0	0								
0	0	0	0	0	0								
0	0	0	0	0	0								
0	0	5	0	0	0	Γ							

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		
2	0	0	0		
1	1	0	0		
2	0	0	0		
0	0	0	0		
0	0	0	0		
2	0	0	0		
0	0	0	0		
2	0	0	0		
1	0	0	0		
2	0	0	0		
15	3	0	0		
0	1	0	0		
36	0	0	0		
63	5	0	0		

									Data f	or First/I	Previous (Goals							
	C	D	E	F	<u> </u>	H		J	K	L	M	N	O	P	<u>Q</u>	R	S	T	
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)
Sheeps-12-49-49-49-49-49-49-49-49-49-49-49-49-49-	Ţ		Ţ	<u> </u>	<u> </u>	1	ţ	Ţ	1	1	<u> </u>	<u> </u>	1	Ţ	1	1	<u> </u>	Ţ	
										Table 1:									
				** **					First/	Previous St	iort-term C	loals							
				All En	iployees										omen		1	1	
	Number	Grow	th (New Posi	tions)	Turnover (Re	placement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity	YYYY-MM-DD	Actual	l noot	ected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	minated Employees) Required		Required VVVV VVVV		Present Ga		Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	111111111111111111111111111111111111111	Actual	1101	Over 3	Actual	110)	Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years
	2016-04-01	Annually	Annually	Years	Annually	Annually	Years		2016-04-01	Annually	Years	i cars	2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	Ħ	%	%	#	#	%	%
01 Senior Managers	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		27.4%	0	0	0.0%	0.0%
02 Middle & Other Managers	6	18.6%		0	25.0%		0	0	3	0.0%	0	-1	0		38.9%		1	50.0%	50.0%
03 Professionals	2	26.0%		0	33.3%		0	0	0	0.0%	0	1	0		50.1%	-1	-1	0.0%	0.0%
04 Semi-Professionals & Tech	15	4.3%		0	12.5%		0	0	12	0.0%	0	-4	0		54.6%	4	4	80.0%	80.0%
05 Supervisors	3	-12.6%		0	0.0%		0	0	2	0.0%	0	0	0		50.8%	0	0	66.7%	66.7%
06 Supervisors: Crafts & Trades	8	7.7%		0	0.0%		0	0	2	0.0%	0	0	0		25.5%	0	0	25.0%	25.0%
07 Administrative & Sr Clerical	2	0.0%		0	100.0%		0	0	Į	0.0%	0	1	0		80.8%	-1	-1	50.0%	50.0%
08 Skilled Sales & Service	13	-11.5%		0	0.0%		0	0	0	0.0%	0	6	0		49.5%	-6	-6	0.0%	0.0%
09 Skilled Crafts & Trades	18	-1.9%		0	11.4%		0	0	1	0.0%	0	0	0		3.1%	0	0	5.6%	5.6%
10 Clerical Personnel	6	14.5%		0	13.3%		0	0	6	0.0%	0	-2	0		62.5%	2	2	100.0%	100,0%
11 Intermediate Sales & Service	3	0.0%		0	66.7%		0	0	2	0.0%	0	0	0		61.8%			66.7%	66.7%
12 Semi-Skilled Manual	64	0.5%		0	23.3%		0	0	22	0.0%	0	-10	0		18.4%	10	10	34.4%	34.4%
13 Other Sales & Service	16	-60.3%		0	0.0%		0	0	1	0.0%	0	7	0		51.1%	-7	-7	6.3%	6.3%
14 Other Manual Workers	47	13.1%		0	62.6%		0	0	39	0.0%	0	-28	0		23.8%	28	<u> </u>		83.0%
Total	204	2.2%		1 0	29.9%		0	0	91	0.0%	1 0	-30	0		29.8%	30	30	44.6%	44.6%

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

					Table 2: Women
Paradament Parada		Wom	en		
Employment Equity Occupational Group (EEOG)	Short-ter	Short-term Goals Long-term G		Comments	
		%		%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	1	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	2	0.0	4	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	2	0.0	5	0.0	001271

Federal Contractors Program Achievement Report										
Part 3: Goals										
Baxters Canada Inc.										
YYYY-MM-DD										
0 0.0 0 0.0 5 0.0 9 0.0										
	Part 3: Goals Baxters Canada Inc. YYYY-MM-DD 0 0.0 0 0.0									

									Data	or First/I	revious (Goals							
A B	C	D	IE	F	[G]	II	I	J	K	L	M	lN	ĬO	ÈP	<u> </u>	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	2 "	K÷C	(K - M + O) + (C + F)
	J		<u> </u>		ļļ	1	J	J	Ţ	J	<u> </u>	<u> </u>	ļ	<u></u>	ļ	ļ	<u> </u>		
										e 3: Abori									
									First/	Previous SI	iort-term (loals							
				All En	ployees										nal Peoples				
	Number	Grov	vth (New Posit	ions)	Turnover (Re	ilacement o Employees)	Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity					ļ			Anticipated Hires Over 3			Terminated Employees) Requir			n - To	Present	Present Gar	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	VVVV-MM-DD	Actual	Proj		Actual	Pro	ected I	Years	YYYY-MM-DD		1	Over 3	1111	- 1111	Availability	Present Gaj	Gap	Representation	Years
	2016-04-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-04-01	Annually	Over 3 Years	Years	2016	2019					
	#	%	%	#	9/9	%	#	#	#	%	#	#	¥	%	%	H	ti	%	%
01 Senior Managers	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		2.9%	() (0.0%	0.0%
02 Middle & Other Managers	6	18.6%		0	25.0%		0	0	0	0.0%	0	0	0		2.2%	(0.0%	0.0%
03 Professionals	2	26.0%		0	33.3%		0	0	0	0.0%	0	0	0		0.9%	() (0.0%	0.0%
04 Semi-Professionals & Tech	15	4.3%		0	12.5%		0	0	0	0.0%	0	0	0		0.8%	() (0.0%	0.0%
05 Supervisors	3	-12.6%		0	0.0%		0	0	0	0.0%	. 0	0	0		0.8%	() (0.0%	0.0%
06 Supervisors: Crafts & Trades	8	7.7%		0	0.0%		0	0	0	0.0%	0	0	0		0.8%	() (0.0%	0.0%
07 Administrative & Sr Clerical	2	0.0%		0	100.0%		0	0	0	0.0%	0	0	0		0.7%	(0.0%	0.0%
08 Skilled Sales & Service	13	-11.5%		0	0.0%		0	0	0	0.0%	0	0	0		1.4%	(0.0%	0.0%
09 Skilled Crafts & Trades	18	-1.9%		0	11.4%		0	0	0	0.0%	0	0	0		1.7%	() (0.0%	0.0%
10 Clerical Personnel	6	14.5%		0	13.3%		0	0	0	0.0%	0	0	0		0.8%	() (0.0%	0.0%
11 Intermediate Sales & Service	3	0.0%		0	66.7%		0	0	0	0.0%	0	0	0		0.9%	(0.0%	0.0%
12 Semi-Skilled Manual	64	0.5%		0	23.3%		0	0	0	0.0%	0	1	0		0.9%	-1	-1	0.0%	0.0%
13 Other Sales & Service	16	-60.3%		0	0.0%		0	0	0	0.0%	0	0	0		0.8%	1) (0.0%	0.0%
14 Other Manual Workers	47	13.1%		- 0	62.6%		0	0	0	0.0%	0	0	0		0.8%	() (0.0%	0.0%
Total	204	2.2%		0	29.9%		0	0	0	0.0%	0	2	0		1.0%	+2	-2	0.0%	0.0%

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

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

• / /			Table 4: Aboriginal Peoples
	Aboriginal Peoples		· · · · · · · · · · · · · · · · · · ·
Employment Equity Occupational Group (EEOG)	Short-term Goals	Long-term Goals	Comments
	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0,0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0 0.0	0.0	
05 Supervisors	0,0	0.0	
06 Supervisors: Crafts & Trade	s 0 0.0	0.0	
07 Administrative & Sr Clerica	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	e 0 0.0	0.0	
12 Semi-Skilled Manual	0.0	1 0.0	
13 Other Sales & Service	0.0	0.0	

	Federal Contractors Program Achievement Report
	Part 3: Goals
	Baxters Canada Inc.
	YYYY-MM-DD
14 Other Manual Workers Total	0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0.0 0 0.0 0 0.0 0 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 1	or First/F	revious (Goals							
A B	C	<u> </u>	E.	F	G	H	I	<u> </u>	K	L	M	N	į O	P	<u>Q</u>	R	S	T	L.
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F÷I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	J	1	1	↓ ↓	Ţ	Ţ	Ţ	Ţ	1	J.	Ţ	Ţ	1	ţ	Ţ	Ţ	Ţ	Ţ	J.
										Persons									
									First/	Previous St	iort-term G	ioals							
				All Em	ployees										th Disabilities	\$			
	Number	Grov	vth (New Positi	ons)	Turnover (Re		Terminated		Number	Turnover (Replacement of				r Goals					
Employment Equity								Anticipated		Terminated		Hires Required		n - To	Present		Projected	Present	Projected
Occupational Group (EEOG)	VVVV-MM-DD	Actual	Projec		Actual Projected			Hires Over 3 Years	VVV-MMEDD		Over 3	1111	- * * * * * * * * * * * * * * * * * * *	Availability	Present Gap	Gap	Representation	Representation in 3 Years	
	2016-04-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-04-01	Annually	Over 3 Years	Years	2016	2019					
	#	%	%	#	9/0	%	#	#	ii ii	%	#	#	Ħ	%	%	#	Ħ	9/0	9/0
01/02 Managers	7	9,3%		0	12.5%		- 0	0	0	0.0%	0	0	0		4.3%	0	0	0.0%	0.0%
03 Professionals	2	26.0%		0	33.3%		0	0	1	0.0%	0	-1	0		3.8%	1	1	50.0%	50.0%
04 Semi-Professionals & Tech	15	4.3%		0	12.5%		0	0	1	0.0%	0	0	0		4.6%	0	0	6.7%	6.7%
05 Supervisors	3	-12.6%		0	0.0%		0	0	0	0.0%	0	0	0		13.9%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	8	7.7%		0	0.0%		0	0	0	0.0%	0	1	0		7.8%	-1	-1	0.0%	0.0%
07 Administrative & Sr Clerical	2	0.0%		0	100.0%		0	0	0	0.0%	0	0	0		3.4%	0	0	0.0%	0.0%
08 Skilled Sales & Service	13			0	0.0%		0	0	0	0.0%	0	0	0		3.5%	0	0	0.0%	0.0%
09 Skilled Crafts & Trades	18	1		0	11.4%		0	0	0	0.0%	0	1	0		3.8%	-1	-1	0.0%	0.0%
10 Clerical Personnel	6	14.5%		0	13.3%		0	0	2	0.0%	0	-2	0		7.0%	2	2	33.3%	33.3%
11 Intermediate Sales & Service	3	0.0%		0	66.7%		0	0	0	0.0%	0	0	0		5.6%	0	0	0.0%	0.0%
12 Semi-Skilled Manual	64	0.5%		0	23.3%		0	0	2	0.0%	0	1	0		4.8%	-1	-1	3.1%	3.1%
13 Other Sales & Service	16			0	0.0%		0	0	0	0.0%	0	1	0		6.3%	-1	-1	0.0%	0.0%
14 Other Manual Workers	47	13.1%		0	62.6%		0	0	3	0.0%	0	-1	0		5.3%	1	1	6.4%	6.4%
Total	204	2.2%		0	29.9%		0	0	9	0.0%	0	1	0		5.1%	-1	_1	4.4%	4.4%

