



Employment and
Social Development Canada

Emploi et
Développement social Canada

Labour Program
Federal Contractors Program

OFFICIAL USE ONLY

Agreement N°:

Agreement to Implement Employment Equity

 New Agreement

 Revised Agreement

| ORGANIZATION | |
|---|--|
| Legal Name of Organization Novartis Pharmaceuticals Canada Inc. | Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Operating Name (if different from Legal Name of Organization) | Procurement Business Number [REDACTED] |
| Organization's North American Industry Classification System (NAICS) Code N° 41451 | Total number of employees in Canada (Full-Time/Part-Time/Temporary) 687 To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02-eng.htm |

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

| HEAD OFFICE | | | |
|--|----------------------------------|----------------------------|------------------------|
| Address (building number, street, suite, etc.) 385 boul. Bouchard | City Dorval | Province Québec | Postal Code H9S 1A9 |
| | Telephone Number 514-631-6775 | Fax Number 514-633-7323 | |

| EMPLOYMENT EQUITY CONTACT | |
|--|---|
| Name (print) François Hotte | Title Director, Total Rewards |
| Telephone Number 514-631-6775 x3540 | E-mail Address francois.hotte@novartis.com |

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

| SIGNATORY | |
|--|--|
| NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization. | |
| Name (print) Thorsten Eger | Title Vice-President, Human Resources |
| Telephone Number 514-633-7877 | E-mail Address thorsten.eger@novartis.com |
| Signature [REDACTED] | Date 2014-04-22 |

| RETURN INSTRUCTIONS |
|---|
| IMPORTANT |
| <ul style="list-style-type: none"> The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 953-8768 or by e-mail at: ee-eme@hrsdcc-rhdcc.gc.ca |



**APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT
INFORMATION**

Federal Contractors Program

As per Appendix D – The Federal Contractors Program for Employment Equity of Treasury Board’s *Contracting Policy*, contractors with a resident workforce of 100 or more employees who are awarded goods and services contracts of \$1 million or more are required to implement employment equity, submit information on their workforce and undergo a compliance assessment. If an unforeseen situation arises that prevents the contractor from meeting the submission of information deadline, the organization may submit an application for an extension. The application must be completed as outlined below and signed by a senior official of the corporation (e.g., chief executive officer, president or vice-president, authorized manager). Once completed, the form must be sent by email to: ee-eme@hrsdc-rhdcc.gc.ca.

I, the undersigned, on behalf of (legal name of organization) **Novartis Pharmaceuticals Canada Inc.** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **050433**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) June 30, 2018 for the following reason(s):

(Please describe) **Due to an HR system and personnel change, we require additional time to familiarize ourselves with and document the process.**
4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: **Axim Valenzuela** Position Title: **VP Human Resources**

Email address: **axim.valenzuela@novartis.com**

Telephone number: **(514) 631-6775 ext. 7877**

Business address: **385 boul. Bouchard, Dorval QC, H9A 1S9**

Signature: _____

Date: **May 30, 2018**



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

Reporting Period 2015-01-01 to 2017-12-31

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

| | Province | | | | Census Metropolitan Areas | | | | |
|---------------------------|---------------------|---------------------|-----------|---------------------------|---------------------------|---------------------|-----------|---------------------------|-----|
| | Permanent Full-time | Permanent Part-time | Temporary | Total Number of Employees | Permanent Full-time | Permanent Part-time | Temporary | Total Number of Employees | |
| Ontario | 158 | 0 | 0 | 158 | Calgary | 25 | 0 | 0 | 25 |
| Québec | 493 | 16 | 0 | 509 | Halifax | 11 | 0 | 0 | 11 |
| Nova Scotia | 11 | 0 | 0 | 11 | Montréal | 493 | 16 | 0 | 509 |
| New Brunswick | 6 | 0 | 0 | 6 | Regina | 1 | 0 | 0 | 1 |
| Manitoba | 4 | 0 | 0 | 4 | Toronto | 158 | 0 | 0 | 158 |
| British Columbia | 31 | 0 | 0 | 31 | Vancouver | 31 | 0 | 0 | 31 |
| Saskatchewan | 1 | 0 | 0 | 1 | Winnipeg | 4 | 0 | 0 | 4 |
| Alberta | 25 | 0 | 0 | 25 | St. John's | 1 | 0 | 0 | 1 |
| Newfoundland and Labrador | 1 | 0 | 0 | 1 | Moncton | 6 | 0 | 0 | 6 |
| Total Employees in Canada | | | | 746 | Total Employees in Canada | | | | 746 |