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

Workforce Amarysis) · 2) A 10	**				W.11.7 D
					Table 6: Persons with Disabilities
Employment Equity	P	ersons with l	Disabilities		
Occupational Group (EEOG)	Short-ter	m Goals	Long-term (Goals	Comments
Occupational Group (EEOG)		%		%	
01/02 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	1	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	1	0,0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	1	0.0	
13 Other Sales & Service	0	0,0	1	0.0	
14 Other Manual Workers	()	0.0	0	0.0	
Total	0		4		001275

Federal Contractors Program Achievement Report
Part 3: Goals
Baxters Canada Inc.
YYYY-MM-DD

									Data 1	or First/I	Previous (Goals							
A	C	D	E	F	G	H	I	J	K	L	M	IN	O	P	<u>Q</u>	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)
3-40-00 (4-40-00-00-00-00-00-00-00-00-00-00-00-00	Ţ	Ţ	Ţ	<u> </u>	<u> </u>	Ψ.	J	T T	1	<u> </u>	<u> </u>	<u> </u>	<u> </u>	Į.	1	<u> </u>	<u> </u>	Ţ	Ţ
									Table 7: M				S						
									First/	Previous SI	ort-term C	loals							
				All En	iployees			1							isible Minor	ities			
	Number	Growth (New Positions)				er (Replacement of Terminated Employees)			Number	Turnover (Replacement of		if Hires		ar Goals					
Employment Equity				ected				Anticipated Hires Over 3		Terminated Employees)		Required		n - 10 - YYYY	Present	Present Gag	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj		Actual	Pre	ected	Years	YYYY-MM-DD		1	Over 3	****	- 1 1 1 1 1 I	Availability	rresem Gap	Gap	Representation	Years
	2016-04-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-04-01	Annually	Over 3 Years	Years	2016	2019					
	#	%	9/0	#	9/6	%	#	#	#	%	#	#	¥	0/4	%	#	ti	%	%
01 Senior Managers	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		10.1%) (0.0%	0.0%
02 Middle & Other Managers	6	18.6%		0	25.0%		0	0	0	0.0%	0	1	0		15.0%	1	-1	0.0%	0.0%
03 Professionals	2	26.0%		0	33.3%		0	0	1	0.0%	0	0	0		35.4%	. 0) (50.0%	50.0%
04 Semi-Professionals & Tech	15	4.3%		0	12.5%		0	0	1	0.0%	0	1	0		15.3%	-1	-1	6.7%	6.7%
05 Supervisors	3	-12.6%		0	0.0%		0	0	0	0.0%	0	1	0		16.7%	-1	-1	0.0%	0.0%
06 Supervisors: Crafts & Trades	8	7.7%		0	0.0%		0	0	0	0.0%	0	1	0		8.8%	-1	-1	0.0%	0.0%
07 Administrative & Sr Clerical	2	0.0%		0	100.0%		0	0	0	0.0%	0	0	0		12.2%) (0.0%	0.0%
08 Skilled Sales & Service	13	-11.5%		C	0.0%		0	0	1	0.0%	0	1	0		13.0%	, -1	-1	7.7%	7.7%
09 Skilled Crafts & Trades	18	-1.9%		0	11.4%		0	0	1	0.0%	0	0	0		5.3%) (5.6%	5.6%
10 Clerical Personnel	6	14.5%		0	13.3%		0	0	0	0.0%	0	1	0		17,4%	-1	-1	0.0%	0.0%
11 Intermediate Sales & Service	3	0.0%		0	66.7%		0	0	0	0.0%	0	1	0		22.2%	-1	-1	0.0%	0.0%
12 Semi-Skilled Manual	64	0.5%		C	23.3%		0	0	4	0.0%	0	11	0		22,7%	-11	-11	6.3%	6.3%
13 Other Sales & Service	16	-60.3%		0	0.0%		0	0	2	0.0%	0	2	0		24.3%	-2	-2	12.5%	12.5%
14 Other Manual Workers	47	13.1%		0	62.6%		0	0	3	0.0%	0	7	0		22.1%	-7	-7	6.4%	6.4%
Total	204	2.2%		(29.9%		0	0	13	0.0%	0	26	0		18.9%	-26	-26	6.4%	6.4%

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

				Table 8: Members of Visible Minorities
F	Men	ibers of Visi	ble Minorities	
Employment Equity Occupational Group (EEOG)	Short-ter	m Goals	Long-term Goals	Comments
		%	%	
01 Senior Managers	0	0.0	0.0	
02 Middle & Other Managers	1	0.0	0,0	
03 Professionals	0	0.0	0 0.0	
04 Semi-Professionals & Tech	1	0.0	0.0	
05 Supervisors	0	0.0	1 0.0	
06 Supervisors: Crafts & Trades	0	0.0	1 0.0	
07 Administrative & Sr Clerical	0	0.0	0,0	
08 Skilled Sales & Service	1	0.0	0.0	
09 Skilled Crafts & Trades	0	0,0	0.0	
10 Clerical Personnel	0	0.0	1 0.0	
11 Intermediate Sales & Service	0	0.0	1 0.0	
12 Semi-Skilled Manual	3	0.0	2 0.0	
13 Other Sales & Service	0	0.0	2 0.0	001277

	Federal Contractors Program Achievement Report									
	Part 3: Goals									
	Baxters Canada Inc.									
	YYYY-MM-DD									
14 Other Manual Workers	2 0.0 5 0.0									
Total	8 13									

									Data for	Subseque	nt/Curre	nt Goals							
A B		D	E	F	G	H	I	J	<u>K</u>	L	M	N	0	P	Q	R	<u> </u>	X	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
	Ţ	1	↓	1	Į.	1	Ţ	1	Ţ	1	Į.	Ţ	1	Ţ	Ţ	Ţ	Ţ	J	Ų
										Table 9:									
									Subsequ	ent/Current	Short-teri	n Goals							
				All En	ployees										omen				
	Number Growth (New Positions) Turnover (Replacement of Terminated							Number	Number Turnover (Replacement			3 Year Goals							
Employment Equity Occupational Group (EEOG)					 	Employees)		Anticipated		Terminated		Hires Required		m - To	Present		Projected	Present	Projected
	VVVV-MM-DD	Actual	Proje	Projected Actual Projected			T	Hires Over 3 Years	VVVV-MM-DD			Over 3	1111	- * * * * * * * * * * * * * * * * * * *	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2018-05-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-05-01	Annually	Over 3 Years	Years	2018	2021					
	ii	%	%	#	%	%	#	#		%	#	4		9/6	%	- 44		9/4	9/4
01 Senior Managers	1	0.0%	0.0%	- ()	0.0%	0.0%	. 0	()	0	0.0%	0	- 0	, ()	27.4%	0	0	0.0%	0.0%
02 Middle & Other Managers	10	1	0.0%	0	25.0%	0.0%	0	0	3	0.0%	0	l i	(38.9%	38.9%	-1	-1	30.0%	30.0%
03 Professionals	4	26.0%	0.0%	0	33.3%	0.0%	0	0	2	0.0%	0	0	()	57.8%	0	0	50.0%	50.0%
04 Semi-Professionals & Tech	17	4.3%	3.0%	2	12.5%	2.0%	1	3	14	2.0%	1	-3	()	53.2%	5	3	82.4%	68.4%
05 Supervisors	2	-12.6%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	0	()	50.8%	0	0	50.0%	50.0%
06 Supervisors: Crafts & Trades	10	7.7%	5.0%	2	0.0%	3.0%	1	3	3	3.0%	0	0	()	25.5%	0	0	30.0%	25.0%
07 Administrative & Sr Clerical	2		20.0%	1	100.0%	0.0%	0	1	1	0.0%	0	1	1	50.0%	80.8%	-1	0	50.0%	66.7%
08 Skilled Sales & Service	9	-11.5%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	4	(43.9%	43.9%	-4	4	0.0%	0.0%
09 Skilled Crafts & Trades	17	1	5.0%	3	11.4%	0.0%	0	3	1	0.0%	0	0	()	3.1%	0	0	5.9%	5.0%
10 Clerical Personnel	9	14.5%	0.0%	0	13.3%	0.0%	0	0	6	0.0%	0	0	()	62.5%	0	0	66.7%	66.7%
11 Intermediate Sales & Service	3	0.0%	0.0%	0	66.7%	0.0%	0	0	2	0.0%	0	0	()	61.8%	0	0	66.7%	66.7%
12 Semi-Skilled Manual	65		6.0%	12	1	3.0%	6	18	20	1	2	-4	()	18.4%	8	4	30.8%	23.4%
13 Other Sales & Service	1	-60.3%	0.0%	0	0.0%	0.0%	0	0	I I	0.0%	0	0	()	51.1%	0	0	100.0%	100.0%
14 Other Manual Workers	68		5.0%	10	62.6%	3.0%	6	16	38		3	-16	()	23.8%	22	<u></u>	55.9%	44.9%
Total	218	2.2%		()	29.9%		()	0	92	0.0%	0	-31	('	28.1%	31	31	42.2%	42.2%

YYYY-MM-DD

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

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

			Table 10: Women
Employment Equity	Womer		
Occupational Group (EEOG)	OG) Short-term Goals Long-term Goa		Comments
	%	%	
01 Senior Managers	0.0	L	
02 Middle & Other Managers	38.9	38.9%	
03 Professionals	0.0		
04 Semi-Professionals & Tech	0,0		
05 Supervisors	0.0		
06 Supervisors: Crafts & Trades	0.0		
07 Administrative & Sr Clerical	50.0	50.0%	
08 Skilled Sales & Service	43.9	43.9%	
09 Skilled Crafts & Trades	0.0		
10 Clerical Personnel	0.0		
11 Intermediate Sales & Service	0.0		
12 Semi-Skilled Manual	0.0		
13 Other Sales & Service	0,0		001279
14 Other Manual Workers	0.0		001273

	Federal Contractors Program Achievement Report
	Part 3: Goals
	Baxters Canada Inc.
	YYYY-MM-DD
Total	0.0

Data Sources: Workforce Data Entry Cx Ex 3 Analysis Analysis Cx Ex 3 Analysis F x Q An	Tourse de la constant									Data for	Subseque	nt/Curre	nt Goals							
Data sources: Prom Workforce Data Entry Cx E x 3 Data Entry Cx E x 3 Data Entry Cx E x 3 Data Entry Cx E x 3 F + 1 Workforce Entry Workforce Analysis F + 1 Workforce Entry Workforce Analysis F + 1 F Workforce Analysis F F Workforce Analysis F F F Workforce Analysis F F F Workforce Analysis F F F F Workforce F F F F F Workforce F F F F F F F F F	LACONTONIA DE LO CONTROL DE LA	C	D	E	F	G	H	L	J	<u>K</u>	L	M	lN	<u>O</u>	P	Q	R	S	T	Ü
Comparison Com	Data sources:	Workforce	Workforce	Data Entry	CxEx3	Data Analysis & Workforce		CxHx3	F + I	Workforce	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	Workforce	Workforce	O) - ((C+	K ÷ C	(K - M + O) ÷ (C + F)
Further Fur		Ţ	<u> </u>	<u> </u>	<u> </u>	<u> </u>	1	Ţ	1	1	, <u>†</u>	<u> </u>	<u> </u>	1	Ţ	1	1	<u> </u>	J.	Ţ
Final Process Final Process Final																				
Number Crowth (New Positions) Turnover (Replacement of Ferminated Employees) Turnover (Replacement of Ferminated Employees) Turnover (Replacement of Terminated Employees) T										Subsequ	ent/Curren	t Short-teri	n Goals							
Project Proj					All Em	•					1					nal Peoples				
Project Property		Number	Grow	th (New Positi	ons)		***************************************	Terminated		Number	Turnover (R	enlacement of								
Comparisonal Group (EEOG)	Employment Equity									Terminated		mues			Present	p	Projected	Present	Projected	
2018-05-01 Annually Annually Vears Annually Vears Vears Annually Vears 2018-05-01 Annually Vears 2018 2021	Decupational Group (EEOG)	YYYY-MM-DD							YYYY-MM-DD		1	3	1111	-1111	Availability	Present Gaş	Gap	Representation	Years	
# % % # # # # % W% # # % W% # # # # # % # # # #		2018-05-01	Annually	Annually		Annually	Annually	4		2018-05-01	Annually		Years	2018	2021					
Senior Managers		#	9/0	9/0		9/0	9%	#	#	tt.	9/4		#	#	0/0	9/4	#	#	9/0	9/6
03 Professionals 4 26.0% 0.0% 0 33.3% 0.0% 0 0 1 0.0% 0 -1 0 1.6% 1 1 25.0% 04 Semi-Professionals & Tech 17 4.3% 3.0% 2 12.5% 2.0% 1 3 0 2.0% 0 0 0 0 05 Supervisors 2 -12.6% 0.0% 0 0.0% 0.0% 0 0 0 0 0 0 06 Supervisors: Crafts & Trades 10 7.7% 5.0% 2 0.0% 3.0% 1 3 0 3.0% 0 0 0 0 07 Administrative & Sr Clerical 2 0.0% 2.0% 1 100.0% 0.0% 0 0 0 0 08 Skilled Sales & Service 9 -11.5% 0.0% 0 0.0% 0 0 0 0 09 Skilled Crafts & Trades 17 -1.9% 5.0% 3 11.4% 0.0% 0 0 0 0 0.0% 0 0 10 Clerical Personnel 9 14.5% 0.0% 0 13.3% 0.0% 0 0 0 0.0% 0 0 0 0.0% 11 Intermediate Sales & Service 3 0.0% 0.0% 0 0.0% 0 0 0 0.0% 12 Semi-Skilled Manual 65 0.5% 6.0% 12 23.3% 3.0% 6 18 0 3.0% 0 0 0 0.0% 0 0 0.8% 0 0 0 13 Other Sales & Service 1 -60.3% 0.0% 0 0.0% 0.0% 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 10 Cherical Personnel 9 14.5% 0.0% 0 13.3% 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 65 0.5% 6.0% 12 23.3% 3.0% 6 18 0 3.0% 0 1 0 0.9% 0.9% -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 0.0% 0 0 0.0% 0 0 0.0% 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0	01 Senior Managers	1	0.0%		0	0.0%		- 0	0	(0	- 0	()		, () (0.0%	0.0%
04 Semi-Professionals & Tech 17 4.3% 3.0% 2 12.5% 2.0% 1 3 0 2.0% 0 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	02 Middle & Other Managers	10	18.6%	0.0%	0	25.0%	0.0%	0	0	(0.0%	0	0	()	2.2%	6 (0	0.0%	0.0%
05 Supervisors 2 -12.6% 0.0% 0 0.0% 0 0 </td <td>03 Professionals</td> <td>4</td> <td>26.0%</td> <td>0.0%</td> <td>0</td> <td>33.3%</td> <td>0.0%</td> <td>0</td> <td>0</td> <td>1</td> <td>0.0%</td> <td>. 0</td> <td>-1</td> <td>(</td> <td>)</td> <td>1.6%</td> <td>6 1</td> <td>1</td> <td>25.0%</td> <td>25.0%</td>	03 Professionals	4	26.0%	0.0%	0	33.3%	0.0%	0	0	1	0.0%	. 0	-1	()	1.6%	6 1	1	25.0%	25.0%
06 Supervisors: Crafts & Trades 10 7.7% 5.0% 2 0.0% 3.0% 1 3 0 3.0% 0 0 0 0 0.8% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0	04 Semi-Professionals & Tech	17	4.3%	3.0%	2	12.5%	2.0%	1	3	(2.0%	0	0	()	0.8%	6 () (0.0%	0.0%
07 Administrative & Sr Clerical 2 0.0% 20.0% 1 100.0% 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0 0 0.0% 0	1 1	-1			0	1		0	0	(1	0	0	()		6 () (0.0%
08 Skilled Sales & Service 9 -11.5% 0.0% 0 0.0% 0 0.0% 0 0.0% 0 0.0% 0 0 0.0% 0	1 1 1		- 1		2	1		1	3	(0	0	()		6 () (0.0%
09 Skilled Crafts & Trades 17 -1.9% 5.0% 3 11.4% 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 0.0% 0					1	1		0	1	(0	0	()	1	6) (1	0.0%
10 Clerical Personnel 9 14.5% 0.0% 0 13.3% 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% 0 0 0.0% 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0 0 0 0 0 0	1 1 1	- 1			0	1 1		0	0		1	0	0	()		6		1	0.0%
11 Intermediate Sales & Service 3 0.0% 0.0% 0 66.7% 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% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 0 0 0 0 0 0					3	1		0	3	(1	0	0	()		6) (0.0%
12 Semi-Skilled Manual 65 0.5% 6.0% 12 23.3% 3.0% 6 18 0 3.0% 0 1 0 0.9% -1 -1 -1 0.0% 13 Other Sales & Service 1 -60.3% 0.0% 0 0.0% 0 0 0 0 0 0 0 0.8% 0 0 0.0%		9			0	1 1		0	0			0	0	()		0) (0.0%
13 Other Sales & Service 1 -60.3% 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%
	1 1 1	65			12	I I		6	18	1		1 0		(0.9%		-1	-1		0.0%
1.14 1Other Manual Workers 1 681 13.1%1 849%1 101 67.6%1 849%1 61 161 01 3.0%1 01 11 01 0.8%4 0.8%1 -31 -31 0.0%1	1 1	1			0	1		0	0		1	1 0	0	(0.0%
Total 218 2.2% 0 29.9% 0 0 1 0.0% 0 1 0 1.0% -1 -1 0.5%				5.0%	10		3.0%	6	16	(1 0	<u> </u>		0.8%		-]			0.0%

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

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((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	Ab	original Peop	les	
Occupational Group (EEOG)	Short-term G	loals Lo	ng-term Goals	Comments
		%	%	
01 Senior Managers		0.0		
02 Middle & Other Managers		0.0	0.0	
03 Professionals		0.0	0.0	
04 Semi-Professionals & Tech	1	0.0	0.0	
05 Supervisors		0.0	0.0	
06 Supervisors: Crafts & Trad	les	0.0	0.0	
07 Administrative & Sr Cleric	al	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 & Servi	ce	0.0	0.0	
12 Semi-Skilled Manual		0.9	0.9	
13 Other Sales & Service		0.0	0.0	001281
14 Other Manual Workers		0.8	0.8	-001201

	Federal Contractors Program Achievement Report
	Part 3: Goals
	Baxters Canada Inc.
	YYYY-MM-DD
Total	0.0