Novartis Pharmaceuticals Canada Inc. (certificate # 050433)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2015-01-01 to 2017-12-31

| Occupational Group Salary Range Col. 1 | QTR | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 8 | 4 | 4 | | | | | | | 1 | 1 | |
| | Total | 8 | 4 | 4 | | | | | | | 1 | 1 | |
| Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 350 | 144 | 206 | 4 | 2 | 2 | 2 | 2 | | 37 | 17 | 20 |
| | Total | 350 | 144 | 206 | 4 | 2 | 2 | 2 | 2 | | 37 | 17 | 20 |
| Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 197 | 82 | 115 | | | | | | | 18 | 8 | 10 |
| | Total | 197 | 82 | 115 | | | | | | | 18 | 8 | 10 |
| Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 6 | 2 | 4 | | | | 1 | | 1 | 2 | 1 | 1 |
| | Total | 6 | 2 | 4 | | | | 1 | | 1 | 2 | 1 | 1 |

Novartis Pharmaceuticals Canada Inc. (certificate # 050433)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Full-Time / National
 Reporting Period 2015-01-01 to 2017-12-31

006795

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



Novartis Pharmaceuticals Canada Inc. (certificate # 050433)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Full-Time / National
 Reporting Period 2015-01-01 to 2017-12-31

| Occupational Group Salary Range Col. 1 | QTR | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | | | | | |
|--|----------------------------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|----|----|--|----|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 | | | | |
| Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000 | 4 | | | | | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | | | | | |
| | 1 | | | 4 | | | | | | | | | | | 1 | | |
| | Total | 4 | | 4 | 4 | | 4 | 2 | 2 | 2 | 4 | 2 | 2 | 74 | 33 | | 1 |
| | Total Number of Employees | 730 | 275 | 455 | 4 | 2 | 2 | 4 | 2 | 2 | 4 | 2 | 2 | 74 | 33 | | 41 |

Novartis Pharmaceuticals Canada Inc. (certificate # 050433)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Part-Time / National
 Reporting Period 2015-01-01 to 2017-12-31

| Occupational Group Salary Range Col. 1 | QTR | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | | |
|--|--------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|---|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 | |
| Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000 | 4 | | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | | |
| | 1 | | | 4 | | | | | | | | | | |
| | Total | | | 4 | 4 | | | | | | | | | |
| Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000 | 4 | | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | | |
| | 1 | | | 4 | | | | | | | | 1 | | 1 |
| | Total | | | 4 | 4 | | | | | | | 1 | | 1 |
| Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000 | 4 | | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | | |
| | 1 | | | 1 | | | | | | | | | | |
| | Total | | | 1 | 1 | | | | | | | | | |
| Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000 | 4 | | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | | |
| | 1 | | | 7 | | | | | | | | 1 | | 1 |
| | Total | | | 7 | 7 | | | | | | | 1 | | 1 |



Novartis Pharmaceuticals Canada Inc. (certificate # 050433)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / National
Reporting Period 2015-01-01 to 2017-12-31

| Occupational Group Salary Range Col. 1 | QTR | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|--|-----|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Total Number of Employees | | 16 | | 16 | | | | | | | 2 | | 2 |



Novartis Pharmaceuticals Canada Inc. (certificate # 050433)

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

Reporting Period 2015-01-01 to 2017-12-31

| Salary Range | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Under \$15,000 | 730 | 275 | 455 | 4 | 2 | 2 | 4 | 2 | 2 | 74 | 33 | 41 |
| Total Number of Employees | 730 | 275 | 455 | 4 | 2 | 2 | 4 | 2 | 2 | 74 | 33 | 41 |



Novartis Pharmaceuticals Canada Inc. (certificate # 050433)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Part-Time / National
 Reporting Period 2015-01-01 to 2017-12-31

| Salary Range | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Under \$5,000 | 16 | | 16 | | | | | | | 2 | | 2 |
| Total Number of Employees | 16 | | 16 | | | | | | | 2 | | 2 |