									Data for	Subseque	nt/Currei	nt Goals							
	***************************************		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	ya	************************	(1244.1244.1244.1244.1244.1244.1244.1244	,,	51.741.774.7741.7741.7741.774	PM194123413941394139413	****************		5-211-200-201-201-201-201-201-201-201-201	4117474747474		.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
A. L. B.	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	<u> </u>	T	<u> </u>
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)
F	1	1	↓	↓	1	Ψ.	↓	1	1			J	1	1	1	1	1	1	↓ ,
										: Persons									
									Subsequi	nt/Current	Short-tern	n Goals		B .	ith Disabilitie				
				AHER	ployees									rersons wi r Goals	ith Disabilitie	S		ı	
	Number				Turnover (Re	placement of Employees)	Terminated		Number	Turnover (Re	eplacement of	Hires		r Coais n - To					
Employment Equity	YYYY-MM-00	Actual Projected			Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)		Actual		Over 3	ACTUAL)	1.19	Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years
	2018-05-01	Annually	Annually	Years	Annually	Annually	Years		2018-05-01	Annually	Years		2018	2021					
	#	%	%	#	%	%	Ħ	#	Ħ	%	#	#	#	%	%	#	#	%	%
01/02 Managers	11	9,3%	0.0%	0	12.5%	0.0%	0	0	0	0.0%	0	0	0		4.3%	0	0	0.0%	0.0%
03 Professionals	4	26.0%	0.0%	0	33.3%	0.0%	0	0	1	0.0%	0	-1	0		3.8%	1	1	25.0%	25.0%
04 Semi-Professionals & Tech	17	4.3%	0.0%	0	12.5%	2.0%	1		1	2.0%	0	0	0		4.6%	0	0	5.9%	5.9%
05 Supervisors	2	-12.6%	3.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		13.9%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	10	7.7%	5.0%	2	0.0%	3.0%	1	3	0	3.0%	0		0	7.8%	7.8%	-1	-!	0.0%	0.0%
07 Administrative & Sr Clerical	2	0.0%	20.0% 0.0%	1	100.0%	0.0% 0.0%	0		0	0.0% 0.0%	0	0	0		3.4% 3.5%	0	0	0.0%	0.0%
08 Skilled Sales & Service 09 Skilled Crafts & Trades	17	-11.5% -1.9%	5.0%	9	0.0% 11.4%	0.0%	0	0	U	0.0%	0	0	0	3.8%	3.5%			0.0% 0.0%	0.0% 0.0%
10 Clerical Personnel	0	14.5%	0.0%	3	13.3%	0.0%	0	3	2	0.0%	0	!	0	3.070	7.0%		-:	22.2%	22.2%
11 Intermediate Sales & Service	3	0.0%	0.0%	n	66,7%	0.0%	0	0	n	0.0%	0	0	l 0		5.6%	1 0	,	0.0%	0.0%
12 Semi-Skilled Manual	65	0.5%	6.0%	12	1 1	3.0%	6	10	1	3.0%	0	3	1	4.8%	4.8%		3	1.5%	2.6%
13 Other Sales & Service	1	-60.3%	0.0%	0	0.0%	0.0%	0	1 0	4	0.0%	0	_4	,	1,070	6.3%	1 4	1 4	400.0%	400.0%
14 Other Manual Workers	68	13.1%	5.0%	10	62.6%	3.0%	6	16	0	3.0%	0	4	l	5.3%	5.3%	-4	-3	0.0%	1.3%
Total	218	2.2%		0	29.9%		0	0	9	0.0%	0	2	0		5.1%	-2	-2	4.1%	4.1%

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

Workforce Amarysis) · 2/ x ro					Table 14: Persons with Disabilities
Employment Equity	Pe Short-teri	rsons with Dis	sabilities Long-term Go	oals	Comments
Occupational Group (EEOG)		%	9	<u>-</u>	
01/02 Managers		0.0			
03 Professionals		0.0			
04 Semi-Professionals & Tech		0.0			
05 Supervisors		0.0			
06 Supervisors: Crafts & Trades		7.8		7.8%	
07 Administrative & Sr Clerical		0.0			
08 Skilled Sales & Service		0.0			
09 Skilled Crafts & Trades		3.8		3.8%	
10 Clerical Personnel		0.0			
11 Intermediate Sales & Service		0.0			
12 Semi-Skilled Manual		4.8		4.8%	
13 Other Sales & Service		0,0			
14 Other Manual Workers		5.3		5.3%	
Total		0.0		0.0	001283

									Data for	Subseque	nt/Currei	nt Goals							
A B	C	D	E	F	G	H	I		K	L	M	N	0	P	<u>Q</u>	R	S	T	L. 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 + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C
	1	<u> </u>	<u> </u>	\	<u> </u>	Ţ	Ţ	1	<u> </u>	<u> </u>		J	Ţ	Ţ	Ţ	<u> </u>		<u> </u>	<u> </u>
								7	able 15: N				·s						
									Subsequ	ent/Curren	Short-tern	n Goals							
				All En	iployees			1					3 Year		isible Minor	nes		1	
	Number	Grov	vth (New Posit	ions)	Turnover (Re	placement o Employees)	Terminated		Number		eplacement of	Hires		Goals 1 - To					
Employment Equity	7777-MM-00	Actual	Proje	eted	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	l Employees)	Required	1111		Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)		34.1001		Over 3			Over 3	Years			Over 3	Over 3 Vears			Availability		Gap	Representation	Years
	2018-05-01	Annually	Annually	Years	Annually	Annually	Years		2018-05-01	Annually	Years		2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	Ħ	%	%	#	Ħ	9/6	%
01 Senior Managers	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%
02 Middle & Other Managers	10	18.6%	0.0%	0	25.0%	0.0%	0	0	0	0.0%	0	0	0	15.0%	0.0%	0	0	0.0%	0.0%
03 Professionals	4	26.0%	0.0%	(33.3%	0.0%	0	0	0	0.0%	0	0	0	26.2%	0.0%	0	0	0.0%	0.0%
04 Semi-Professionals & Tech	17	4.3%		2	12.5%	2.0%	1	3	2	2.0%	0	-2	0	14.8%	2.0%	2	2	11.8%	10.5%
05 Supervisors	2		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	10	1	5.0%	2	0.0%	3.0%	1	3	0	3.0%	0	0	0	8.8%	0.0%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	2		20.0%]	100.0%	0.0%	0	1]	0.0%	0	-1	0		1.0%		!	50.0%	33.3%
08 Skilled Sales & Service	9	-11.5%		(0.0%	0.0%	0	0		0.0%	0	-1	0		1.0%	!	! !	11.1%	11.1%
09 Skilled Crafts & Trades	1/	-1.9%	5.0%		11.4%	0.0%	0	3		0.0%	0	-1	0	177.40	1.0%	!		5.9%	5.0% 0.0%
10 Clerical Personnel	9	14.5%	0.0%	,	13.3%	0.0%	0	U		1	0	0	0	17.4%	0.0%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	5 65	0.0%	6.0%		66.7%	0.0% 3.0%	0	10		0.0% 3.0%	0	9	0	22.2% 22.7%	0.0% 5.0%	0	0	0.0% 7.7%	11.7%
12 Semi-Skilled Manual 13 Other Sales & Service	55	-60.3%	0.0%	12	0.0%	0.0%	0	18] 3	0.0%	0	-1	4	22.7%	5.0% 0.0%	1 4)	7.7%	0.0%
1 1	68	13.1%		10	1	3.0%	0	16		3.0%	1 '	U	0	22.1%	8.0%		1 "	11.8%	14.1%
14 Other Manual Workers																			

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

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	Members of Visi		
Occupational Group (EEOG)	Short-term Goals	Long-term Goals	Comments
01 Senior Managers	0.0		
02 Middle & Other Managers	15.0	15.0%	
03 Professionals	26.2	26.2%	
04 Semi-Professionals & Tech	14.8	14.8%	
05 Supervisors	0.0		
06 Supervisors: Crafts & Trades	8.8	8.8%	
07 Administrative & Sr Clerical	0.0		
08 Skilled Sales & Service	0.0		
09 Skilled Crafts & Trades	0.0		
10 Clerical Personnel	17.4	17.4%	
11 Intermediate Sales & Service	22.2	22.2%	
12 Semi-Skilled Manual	22.7	22.7%	ó
13 Other Sales & Service	0.0	The state of the s	001284
14 Other Manual Workers	22.1	22.1%	6

	Federal Contractors Program Achievement Report
	Part 3: Goals
	Baxters Canada Inc.
	YYYY-MM-DD
Total	0.0

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										Baxte	rs Cana	ida Inc.											
										YY?	YY-MN	4-DD											
A B	Г с	D	E	F	G	H	ı	J	K	L	М	l N	o	i P	О	R	S	т	U	l V	w	X	Y
A			**********		·		1		N	***************************************	178	<u></u>		<u></u>	·····························	<u>N</u>	<u></u>		1 <u>V</u>		<u></u>	.i	<u> </u>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E÷D x100	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 Analysi			U x F ÷ 100	V - X
	***********	Analysis J	L	Ţ	L	L	Į	<u></u>	L	L Allalysis	l I	<u> </u>	L	<u></u>	.i	<u> </u>	ll	J	l	. L. Ananysis		lI	1J
				Workl	orce Ar	alysis									Flow	Data A	nalysis						
Employment Equity Decupational Group	Year			V	Vorkforce						Hires				1	rometie				7	erminati		
EEOG)		All Employees	Represe	entation	Wo Avail		Gap	EE Result	All Employees	Ac	tual V	6 Expected	Difference	All Employees	A	tual (Expected	Difference	All Employees	A	ctual	Expected	Differe
4	#	#	ä	٠,	%	#	4	**	#	#	9,	μ	#	н	н	9/6	#	H	#	#	%	#	#
01 Senior Managers	2016 2018	1	0			ž	0	0.0	0	0	0.0	0	n) () (0.0		C) .	0.0) 0)
Middle & Other	2016	6	3	50.0	38.9	2	1	128.5		<u> </u>							Ï						
Managers	2018 2016	10 2	3 0		[<u></u>	-1 -1	77.1 0.0	4	1	25.0	2	+1]	1	100.0	1	1		2	2 100.0) 1	-
03 Professionals	2018	- 4	2	50.0	57.8	2	0	86.5	4	2	50.0	2	0	0) (0.0	0	0		1	0.0	0	J
04 Semi-Professionals & Technicians	2016 2018	15 17	12 14			ž	4	146.5 154.8	А	3	75.0	2	1) (0.0			,	1 50.0	, ,	,	
05 Supervisors	2016	3	2	······	50.8	<u> </u>	0	131.2	***		72.0	<u> </u>			<u> </u>	1 0.0	l V		-	-	1: 303	4	†
	2018 2016	2 8	1 2				0	98.4 98.0	0	0	0.0	0	0) () (0.0	0	0	- 1) (0.0	0	1
06 Supervisors: Crafts & Trades	2018	10	3			ž	0	117.6	0	0	0.0	0	0	2	2 1	50.0	1	1	() (0,0	0	,
***************************************	************			************	******************	<u></u>		· · · · · · · · · · · · · · · · · · ·		······································	*************	Ş											
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ⊕ D x 100	Part 3: Goals	E+Gx 100	Part 3: Goals	F÷1x100	Part 3: Goals	E + K x 100	Part 3: Goals	F ÷ M x 100											
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		New	Entra	nts				G	oals														
Employment Equity	Year	F	ow Data			Short-te		S		Long-ter													
Decupational Group EEOG)		All Employees	Woi Act		Geal	Percent of	men Goal	Percent of	Goal	Won Percent of	ien Goal	Percent of					C	ommen	ts				
	#	#	*	**	Goar	Goal Met	%	Goal Met	Const	Goal Met	%	Goal Met											
01 Senior Managers	2018	0		0,0	0		0.0	0.0	0	0.0	0.0	0.0											
Middle & Other	2021 2018	0 3	0 2	17.9.		0.0	0.0	+	n	0.0	0.0	0.0											
Managers	2021	3	2	66.7	,		38.9	171.4	V		0.4	17138.0											
03 Professionals	2018 2021	3	2 2		1	200.0	0.0 0.0	·	0	0.0	0.0 0.0	0.0											
Semi-Professionals &	2018	2	3	150.0		0.0	0.0		0	0.0	0.0												
Technicians	2021 2018	2	3 0		-	0.0	0.0 0.0	-		0.0	0.0												
05 Supervisors	2018	0	0		- 1	0.0	0.0 0.0	0.0	0	0.0	0.0	0.0											
06 Supervisors: Crafts &	2018 2021	2	1.	50.0 50.0		0.0	0.0	ł	0	0.0	0.0									-			
Trades			. 1:	50.6	11	•	0.0	0.0		1	0.0	0.0											

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										Baxter	rs Cana	ıda Inc.											
		***************************************								YY	YY-MN	1-DD											
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A B	<u> </u>	D	E	F	<u> </u>	H	I	J	K	<u>L</u>	M	<u>N</u>	0	<u>P</u>	Q	R	<u>S</u>	T	U	V	W	X	<u>Y</u>
Data sources:	************	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E+D x100	Part 1: Workforce Analysis	D x G + 100	Е-Н	E+H x100	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÷Ux 100	U x F + 100	V-X
	1	.		<u> </u>	1	<u> </u>	Ţ	1	Ţ	1	1	\	1	1	J	<u> </u>	.	1	1	1	Ţ	1	1
Employment Equity					orce An						Hires			T		Data A			T	т.			
Occupational Group	Year	All			Workforce Wo				All			omen		All	1	Promotio V	omen		All	10	rminatio W	omen	
(EEOG)		Employees	Represe	entation	Avail	ability	Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Ac	tual	Expected	Difference	Employees	Act	ual	Expected	Differenc
Administrative &	2016	# 2	# 1	50.0	80.8	# 2	-1	61.9	#	#	%	μ	#	ü	#	%	#	#	¥	#	%	#	4
07 Senior Clerical	2018	2	1	:	I		-1	61.9	3	1	33.3	2	-1) 0	0.0	0	0	2	1	50.0	1	
08 Skilled Sales & Service Personnel	2016	13	ļ	÷		\$	-6	0.0															
Skillad Crafte &	2018 2016	9 18	0	<u> </u>	4		-4 0	0.0 179.2	1	()	0.0	0	U) (0	0.0	0	0	0	0	0.0	0	
09 Trades Workers	2018	17	1	5.9	3.1	1	0	189.8	2	0	0.0	0	0) () (0.0	0						
10 Clerical Personnel	2016 2018	6	6 6		62.5 62.5		2	160.0 106.7	3	1	33.3	2	-1	1) 0	0.0	0	0	1	1	100.0	1	
Intermediate Sales &	2016	3	2	66.7	61.8	<u></u>	0	107.9		*		<u></u>	•		·		Ÿ		1	· ·	10000		
Service Personnel Semi-Skilled Manual	2018 2016	3 64	2 22		61.8 18.4		10	107.9 186.8	0	0	0.0	0	0	2	2 1	50.0	1	0	2	1	50.0	1	
Workers Wandar	2018	65	{			ĝ	8	167.2	16	3	18.8	3	0) () 0	0.0	0	0	15	4	26.7	5	
************************************	*************	• • • • • • • • • • • • • • • • • • •			·*····································	<u></u>		z		••••••••••••••••••••••••••••••••••••••	******************************	\$24247474747474748484 2											
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E+Dx 100	Part 3: Goals	E + G x 100	Part 3: Goals	F = 1 x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F = M x 100	* * * * * * * * * * * * * * * * * * *										
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		New	Entrai	nts				G	oals														
Employment Equity	Year	FI	low Data			Short-te		S		Long-ter													
Occupational Group (EEOG)		All	Wor			Wo Percent of		Percent of		Won Percent of		Percent of					C	ommen	ts				
(ELUU)		Employees	Act		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
Administrative &	2018	# 1	1	100.0	# 0	0.0	0.0	0.0	# 0	0.0	% 0.0	0.0											
Senior Clerical	2021	1	1	100.0			50,0	200.0			0.5	20000.0											
08 Skilled Sales & Service Personnel	2018	1	0	\$		0.0	0.0 43.9	0.0	4	0.0	0.0 0.4	0.0											
OG Skilled Crafts &	2018	0	0		C200	0.0	0.0	0.0	0	0.0	0.0												
92 Inc. 4 444 4	2021	0	0	-		0.0	0.0	0.0	^	0.0	0.0	-											
Trades Workers		1 2	, 1)	50.0	L	0.0		!	0	0.0	0.0												
10 Clerical Personnel	2018	18 2 1 50.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0																					
10 Clerical Personnel 11 Intermediate Sales &	2021 2018	0 1 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0																					
10 Clerical Personnel	2021	8 0 1 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0																					

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										Baxter	rs Can	ada Inc.												
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A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	0	R	s	Ť T	i U	i v i	w	X	Y	
Data sources:		Part 1: Workforce Analysis		E+D x 100	Part 1: Workforce Analysis	D x G + 100	Е-Н	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ~ P x 100	P x F ÷ 100	Q-S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F ÷ 100	V - X	
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			N	Vorkf	orce An	alysis									Flow	Data A	nalysis							
Employment Equity Occupational Group	Year			N	orkforce						Hires				P	rometio				Te	rminati			
(EEOG)		All Employees	Represent	tation	Wo Avails		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Ac	ual V	Expected	Difference	All Employees	Act		Expected	Difference	
	Ħ	ú	8	%	%	#	#	%	£	H	9%	μ	#	ü	н	o/ _e	#	#	H	#	%	#	i i	
13 Other Sales & Service		16	1	6.3	51.1		-7	12.2																
Personnel	2018	1	1	100.0	51.1		0	195.7	0	0	0.0	0	0	0	0	0,0	0	(0	0	0.0	0	0	
14 Other Manual Workers	2016 2018	47 68	39 38	83.0 55.9	23.8 23.8	k	28 22	348.7 234.8	56	23	41.1	13	10	ſ	0	0.0		(36	16	44.4	30	-14	
	2016	204	91	44.6	29.8		30	149.7	30		* ****	12	10	l		0.0	· ·	,	, 30	1.0		- 30	-14	
Total	2018	218	92	42.2	28.1	61	31	150.2	93	34	36.6	26	8	5	3	60.0	2	1	63	26	41.3	28	-2	
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷1x100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F = M x 100												
		. ↓	Ų.	Ţ	. ↓	Ţ	Į.	Ţ	1	1	1	↓												
			/ Entrant	ts					oals															
Employment Equity	Year	F	low Data				rm Goals			Long-ter Won														
Occupational Group (EEOG)		All Employees	Wome		Goal	Wo Percent of Goal Met	men Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	al Met %											
	#	#	#	s/ ₆	#	%	%	%	#	%	%	%												
13 Other Sales & Service Personnel	e 2018 2021	0	0	0.0	2	0.0	0.0 0.0	0.0	5	0.0	0.0	0.0												
. Other Manual	2021	20		115.0	0	0.0	0.0	0.0		0.0	9.0	-												
Workers	2021	20	23	115.0			0.0	0.0			0.0	0.0												
Total	2018	35	ļ	105.7	5	740.0	0.0	0.0		411.1	0.0	ļ												
	2021	35	37	105.7			0.0	0.0			0.0	0.0												

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A B	<u>C</u>	D	E	<u>F</u>	<u> </u>	Н	<u>I</u>	J	K	<u>L</u>	M	<u> </u>	0	P	Q	R	S	T	U	<u>V</u>	W	X	<u>Y</u>
Data sources:		Part 1: Workforce	Part 1: Workforce	E ÷ D x 100	Part 1: Workforce	DxG = 100	E - H	E+H x100	Part 2; Flow Data Analysis	Part 2: Flow Data	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data	V÷Ux 100	U x F ÷ 100	V-X
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		-		Workf	orce An	alysis					•	•			Flow	Data A	nalysis	•			-		,
Employment Equity Occupational Group	Year			N	orkforce						Hires				I	rometie				Te	rminatio		
(EEOG)		All Employees	Represe	ntation	Aborigina Avail	al Peoples ability	Gap	EE Result	All Employees	Ac	Aborig tual	Expected	Difference	All Employees	Ac	Aborig tual	nal Peoples Expected	Difference	All Employees	Ac	Aborigi tual	nal Peoples Expected	Differe
	Ħ	#	2	*,	*%	#	¥	**	#	il.	9,6	и	#	ü	4	a _e	#	¥	#	#	%	#	#
01 Senior Managers	2016 2018	1	0	0.0	2.9 2.9	\$I	0	0.0	0	0	0.0	0	0) 0	0.0	0	0	0	0	0.0	0)
02 Middle & Other	2016	6	0	0.0	1		0	0.0															
Managers	2018 2016	10 2	0	0.0	4	·······	0	0.0	4	0	0.0	T U	(]	0	0.0	0	()	2	0	0.0	()	
03 Professionals	2018	4	1	25.0		<u></u>	1	1,562.5	4	1	25.0	0	1	() 0	0.0	0	0.0	0	1			
04 Semi-Professionals & Technicians	2016 2018	15 17	i	0.0			0	0.0 0.0	4	0	0.0	0	0) () 0	0.0	0	0.0	0)			
05 Supervisors	2016 2018	3 2	0	0.0	I	ž	0	0.0 0.0		0	0.0) (0.0					0.0	n	
06 Supervisors: Crafts &	2016	8	0	0.0	ļ		0	0.0	U	U	0,0	0	U	1	1 0	0.0	V	0	V	0	0.0	0	
Trades	2018	10	0	0.0	0.8	0	0	0.0	0	0	0.0	0	0) 2	2 0	0.0	0	0	0	0	0.0	0	
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Data sources:		Data Analysis	Flow Data Analysis	100	Goals	100	Goals	F = 1 X 100	Part 3: Goals	100	Goals	F + M x 100											
		↓	<u> </u>	1	↓ I	<u> </u>	<u> </u>	<u> </u>	<u> </u>	1	1												
			Entrai	its		Short-ter	m Goal		oals	Long-ter	m Goals												
Employment Equity Occupational Group	Year	All	Aborigina	l Peoples		Aborigina	•••••	3		Aborigina							C	ommen	ts				
EEOG)		Employees	Act	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	# 2010	#	# 0	%	# 0	%	%	**	# 0	% 0.0	e,	%											
01 Senior Managers	2018 2021	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 2021	3	0	0.0		0.0	0.0	0.0 0.0	0	0.0	0.0 0.0	0.0											
03 Professionals	2018	3	1	33.3	0	0.0	0.0	0.0	0	0.0	0.0	 											
Sami Professionale &	2021 2018	3	1 0	33.3 0.0		0.0	0.0	0.0 0.0	0	0.0	0.0	+											
04 Semi-Professionals & Technicians	2021	2	0	0.0	Income construction (0.0	0.0	0.0	U	0.0	0.0	0.0											
05 Supervisors	2018 2021	0	0	0.0	Lancasca and a second	0.0	0.0 0.0	0.0 0.0	0	0.0	0.0 0.0	•											
06 Supervisors: Crafts &	2018	2	0	0.0		0.0	0.0	0.0	0	0,0	0.0	4											
Trades	2021	2	0	0.0			0.0	0.0			0.0	0.0											