Novartis Pharmaceuticals Canada Inc. (certificate # 050433)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2015-01-01 to 2017-12-31

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|---|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle and Other Managers | 131 | 56 | 75 | 2 | 1 | 1 | | | | 24 | 9 | 15 |
| Professionals | 74 | 28 | 46 | | | | | | | 11 | 5 | 6 |
| Semi-Professionals and Technicians | 1 | | 1 | | | | | | | | | |
| Supervisors | 1 | 1 | | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 25 | 5 | 20 | | | | | | | 2 | | 2 |
| Skilled Sales and Service Personnel | 33 | 18 | 15 | | | | | | | 6 | 4 | 2 |
| Clerical Personnel | 19 | 6 | 13 | | | | | | | 3 | 2 | 1 |
| Total Number of Employees Hired | 284 | 114 | 170 | 2 | 1 | 1 | | | | 46 | 20 | 26 |

Novartis Pharmaceuticals Canada Inc. (certificate # 050433)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
 Part-Time / National
 Reporting Period 2015-01-01 to 2017-12-31

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|--|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle and Other Managers | 2 | | 2 | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 2 | | 2 | | | | | | | 1 | | 1 |
| Total Number of Employees Hired | 4 | | 4 | | | | | | | 1 | | 1 |



Novartis Pharmaceuticals Canada Inc. (certificate # 050433)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / National
Reporting Period 2015-01-01 to 2017-12-31

| Occupational Group | Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.) | | | | | | | | | | | |
|---|---|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Senior Managers | 3 | | 3 | | | | | | | | | |
| Middle and Other Managers | 75 | 32 | 43 | 1 | | 1 | 1 | 1 | | 10 | 6 | 4 |
| Professionals | 59 | 32 | 27 | | | | | | | 2 | 1 | 1 |
| Semi-Professionals and Technicians | 2 | 1 | 1 | | | | | | | | | |
| Supervisors | 2 | | 2 | | | | | | | 1 | | 1 |
| Administrative and Senior Clerical Personnel | 9 | 1 | 8 | | | | | | | 1 | 1 | |
| Clerical Personnel | 4 | 1 | 3 | | | | | | | | | |
| Total Number of Employees Promoted | 154 | 67 | 87 | 1 | | 1 | 1 | 1 | | 14 | 8 | 6 |
| Total Number of Promotions | 161 | 69 | 92 | 1 | | 1 | 1 | 1 | | 15 | 9 | 6 |



Novartis Pharmaceuticals Canada Inc. (certificate # 050433)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2015-01-01 to 2017-12-31

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|--|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Senior Managers | 5 | 5 | | | | | | | | | | |
| Middle and Other Managers | 165 | 72 | 93 | | | | 1 | 1 | | 19 | 9 | 10 |
| Professionals | 78 | 20 | 58 | | | | | | | 7 | 2 | 5 |
| Semi-Professionals and Technicians | 1 | | 1 | | | | | | | | | |
| Supervisors | 2 | 1 | 1 | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 20 | 4 | 16 | | | | | | | 1 | | 1 |
| Skilled Sales and Service Personnel | 26 | 10 | 16 | | | | | | | 2 | 1 | 1 |
| Skilled Crafts and Trades Workers | 1 | 1 | | 1 | 1 | | 1 | 1 | | 1 | 1 | |
| Clerical Personnel | 4 | 1 | 3 | | | | | | | | | |
| Intermediate Sales and Service Personnel | 4 | 1 | 3 | | | | | | | 1 | | 1 |
| Total Number of Employees Terminated | 306 | 115 | 191 | 1 | 1 | | 2 | 2 | | 31 | 13 | 18 |



Novartis Pharmaceuticals Canada Inc. (certificate # 050433)

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Part-Time / National**

Reporting Period 2015-01-01 to 2017-12-31

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|---|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle and Other Managers | 1 | | 1 | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 1 | | 1 | | | | | | | | | |
| Clerical Personnel | 1 | | 1 | | | | | | | | | |
| Total Number of Employees Terminated | 3 | | 3 | | | | | | | | | |



Workplace Equity Information Management System - Novartis Pharmaceuticals Canada Inc.