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Data sources:	X#X#>#X#######	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E+D x 100	Part 1: Workforce Analysis	DxG +100	Е-Н	E+H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L+K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V÷Ux 100	U x F ÷ 100	V-X				
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				Workf	orce An	alysis									Flow	Data A	nalysis										
Employment Equity Occupational Group	Year			V	orkforce						Hires				F	rometio				Te	rminatio						
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	#	. #	# #	%	%	#	4 #	%	#	#	%	Expected #	#	ii.	ž.	%	# #	###	#	#	%	##	##				
07 Administrative & Senior Clerical	2016 2018	2	0		0.7 0.7	\$I	0	0.0	2	0	0.0	0	0) 0	0	0.0	0	0	2	0	0.0	0	(
08 Skilled Sales & Service Personnel	2016 2018	13	0	0,0	1.4	0	0	0.0		0		0	0		0		0	n	0	0		n					
Skillad Crofts &	2016	18	0			<u></u>	0	0.0	1.	·	0.0	0	O	<u> </u>	' '	0.0	V		V	V:	0.0						
09 Trades Workers	2018	17	0	0.0		č	0	0.0	2	. 0	0.0	0	0	0	0 0 0.0 0 0 2 0 0.0 0												
10 Clerical Personnel	2016 2018	6 9	0 0		0.8 0.8		0	0.0	3	0	0.0	0	0	0	0 0 0,0 0 0 2 0 0,0 0												
Intermediate Sales & Service Personnel	2016 2018	3 3	0 0		I		0	0.0	0	0	0.0	0	0) 2	. 0	0.0	0	0	2	0	0.0	0	(
12 Semi-Skilled Manual Workers	2016 2018	64 65	0		0.9	\$	-l -l	0.0	16	. 0	0.0	0) 0	0	0,0	0	0	15	0	0.0	0	(
<u> </u>	1				1			1		1				<u> </u>						I							
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÷1x100	Part 3: Goals	E + K x 100	Part 3; Goals	F ÷ M x 100															
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		New	Entrai	nts		•		G	loals	•																	
Employment Equity		F	ow Data			Short-ter	m Goal	S		Long-ter	m Goals																
Occupational Group	Year	All	Aborigina	il Peoples		Aborigina	l Peoples			Aborigina	Peoples						C	ommen	ts								
(EEOG)		Employees	Act	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Geal	Percent of Goal Met															
	Ħ	#	*	*4	#	*,	%	*.	#	%	0/6	%															
07 Administrative & Senior Clerical	2018 2021	1	0		£	0.0	0.0 0.0	0.0	k	0.0	0.0 0.0	0.0															
08 Skilled Sales &	2018	1	0			0.0	0.0	0.0		0.0	0.0	0.0															
Service Personnel OS Skilled Crafts &	2021 2018	0	0 0			0.0	0.0	0.0		0.0	0.0	0.0															
Trades Workers	2021	0	0			0.0	0.0	0.0		0.0	0.0																
10 Clerical Personnel	2018 2021	2	0 0	0.0			0.0	0.0		0.0	0.0 0.0	0,0															
11 Intermediate Sales & Service Personnel	2018 2021	0 0	0 0			0.0	0.0	0.0	.	0.0	0.0 0.0	0.0															
12 Semi-Skilled Manual	2018	1	0	,		0.0	0.0	0.0		0,0	0.0	0.0															
12 Workers	2021	1	0	0.0			0.9	0.0			0.9	0.0															

A	Part 5: Results - Aboriginal Peoples Baxters Canada Inc. YYYY-MM-DD B C D E F G H I J K L M N O P O R S T U V W X Y														Report											
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A	343434343434343434343434	×************	e>45454343434305654545454545454	Mara 20120 e p. 43 43 44 44 44 44 44 44 44 44 44 44 44	********	***********		*****		********	************	********	***********	**********	3434343 4344444444	********		*******	*********	-4.505.45.45.45.45.45.45.45.45.45.45.45.45.45		**********		22000000000		
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				W		orce Analys	is									Flow I)ata A	nalysis								
	ment Equity tional Group	Year			W	orkforce Aboriginal Peor						Hires	nat Peoples			P	romotio	IIS inal Peoples			Te	rminatio				
(EEOG)			All Employees	Representa	ition	Availability		ap E	E Result	All Employees	Ac	Aborigi	Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Acti		nal Peoples Expected	Difference		
		Ħ	и	#	%	%		¥ .	**	¥	#	%	и	#	ü	и	%	#	ų.	H	# :	%	#	4		
[5 1		2016	16	0	0.0	0.8	0	0	0.0								•									
		2018	1 47	0	0.0	0.8	0	0	0.0	0	0	0.0	0	0 0 0 0 0 0 0 0 0 0												
14 Worl	r Manual kers	2016 2018	68	0	0.0 0.0	0.8	1	-1	0.0 0.0	56	0	0.0	0	0	0	0	0.0	0		36	0	0.0	0			
Total		2016	204	0	0.0	1.0	2	-2	0.0		·			~				· · · · · · · · · · · · · · · · · · ·	``							
		2018	218	1	0.5	1.0	2	-1	45.9	93	1	1.1	1	0	5	0	0.0	0	(63	0	0.0	0	0		
Data sources	S:	*********	Part 2: Flow Data Analysis	Flow Data Analysis	E÷Dx 100	Part 3: E÷ Goals 10	0 G	n 3: pals	- 1 x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F+M x 100													
			<u> </u>		1	1 1	,	↓	<u> </u>		1		<u>\</u>													
				Entrant	S			~ .	G	oals																
	ment Equity tional Group	Year	FI	ow Data Aboriginal P	eoples		t-term (original Peo				Long-ter Aborigina							,	``amman	ite						
(EEOG)	•		All Employees	Actual		Goal Perce	nt of	Pi	ercent of Joal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	%												
		Ħ	2	#	9/6	# 9		%	%	#	%	9/6														
151	r Sales & Service onnel	2018 2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0													
	er Manual	2021	20	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0													
14 Worl	1.	2021	20	0	0.0			0.8	0.0			0.8	0.0													
Total		2018 2021	35 35	1	2.9 2.9	0	0.0	0.0	0.0 0.0	1	100.0	0.0	0.0													

								Feder	al Contr	actors	Progra	m Achie	vement	Report									
								l	'art 6: R	esults -	Persor	s with I	Disabilit	ies									
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Data sources:	***********	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E-H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L+K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F ÷ 100	Q-S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F ÷ 100	V- X
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Employment Equity					orce An									T			nalysis		T				
Occupational Group	Year	All		V	Vorkforce Persons wit	<u>.</u> h Disabilities			All		Hires Persons w	ith Disabilitie		All	ŀ	romotio Persons w	HS ith Disabiliti	es	All	10	rminatio	ONS th Disabilities	
(EEOG)		Employees	Represe	entation	Avail	ability	Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Ac	tual	Expected	Difference	Employees	Act	ual	Expected	Difference
	#	# -	#	%	%	#	#	**	#	#	0,	И	#	ü	4	%	#	#	#	#	%	#	#
01& Managers	2016 2018	11	0			\$	0	0.0	4	0	0.0	0	() 1	0	0.0	0) ()	2	0	0.0	0	0
03 Professionals	2016	2			3.8	0	1	1,315.8															
	2018	4 15	1		·· 		1	657.9 144.9	4	2	50.0	0	2	2 0	0	0.0	0	0	1	1	100.0	1	1
04 Semi-Professionals & Technicians	2016 2018	15 17	i	Ì		2	0	144.9 127.9	4	1	25.0	0	1	1 0	0	0.0	0	0	2	1	50.0	0	1
05 Supervisors	2016	3		ł		2	0	0.0															
	2018 2016	2 8	ļ	<u>.</u>	· -	<u></u>	-1	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	10				ř	-1 -1	0.0	0	()	0.0	0	C) 2	0	0.0	0	0	0	0	0.0	0	0
3	*****			·	ş				**************	y		· · · · · · · · · · · · · · · · · · ·											
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÷1x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F + M x 100											
		1	Ţ	1	1	Ţ	Ţ	Ţ	Ų.	Ţ	1	\											
			Entra						oals														
Employment Equity	Year	F	ow Data Person		1	Short-te		š .			m Goals												
Occupational Group (EEOG)		All Employees	Disab Act		Goal	Persons with Percent of	Goal	Percent of	Goal	Percent of	Disabilities Goal	Percent of					(Commen	ts				
	#	#	ø	%	#	Goal Met	%	Goal Met	#	Goal Met	9/4	Goal Met											
01& Managers	2018	3	()	0.0	0	0.0	0.0	0.0	0	0.0	·	0,0											
02 Wanagers	2021	3 3	0	<u> </u>	+	0.0	0.0	0.0		0.0	0.0	·											
03 Professionals	2018 2021	3	2 2		0	0.0	0.0 0.0	0.0 0.0	0	0.0	0.0												
04 Semi-Professionals &	2018	2		50.0	Beautiful Commence	0.0	0.0	0.0	0	0.0	0,0	0.0											
Technicians	2021 2018	2	1 0	50.0 0.0	-	0.0	0.0 0.0	0.0	7	0.0	0.0												
05 Supervisors	2018	0	0	}	•	0.0	0.0	0.0	0	0.0	0.0	0.0											
06 Supervisors: Crafts &	2018	2		0.0	-	0.0	0.0	0.0	1	0.0	0.0	0.0											
Trades	2021	2	0	0.0			7.8	0.0			0.1	0.0											