Workforce Analysis - Detailed Report

Date: 2017-12-31

Women

| Employment Equity Occupational Group | Internal Location | All Employees # | Representation | | Women Availability | | Gap # | Recruitment Area |
|---|-------------------|--------------------|----------------|---------|-----------------------|-----|----------|------------------|
| | | | # | % | % | # | | |
| 01 : Senior Managers | National | 8 | 4 | 50.0 % | 27.4 % | 2 | 2 | National |
| 02 : Middle and Other Managers | National | 354 | 210 | 59.3 % | 38.9 % | 138 | 72 | National |
| 03 : Professionals | | 201 | 119 | 59.2 % | 52.8 % | 106 | 13 | |
| 1111 : Financial auditors and accountants | National | 5 | 2 | 40.0 % | 55.1 % | 3 | -1 | National |
| 1112 : Financial and investment analysts | National | 17 | 6 | 35.3 % | 50.1 % | 9 | -3 | National |
| 1121 : Human resources professionals | National | 14 | 12 | 85.7 % | 71.1 % | 10 | 2 | National |
| 1122 : Professional occupations in business management consulting | National | 2 | 2 | 100.0 % | 42.0 % | 1 | 1 | National |
| 1123 : Professional occupations in advertising, marketing and public relations | National | 11 | 8 | 72.7 % | 66.4 % | 7 | 1 | National |
| 2112 : Chemists | National | 2 | 1 | 50.0 % | 40.6 % | 1 | 0 | National |
| 2121 : Biologists and related scientists | National | 12 | 9 | 75.0 % | 50.9 % | 6 | 3 | National |
| 2141 : Industrial and manufacturing engineers | National | 1 | 0 | 0.0 % | 17.0 % | 0 | 0 | National |
| 2147 : Computer engineers (except software engineers and designers) | National | 4 | 0 | 0.0 % | 12.6 % | 1 | -1 | National |
| 2171 : Information systems analysts and consultants | National | 6 | 0 | 0.0 % | 28.3 % | 2 | -2 | National |
| 3012 : Registered nurses and registered psychiatric nurses | National | 5 | 5 | 100.0 % | 92.9 % | 5 | 0 | National |
| 3131 : Pharmacists | National | 14 | 9 | 64.3 % | 61.3 % | 9 | 0 | National |
| 4112 : Lawyers and Quebec notaries | National | 6 | 4 | 66.7 % | 42.5 % | 3 | 1 | National |
| 4163 : Business development officers and marketing researchers and consultants | National | 102 | 61 | 59.8 % | 50.7 % | 52 | 9 | National |
| 04 : Semi-Professionals and Technicians | | 6 | 4 | 66.7 % | 53.2 % | 3 | 1 | |
| 2211 : Chemical technologists and technicians | Ontario | 3 | 1 | 33.3 % | 46.4 % | 1 | 0 | Ontario |
| 2211 : Chemical technologists and technicians | Québec | 1 | 1 | 100.0 % | 54.6 % | 1 | 0 | Québec |
| 2263 : Inspectors in public and environmental health and occupational health and safety | Québec | 1 | 1 | 100.0 % | 40.2 % | 0 | 1 | Québec |
| 4211 : Paralegal and related occupations | Québec | 1 | 1 | 100.0 % | 85.5 % | 1 | 0 | Québec |
| 05 : Supervisors | | 6 | 5 | 83.3 % | 50.8 % | 3 | 2 | |
| Employment Equity Occupational Group | Montréal | 6 | 5 | 83.3 % | 50.8 % | 3 | 2 | Montréal |

Workforce Analysis - Detailed Report

Date: 2017-12-31

Women

| Employment Equity Occupational Group | Internal Location | All Employees # | Representation | | Women | | Availability # | Gap # | Recruitment Area |
|--|-------------------|-----------------|----------------|---------|--------|-----|----------------|------------------|------------------|
| | | | # | % | % | % | | | |
| 07 : Administrative and Senior Clerical Personnel | | 66 | 63 | 95.5 % | 80.8 % | 53 | 10 | | |
| Employment Equity Occupational Group | Calgary | 1 | 1 | 100.0 % | 80.5 % | 1 | 0 | Calgary | |
| Employment Equity Occupational Group | Moncton | 1 | 1 | 100.0 % | 80.9 % | 1 | 0 | Moncton | |
| Employment Equity Occupational Group | Montréal | 61 | 58 | 95.1 % | 80.8 % | 49 | 9 | Montréal | |
| Employment Equity Occupational Group | Toronto | 3 | 3 | 100.0 % | 80.1 % | 2 | 1 | Toronto | |
| 08 : Skilled Sales and Service Personnel | | 74 | 42 | 56.8 % | 28.0 % | 21 | 21 | | |
| 6221 : Technical sales specialists - wholesale trade | Alberta | 6 | 6 | 100.0 % | 20.5 % | 1 | 5 | Alberta | |
| 6221 : Technical sales specialists - wholesale trade | British Columbia | 4 | 1 | 25.0 % | 26.3 % | 1 | 0 | British Columbia | |
| 6221 : Technical sales specialists - wholesale trade | New Brunswick | 2 | 2 | 100.0 % | 26.1 % | 1 | 1 | New Brunswick | |
| 6221 : Technical sales specialists - wholesale trade | Nova Scotia | 1 | 0 | 0.0 % | 24.9 % | 0 | 0 | Nova Scotia | |
| 6221 : Technical sales specialists - wholesale trade | Ontario | 29 | 10 | 34.5 % | 28.7 % | 8 | 2 | Ontario | |
| 6221 : Technical sales specialists - wholesale trade | Québec | 32 | 23 | 71.9 % | 29.1 % | 9 | 14 | Québec | |
| 10 : Clerical Personnel | | 27 | 20 | 74.1 % | 63.1 % | 17 | 3 | | |
| Employment Equity Occupational Group | Calgary | 1 | 1 | 100.0 % | 70.2 % | 1 | 0 | Calgary | |
| Employment Equity Occupational Group | Moncton | 1 | 0 | 0.0 % | 62.4 % | 1 | -1 | Moncton | |
| Employment Equity Occupational Group | Montréal | 22 | 17 | 77.3 % | 62.5 % | 14 | 3 | Montréal | |
| Employment Equity Occupational Group | Toronto | 3 | 2 | 66.7 % | 65.2 % | 2 | 0 | Toronto | |
| 11 : Intermediate Sales and Service Personnel | | 4 | 4 | 100.0 % | 61.8 % | 2 | 2 | | |
| Employment Equity Occupational Group | Montréal | 4 | 4 | 100.0 % | 61.8 % | 2 | 2 | Montréal | |
| Total | | 746 | 471 | 63.1 % | 46.4 % | 345 | 126 | | |