								l	Part 6: R	esults -	Person	is with I	Disabilit	ies									
						***************************************				Baxte	rs Cana	ada Inc.											
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A B	С	D	E	F	G	Н	I		K	L	М	l N	0	P	Q	R	S	T	U	i v	w	X	Y
			*************************		4.4.4.4.4.4.4.4.4.4.4.4				<u> </u>	***************************************	i			<u></u>	**************************************		<u></u>		. <u>i</u>	***************************************			
Data sources:		Part 1: Workforce Analysis		E÷D x 100	Part I: Workforce Analysis	D x G + 100	E-H	E+H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L+K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q * P x 100	P x F ÷ 100	Q-S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ⊕ U x 100	U x F ÷ 100	V - X
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			•	orkfe	ree An	······································	·	·		•	•	•	•	*	· · · · · ·	······	nalysis	•	*		•	•	•
Employment Equity	Year				orkforce						Hires					romotio				Te	rminati	ons	
Occupational Group (EEOG)		All				h Disabilities			All			ith Disabilitie		All			ith Disabilitie		All			ith Disabilities	
EEOO)	#	Employees	Representa	tion **	Avail.	ability #	Gap	EE Result	Employees #	As	tual %	Expected #	Difference #	Employees #	Acti	eal %	Expected	Difference #	Employees	Act #	ual %	Expected 	Differenc
07 Administrative &	2016	2	0	0.0	3.4	·	0	0.0	ļ	*		-	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			/6	•	, ,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	7	/u	7	
O7 Senior Clerical	2018	2	0	0.0	3.4	0	0	0.0	3	()	0.0	0	() 0	0	0.0	0	() 2	0	0.0	0	
08 Skilled Sales &	2016	13	0	0,0	3.5	·	0	0.0															
Service Personnel Skilled Crafts &	2018 2016	9 18	0 <u>;</u> 0;	0.0	3.5 3.8	I	0 -1	0.0 0.0	-	0	0.0	0	(0	0	0.0	0	(0	0	0.0	0	
79 Trades Workers	2018	17	0	0.0	3.8	č	-1	0.0	1	0	0.0	0	() 0	0	0.0	0	() 2	0	0.0	0	l
10 Clerical Personnel	2016	6	2	33.3	7.0	•	2	476.2									†						
	2018	9	2	22.2	7.0	<u></u>	1	317.5	3	1	33.3	0		0	0	0.0	0	(0 1	1	100.0	0	
Intermediate Sales & Service Personnel	2016 2018	3	0	0.0	5.6 5.6	‡ .	0	0.0 0.0		0	0.0			, ,	0	0.0		(3 2	0	0.0	0	ļ
, Semi-Skilled Manual	2016	64	2	3.1	4.8		-1	65.1			0.0			1		0.6	1	`			0.0	V	
Workers	2018	65	1	1.5	4.8	3	-2	32.1	16	1	6.3	1	(0	0	0,0	0	() 15	1	6.7	0	L
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Data sources:		Part 2: Flow Data Analysis	Flow Data	⊕Dx 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ 1 x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100											
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		•	Entrants		Ψ	<u> </u>	Ψ	•	loals	Ψ	Ψ	Ψ											
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EEOG)		All Employees	Actual	es .	Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of											
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Administrative &	# 2018		0	0.0	# ()	% 0.0	0.0	0.0		0.0	0.0	0.0											
07 Senior Clerical	2021		0	0.0			0.0		Lecter to the contract of the		0.0												
98 Skilled Sales &	2018	1	0	0.0	0	0.0	0.0		\$	0,0	al												
Service Personnel Skilled Crafts &	2021 2018	1 n	0	0.0	0	0.0	0.0	0.0 0.0	 	0.0	0.0	·											
79 Trades Workers	2018	0	0	0.0	U	0.0	3.8	0.0	I	0.0	0.0	· •											
10 Clerical Personnel	2018	2	1	50.0	0	0.0	0.0	0.0	0	0.0	4	+											
	2021	2	1	50.0			0.0	0.0			0.0	-											
, Intermediate Sales &	2018	0	0	0.0	0	0.0	0.0	0.0	Econociono con con con con con con con con con	0.0	0.0												
	2021	ام	ni	ام م			മര	an			0.0	0.0											
Service Personnel Semi-Skilled Manual	2021 2018	0	0	0.0	0	0.0	0.0	0.0	 	100.0	0.0												

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Other Sales & Service	2016	16	0	0.0	6.3		-1	0.0															
Personnel	2018	1	4	400.0	6.3		4	6,349.2	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016 2018	47 68	3	6.4 0.0	5.3 5.3	2 A	1	120.4 0.0	56	5	8.9	2	2		0	0.0		a	36	4	11.1	,	
	2016	204	L	4.4	5.1	10	-1		30	, , , ,	0.7	3	۵	Y	· · · · · ·	0.0	V	V	30	7	11.1		
Total	2018	218	9	4.1	5.1	11	-2	80.9	93	10	10.8	5	5	5	0	0.0	0	0	63	8	12.7	3	5
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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 = 1 x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F - M x 100											
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Other Sales & Service	# 2018	# 0	9 0	0.0	# 0	% 0.0	94	% 0.0	#	0.0	0.0	% 0.0											
13 Other Sales & Service Personnel	2018	0	0	0.0	U	0.0	0.0		L	0.0	0.0	0.0											
Other Manual	2018	20	5	25.0	0	0.0	0.0	<u> </u>	4	0.0	0.0	0.0											
Workers	2021	20	5	25.0			5.3	4			0.1	47169.8											
Total	2018	35		28.6	0	0.0	0.0	0.0	L	250.0	0.0	0.0											
	2021	35	10	28.6			0.0	0.0		1	0.0	0.0											

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										Baxte	rs Cana	ida Inc.											
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Data sources:		Part 1: Workforce	Part 1: Workforce	E + D x 100	Part 1: Workforce	D x G ⊕100	E - H	E + H x 100	Part 2; Flow Data Analysis	Part 2: Flow Data	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data	Q * P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysi	Part 2: Flow Data	V ⊕ U x 100	U x F + 100	V - X
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01 Senior Managers	2016 2018	1	0		I		0	0.0	n	0	0.0	0	ก	1 .) (0.0		n) (0.0		1
02 Middle & Other	2016	6	0	0.0	15.0	1	-1	0.0	,		0.0	0	V	1			V		,	,	1	· ·	
Managers	2018 2016	10 2	0		4		0	0.0 141.2	4	()	0.0	0	0) 1		0.0	0	()		! (0.0	0	
03 Professionals	2018	4	0		.		0	0.0	4	1	25.0	0	1	() (0.0	0	0		1	100.0	1	-
04 Semi-Professionals & Technicians	2016 2018	15 17	1 2				-l ၁	43.6 588.2	4	1	25.0		1) (0.0		0		2 (0.0		1
05 Supervisors	2016	3	0		 	·	-1	0.0	***	1	23.0			1	<u> </u>	0.0	V			<u> </u>	1 0.0	1	-
Supervisors: Crafts &	2018 2016	2 8	0		ļ		0	0.0	0	0	0.0	0	0) () (0.0	0	0	1) (0.0	0	4
06 Trades	2018	10	0		I		0	0.0	0	0	0.0	0	0) 2	2 (0.0	0	()	() (0.0	0	,
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	#	#	4	%	#	Goal Met	%	Goal Met	*	Goal Met	9,6	Goal Met											
01 Senior Managers	2018	0	0	0.0	L		0.0	0.0	0	0.0	0.0	0,0											
Middle & Other	2021	0	0			0.0	0.0	0.0	0	0.0	0.0	0.0											
02 Managers	2021	3	0	0.0			15.0	0.0			0.2	0.0											
03 Professionals	2018 2021	3	1		************************************	0.0	0.0 26.2	0.0 127.2	0	0.0	0.0 0.3	0.0 12722.6											
04 Semi-Professionals &	2018	2	1	50.0	1	100.0	0.0	0.0	0	0.0	0.0	0.0											
Technicians	2021 2018	2	1 0		1	0.0	14.8 0.0	337.8 0.0	1	0.0	0.1	33783.8 0.0											
05 Supervisors	2018	0	0		Lancino de la constanti	0.0	0.0	0.0	1	0.0	0.0	0.0											
06 Supervisors: Crafts &	2018 2021	2	0		Innouncement	0.0	0.0	0.0	1	0.0	0.0												
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(EEOG)		Employees	Represe	ntation	Avail	ability	Gap	EE Result	Employees	Ac	toal	Expected	Difference	Employees	Ac	tual	Expected	Difference	Employees	Act	tual	Expected	Differen
A descipiotentian 6	2016	# 2	# 0:	0.0	12.2	# 0	# (1	0.0	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07 Administrative & Senior Clerical	2018	2	1		1.0	\$	1	5,000.0	3	1	33.3	0	1) 0	0.0	0	()	2	0	0.0	0	
08 Skilled Sales &	2016	13	1	:	13.0	÷	-1	59.2															
Service Personnel Skilled Crafts &	2018 2016	9 18	1	·	1.0 5.3		1	1,111.1	1	. 0	0.0	0	0		0	0.0	0	()	0	0	0.0	0	
09 Trades Workers	2018	17	1		4	₹	1	588.2	2	! 0	0.0	0	0) () 0	0.0	0	0	2	0	0.0	0	
10 Clerical Personnel	2016 2018	6 9	0		17.4 0.0	Ž	-1 0	0.0	3	0	0.0	0	0) () 0	0.0	0	O	ı	0	0.0	0	
Intermediate Sales & Service Personnel	2016 2018	3	0		ł	÷	-1 n	-	n	0	0.0	0	0) 2	2 0	0.0	0	0	2	0	0.0	0	
Semi-Skilled Manual	2016	64	4		22.7	<u></u>	-11										, and a		_			<u> </u>	
Workers	2018	65	5	7.7	5.0	3	2	153.8	16	4	25.0	1	3	3 () 0	0.0	0	()	15	3	20.0	1	
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Occupational Group (EEOG)		All Employees	Act		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					C	ommen	15				
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07 Administrative &	2018	1	1		0		0.0		0	0.0	0.0	0.0											
Senior Clerical	2021	1	1				0,0	+			0.0												
08 Skilled Sales & Service Personnel	2018	1	0	:	1	0.0	0.0	- 	0	0.0	0.0	0.0											
	2018	Ó	0		V. C.	0.0	0.0			0.0	0.0	 											
OO Skilled Crafts &	2021	0	0				0.0	-			0.0	 											
09 Trades Workers	2010		0	0.0	0	0.0	0.0	0.0	1	0.0	0.0												
(10.1	2018	2	l				17.4	0.0			0.2	0.0											
Trades Workers	2018 2021 2018	2 2 0	0	0.0		0.0	17.4 0.0	- 		0.0	0.2 0.0	 											
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	Other Sales & Service	2016	16	2	12.5	24.3		-2	51.4															
,	Personnel	2018	1	0	0.0	0.0		0	0.0	()	4	0.0	0	4	0	0	0.0	0	(0	1	0.0	0	1
1 12 1	Other Manual Workers	2016 2018	47 68	3 8	6.4 11.8	22.1 8.0		-7 3	28.9 147.1	56	0	0.0	Δ	_4		0	0.0	1 0	(36	0	0,0	2	
		2016	204	ł	6.4	18.9		-26	33.7	30		0.0			· ·	· ·		7	,	, 30	· · · · ·	0.0		
Total		2018	218	18	8.3	18.9	41	-23	43.7	93	11	11.8	18	-7	5	0	0.0	0	(63	5	7.9	4	1
Data sc	nurces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷1x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F+M x 100											
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,, (Other Sales & Service	2018	- 0	4	0.0	0	0.0	0.0	0.0		200.0	0,0	0.0											
13	Personnel	2021	0	4	0,0			0,0	0,0			0,0	0.0											
1 1 4 1	Other Manual Workers	2018	20		0.0	2	0.0	0.0	0.0		0.0	0.0	0.0											
		2021 2018	20 35	0	0.0 31.4	8	137.5	22.1 0.0	0.0		84.6	0.2	0.0											
Total		2021	35	11	31.4	Ü	157.5	0.0	0.0		07.0	0.0	0.0											

Federal Contractors Pr	ogram Achievement Report
Part 8: Rea	sonable Efforts
Baxters	Canada Inc.
YYYY	Y-MM-DD

Efforts

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

T				
Rea	uire	a m	easu	res:

equity.