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data

Workforce Analysis - Detailed Report

Date: 2017-12-31

Aboriginal Peoples

| Employment Equity Occupational Group | Internal Location | All Employees # | Aboriginal Peoples | | | | Gap # | Recruitment Area |
|---|-------------------|--------------------|---------------------|-------------------|-------------------|-------------------|----------|------------------|
| | | | Representation # | Availability % | Availability # | Availability % | | |
| 01 : Senior Managers | National | 8 | 0 | 2.9 % | 0 | 0 | National | |
| 02 : Middle and Other Managers | National | 354 | 4 | 1.1 % | 8 | -4 | National | |
| 03 : Professionals | | 201 | 0 | 0.0 % | 4 | -4 | | |
| 1111 : Financial auditors and accountants | National | 5 | 0 | 0.0 % | 0 | 0 | National | |
| 1112 : Financial and investment analysts | National | 17 | 0 | 0.0 % | 0 | 0 | National | |
| 1121 : Human resources professionals | National | 14 | 0 | 0.0 % | 0 | 0 | National | |
| 1122 : Professional occupations in business management consulting | National | 2 | 0 | 0.0 % | 0 | 0 | National | |
| 1123 : Professional occupations in advertising, marketing and public relations | National | 11 | 0 | 0.0 % | 0 | 0 | National | |
| 2112 : Chemists | National | 2 | 0 | 0.0 % | 0 | 0 | National | |
| 2121 : Biologists and related scientists | National | 12 | 0 | 0.0 % | 0 | 0 | National | |
| 2141 : Industrial and manufacturing engineers | National | 1 | 0 | 0.0 % | 0 | 0 | National | |
| 2147 : Computer engineers (except software engineers and designers) | National | 4 | 0 | 0.0 % | 0 | 0 | National | |
| 2171 : Information systems analysts and consultants | National | 6 | 0 | 0.0 % | 0 | 0 | National | |
| 3012 : Registered nurses and registered psychiatric nurses | National | 5 | 0 | 0.0 % | 0 | 0 | National | |
| 3131 : Pharmacists | National | 14 | 0 | 0.0 % | 0 | 0 | National | |
| 4112 : Lawyers and Quebec notaries | National | 6 | 0 | 0.0 % | 0 | 0 | National | |
| 4163 : Business development officers and marketing researchers and consultants | National | 102 | 0 | 0.0 % | 2 | -2 | National | |
| 04 : Semi-Professionals and Technicians | | 6 | 0 | 0.0 % | 0 | 0 | | |
| 2211 : Chemical technologists and technicians | Ontario | 3 | 0 | 0.0 % | 0 | 0 | Ontario | |
| 2211 : Chemical technologists and technicians | Québec | 1 | 0 | 0.0 % | 0 | 0 | Québec | |
| 2263 : Inspectors in public and environmental health and occupational health and safety | Québec | 1 | 0 | 0.0 % | 0 | 0 | Québec | |
| 4211 : Paralegal and related occupations | Québec | 1 | 0 | 0.0 % | 0 | 0 | Québec | |
| 05 : Supervisors | | 6 | 0 | 0.0 % | 0 | 0 | | |
| Employment Equity Occupational Group | Montréal | 6 | 0 | 0.0 % | 0 | 0 | Montréal | |

Workforce Analysis - Detailed Report

Date: 2017-12-31

Aboriginal Peoples

| Employment Equity Occupational Group | Internal Location | All Employees # | Aboriginal Peoples | | | | Gap # | Recruitment Area |
|--|-------------------|-----------------|--------------------|-------------|----------------|-----------|-----------|------------------|
| | | | Representation # | % | Availability % | # | | |
| 07 : Administrative and Senior Clerical Personnel | | | | | | | | |
| Employment Equity Occupational Group | Calgary | 66 | 0 | 0.0% | 0.7% | 0 | 0 | |
| Employment Equity Occupational Group | Moncton | 1 | 0 | 0.0% | 2.6% | 0 | 0 | |
| Employment Equity Occupational Group | Montréal | 1 | 0 | 0.0% | 1.2% | 0 | 0 | |
| Employment Equity Occupational Group | Toronto | 61 | 0 | 0.0% | 0.7% | 0 | 0 | |
| Employment Equity Occupational Group | Toronto | 3 | 0 | 0.0% | 0.8% | 0 | 0 | |
| 08 : Skilled Sales and Service Personnel | | | | | | | | |
| 6221 : Technical sales specialists - wholesale trade | Alberta | 74 | 0 | 0.0% | 1.1% | 1 | -1 | |
| 6221 : Technical sales specialists - wholesale trade | British Columbia | 6 | 0 | 0.0% | 2.0% | 0 | 0 | |
| 6221 : Technical sales specialists - wholesale trade | British Columbia | 4 | 0 | 0.0% | 2.5% | 0 | 0 | |
| 6221 : Technical sales specialists - wholesale trade | New Brunswick | 2 | 0 | 0.0% | 0.0% | 0 | 0 | |
| 6221 : Technical sales specialists - wholesale trade | Nova Scotia | 1 | 0 | 0.0% | 2.3% | 0 | 0 | |
| 6221 : Technical sales specialists - wholesale trade | Ontario | 29 | 0 | 0.0% | 1.0% | 0 | 0 | |
| 6221 : Technical sales specialists - wholesale trade | Québec | 32 | 0 | 0.0% | 1.0% | 0 | 0 | |
| 10 : Clerical Personnel | | | | | | | | |
| Employment Equity Occupational Group | Calgary | 27 | 0 | 0.0% | 0.9% | 0 | 0 | |
| Employment Equity Occupational Group | Moncton | 1 | 0 | 0.0% | 3.0% | 0 | 0 | |
| Employment Equity Occupational Group | Montréal | 1 | 0 | 0.0% | 2.0% | 0 | 0 | |
| Employment Equity Occupational Group | Montréal | 22 | 0 | 0.0% | 0.8% | 0 | 0 | |
| Employment Equity Occupational Group | Toronto | 3 | 0 | 0.0% | 0.7% | 0 | 0 | |
| 11 : Intermediate Sales and Service Personnel | | | | | | | | |
| Employment Equity Occupational Group | Toronto | 4 | 0 | 0.0% | 0.9% | 0 | 0 | |
| Employment Equity Occupational Group | Montréal | 4 | 0 | 0.0% | 0.9% | 0 | 0 | |
| Total | | 746 | 4 | 0.5% | 1.8% | 13 | -9 | |

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data

Workforce Analysis - Detailed Report

Date: 2017-12-31

Members of Visible Minorities

| Employment Equity Occupational Group | Internal Location | All Employees # | Members of Visible Minorities | | Availability | | Gap # | Recruitment Area |
|---|-------------------|-----------------|-------------------------------|---------|--------------|----|-------|------------------|
| | | | Representation # | % | # | % | | |
| 01 : Senior Managers | National | 8 | 1 | 12.5 % | 10.1 % | 1 | 0 | National |
| 02 : Middle and Other Managers | National | 354 | 37 | 10.5 % | 15.0 % | 53 | -16 | National |
| 03 : Professionals | | 201 | 19 | 9.5 % | 23.3 % | 47 | -28 | |
| 1111 : Financial auditors and accountants | National | 5 | 1 | 20.0 % | 27.5 % | 1 | 0 | National |
| 1112 : Financial and investment analysts | National | 17 | 4 | 23.5 % | 35.4 % | 6 | -2 | National |
| 1121 : Human resources professionals | National | 14 | 0 | 0.0 % | 14.1 % | 2 | -2 | National |
| 1122 : Professional occupations in business management consulting | National | 2 | 0 | 0.0 % | 21.6 % | 0 | 0 | National |
| 1123 : Professional occupations in advertising, marketing and public relations | National | 11 | 1 | 9.1 % | 16.9 % | 2 | -1 | National |
| 2112 : Chemists | National | 2 | 0 | 0.0 % | 37.3 % | 1 | -1 | National |
| 2121 : Biologists and related scientists | National | 12 | 1 | 8.3 % | 17.2 % | 2 | -1 | National |
| 2141 : Industrial and manufacturing engineers | National | 1 | 0 | 0.0 % | 31.5 % | 0 | 0 | National |
| 2147 : Computer engineers (except software engineers and designers) | National | 4 | 1 | 25.0 % | 38.2 % | 2 | -1 | National |
| 2171 : Information systems analysts and consultants | National | 6 | 0 | 0.0 % | 31.4 % | 2 | -2 | National |
| 3012 : Registered nurses and registered psychiatric nurses | National | 5 | 0 | 0.0 % | 18.3 % | 1 | -1 | National |
| 3131 : Pharmacists | National | 14 | 1 | 7.1 % | 32.2 % | 5 | -4 | National |
| 4112 : Lawyers and Quebec notaries | National | 6 | 0 | 0.0 % | 12.5 % | 1 | -1 | National |
| 4163 : Business development officers and marketing researchers and consultants | National | 102 | 10 | 9.8 % | 21.9 % | 22 | -12 | National |
| 04 : Semi-Professionals and Technicians | | 6 | 2 | 33.3 % | 20.1 % | 1 | 1 | |
| 2211 : Chemical technologists and technicians | Ontario | 3 | 1 | 33.3 % | 30.7 % | 1 | 0 | Ontario |
| 2211 : Chemical technologists and technicians | Québec | 1 | 0 | 0.0 % | 15.3 % | 0 | 0 | Québec |
| 2263 : Inspectors in public and environmental health and occupational health and safety | Québec | 1 | 1 | 100.0 % | 4.8 % | 0 | 1 | Québec |
| 4211 : Paralegal and related occupations | Québec | 1 | 0 | 0.0 % | 8.3 % | 0 | 0 | Québec |
| 05 : Supervisors | | 6 | 1 | 16.7 % | 16.7 % | 1 | 0 | |
| Employment Equity Occupational Group | Montréal | 6 | 1 | 16.7 % | 16.7 % | 1 | 0 | Montréal |