Requi	red measures:
\checkmark	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.
\checkmark	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.
7	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).
4	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.
7	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.
\checkmark	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.
1	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
V	Consulted employee/union representatives on communication and implementation of employment

Ľ	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.
V	Undertook initiatives to increase representation where gaps in representation were found.
	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance ment.
	Impact of economic and industrial conditions on the organization.
	Any reorganization or other corporate structural changes.
	Acquisitions, mergers or transfers of employees.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

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

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Baxters Canada Inc.

Primary Location: Montréal, Québec

Number of Employees: 218 – all located in Quebec

Organization Overview:

NAIC 3114: Fruit and vegetable preserving and specialty food manufacturing

Baxters Canada Inc. is a supplier of canned soup in Canada, and markets its own brands, such as Aylmer and Primo. The company also manufactures meals in flexible pouches.

Key Dates - First Year Assessment

Initiated: 2016-04-01 (Extension granted to 2016-10-14)

Received: 2016-10-14 Closed: 2016-10-19 WFA: 2016-04-01

Key Dates – Subsequent Assessment

Initiated: 2018-05-13 2018-05-07 Received: WFA: 2018-05-01

DATA VERIFICATION

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

⊠ Yes □No

Comments:

- The data from the previous workforce analysis included in the Achievement Table is consistent with that found in the database.
- The data from the current workforce analysis included in the Achievement Table is consistent with that found in Forms 1 to 6 from WEIMS.

ASSESSMENT OF REASONABLE PROGRESS

The organization had set its hiring and promotion goals in hard numbers format. To note, the previous compliance assessment accepted that the company be found in compliance without setting goals at least equal to availability for each area of under-representation.

Women

3.	Professionals	Goal met (200%)
8.	Skilled Sales & Service Personnel	Goal not met (0%)
13	Other Sales & Service Personnel	Goal not met (0%)

Assessment/Observations

- EEOG 08: There was one new entrant for this EEOG, and it was not a woman. This is below the goal that the organization had set of hiring two women for this EEOG. Since 2016, there was a reduction from 13 to nine staff in this EEOG.
- EEOG 13: There were no new entrants for this EEOG. The organization had set the short-term goal for this EEOG of hiring two women. This EEOG also saw a reduction in staff from 2016 going from 16 to one.

Aboriginal Peoples

Assessment/Observations

EEOG 12: In 2016, the organization had a gap of -1 for Aboriginal peoples in this EEOG. However, no short term goals were set to address the gap and this was accepted during the previous compliance assessment. There were a total of 16 new entrants in this occupational group since 2016 and none self-identified as being an Aboriginal person; this is to be expected given the 0.9% labour market availability.

Persons with Disabilities

Assessment/Observations

- In 2016, the organization had gaps of -1 for persons with disabilities in EEOGs 06, 09, 12, and 13. However, no short term goals were set to address the gaps and this was accepted during the previous compliance assessment.
 - o EEOG 06: There were two new entrants, and none were persons with disabilities.
 - o EEOG 09: There were two new entrants, and none were persons with disabilities.
 - o EEOG 12: There were 16 new entrants, and one was a person with disabilities. This represents a hiring rate of 6.3% which is above the labour market availability of 4.8%.
 - EEOG 13: There were no new entrants for this EEOG.

Members of Visible Minorities

2.	Middle & Other Managers	Goal not met (0%)
4.	Semi-Professionals & Technicians	Goal met (100%)
8.	Skilled Sales & Service Personnel	Goal not met (0%)
12.	Semi-Skilled Manual Workers	Goal met (133%)
14.	Other Manual Workers	Goal met (200%)

Assessment/Observations

- EEOG 02: There were five new entrants, and none were members of visible minorities. This is below the goal that the organization had set of hiring one member of visible minorities for this EEOG.
- EEOG 04: There were four new entrants, and one was a member of visible minorities. The short term goal that had been accepted for this EEOG was one member of visible minorities; therefore this goal has been met.
- EEOG 08: There was one new entrant that was not a member of visible minorities. This is below the goal that the organization had set of hiring one member of visible minorities for this EEOG.
- EEOG 12: There were 16 new entrants, and four were members of visible minorities. The short term goal that had been accepted for this EEOG was three members of visible minorities; therefore this goal has been met.
- EEOG 14: There were 56 new entrants, and four were members of visible minorities. The short term goal that had been accepted for this EEOG was two members of visible minorities; therefore this goal has been met. However, it is important to note that this is below labour market availability for this EEOG.
- In 2016, the organization had gaps of -1 for members of visible minorities in EEOGs 05, 06, 10, and 11 and a gap of -2 for EEOG 13. However, no short term goals were set to address these gaps and this was accepted during the previous compliance assessment.
 - o EEOG 05: There were no new entrants for this EEOG.
 - EEOG 06: There were two new entrants, and none were members of visible minorities.
 - EEOG 10: There were three new entrants, and none were members of visible minorities.
 - EEOG 11: There were two new entrants, and none were members of visible minorities.
 - EEOG 13: There were no new entrants for this EEOG.

ASSESSMENT OF REASONABLE EFFORTS

Of the eight goals that the organization had set during their first compliance assessment, four have been met and four have not.

In several EEOGs, there were insufficient hires to expect reasonable progress towards closing the goals to be made. It is also important to note that this assessment covers two years and not three, going from April 2016, to May 2018. Given that goals were not set for many gaps in representation found in the previous workforce analysis and that the organization has only had two years to achieve its goals, it is recommended that focus be on the current workforce analysis and ensuring that appropriate goals be set for the next three years.

ASSESSMENT OF SHORT-TERM GOALS

For all new and outstanding gaps, a short-term goal was set in percentage and is at least equal to availability.

Long-term goals

 \times A long-term goal has been set for every gap uncovered by the most recent workforce analysis. The organization has set its long-term goals at the labour market availability. Given the difficulties the organization has had in achieving its short term goals and the low turnover rate the company is expecting in the next few years, this seems reasonable and appropriate.

RECOMMENDATION

I recommend that	the employer be found	ţ
⊠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:

- Given that Baxters Canada has a number of gaps for women, Aboriginal peoples, persons with disabilities and members of visible minorities, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of these four groups. Guidance on the conduct of an employment systems review is available on the Labour Program website (Step 2-2 of the modules): https://equity.esdc.gc.ca/sgiemtweims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aidehelp& ga=2.252268041.1845905918.1519931408-1912045188.1507820070.
- If not already done, Baxters Canada may want to consider partnering with groups or associations in order to do more recruitment outreach in order to attract potential candidates that are members of the designated groups.

Name of Analyst: Marie-Josee Lemery	
Date: May 30, 2018	



From: Lemery, Marie-Josée M [NC] On Behalf Of EE-EME

Sent: June 8, 2018 11:58 AM

To: 'jacynthe.dicaire@baxters.com' <jacynthe.dicaire@baxters.com>

Subject: Government of Canada Agreement Number 050278 - Notice of Compliance with the Federal Contractors Program

This information is also available in French, upon request

Mrs Jacynthe Dicaire,

Please be advised that the subsequent conformity assessment undertaken on the May 13th, 2018 is now complete. The assessment concluded that Baxters Canada Inc is in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment EquityAct</u>.

The purpose of this subsequent compliance assessment was to verify whether your company has maintained compliance with FCP requirements and has made reasonable progress and/or made reasonable efforts to achieve employment equity.

After reviewing the information submitted by Baxters Canada Inc, we have made recommendations that will ensure the success of their employment equity program:

- As a number of gaps remain, it would be beneficial for the company to conduct an employment systems review (ESR) of its recruitment and hiring policies and practices to identify any potential barriers to the recruitment and retention of members of each designated group;
- The completion of an ESR, which will identify and eliminate potential barriers to achieving employment equity in the workplace, could help the company achieve its new goals. A guide on how to conduct an ESR can be found at https://equity.esdc.gc.ca/docs/Etape2-2FR.pdf.

Under the FCP, your company will undergo subsequent conformity assessments every three years. The next assessment will be initiated on the Subsequent Assessment Initiated May 13th, 2021. Future conformity assessments will focus on making reasonable progress towards achieving the objectives set by your company.

When Baxters Canada Inc receives notification of the next assessment, you will be required to provide the following information before the due date:

- Forms 1 to 6 for national workforce data;
- an updated workforce analysis:
- A completed Achievement Report that includes your revised short- and long-term numerical goals based on identified gaps in representation.

These documents will allow the Labour Program to assess whether your company has made reasonable progress since the previous assessment. If this is not the case, Baxters Canada Inc will need to demonstrate that it has made reasonable efforts to achieve its objectives. We encourage your company to develop an action plan that will help it achieve its objectives.

The FCP does not set out the measures to be adopted. Each federal contractor is encouraged to adopt employment equity measures which are useful and relevant to their business. The following are examples of evidence that a company has made reasonable efforts:

- Implementation of initiatives that promote a diverse and inclusive workplace;
- taking steps to remove barriers to employment;
- Developing tailored programs to attract and retain designated group members in areas where they are under-represented;
- Establishment of accountability mechanisms approved by senior management to ensure objectives are met.

Canadä

Labour Program officers are available to answer your questions and guide you. You can also visit our website to access various tools and a series of training modules. In particular, we invite you to continue using the Workplace Equity Information Management System (WEIMS). This system will assist you in producing your workforce analysis and contains other data analysis tools such as the Achievement Report and a series of training modules.

For more information about your obligations under the FCP, please contact us by e-mail at eeeme@hrsdc-rhdcc.gc.ca.

We are grateful for your cooperation in conformity assessment and wish you continued success in creating a diverse and inclusive workplace.

Employment Equity Team

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



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