Workforce Analysis - Detailed Report

Date: 2017-12-31

Members of Visible Minorities

| Employment Equity Occupational Group | Internal Location | All Employees # | Members of Visible Minorities | | Gap # | Recruitment Area |
|--|-------------------|-----------------|-------------------------------|----------------|---------------|------------------|
| | | | Representation # | Availability % | | |
| 07 : Administrative and Senior Clerical Personnel | | | | | | |
| Employment Equity Occupational Group | Calgary | 66 | 6 | 9.1 % | 13.3 % | 9 |
| Employment Equity Occupational Group | Moncton | 1 | 0 | 0.0 % | 16.5 % | 0 |
| Employment Equity Occupational Group | Montréal | 61 | 6 | 9.8 % | 12.2 % | 7 |
| Employment Equity Occupational Group | Toronto | 3 | 0 | 0.0 % | 37.3 % | 1 |
| 08 : Skilled Sales and Service Personnel | | | | | | |
| 6221 : Technical sales specialists - wholesale trade | Alberta | 74 | 6 | 8.1 % | 14.1 % | 10 |
| 6221 : Technical sales specialists - wholesale trade | British Columbia | 6 | 0 | 0.0 % | 11.3 % | 1 |
| 6221 : Technical sales specialists - wholesale trade | New Brunswick | 4 | 0 | 0.0 % | 24.7 % | 1 |
| 6221 : Technical sales specialists - wholesale trade | Nova Scotia | 2 | 0 | 0.0 % | 0.0 % | 0 |
| 6221 : Technical sales specialists - wholesale trade | Ontario | 1 | 0 | 0.0 % | 2.7 % | 0 |
| 6221 : Technical sales specialists - wholesale trade | Quebec | 29 | 5 | 17.2 % | 20.8 % | 6 |
| 10 : Clerical Personnel | | | | | | |
| Employment Equity Occupational Group | Calgary | 32 | 1 | 3.1 % | 8.5 % | 3 |
| Employment Equity Occupational Group | Moncton | 27 | 3 | 11.1 % | 20.5 % | 6 |
| Employment Equity Occupational Group | Montréal | 1 | 0 | 0.0 % | 24.3 % | 0 |
| Employment Equity Occupational Group | Toronto | 1 | 0 | 0.0 % | 1.5 % | 0 |
| Employment Equity Occupational Group | Toronto | 22 | 2 | 9.1 % | 17.4 % | 4 |
| 11 : Intermediate Sales and Service Personnel | | | | | | |
| Employment Equity Occupational Group | Montréal | 3 | 1 | 33.3 % | 48.1 % | 1 |
| Employment Equity Occupational Group | Toronto | 4 | 1 | 25.0 % | 22.2 % | 1 |
| Employment Equity Occupational Group | Montréal | 4 | 1 | 25.0 % | 22.2 % | 1 |
| Total | | 746 | 76 | 10.2 % | 17.2 % | 129 |

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data

Workforce Analysis - Detailed Report

Date: 2017-12-31

Persons with Disabilities

| Employment Equity Occupational Group | Internal Location | All Employees # | Persons with Disabilities | | Availability # | Gap # | Recruitment Area |
|---|-------------------|--------------------|---------------------------|--------------|-------------------|------------|------------------|
| | | | Representation # | % | | | |
| 01/02 : Managers | National | 362 | 2 | 0.6 % | 16 | -14 | National |
| 03 : Professionals | National | 201 | 0 | 0.0 % | 8 | -8 | National |
| 04 : Semi-Professionals and Technicians | National | 6 | 1 | 16.7 % | 0 | 1 | National |
| 05 : Supervisors | National | 6 | 0 | 0.0 % | 1 | -1 | National |
| 07 : Administrative and Senior Clerical Personnel | National | 66 | 1 | 1.5 % | 2 | -1 | National |
| 08 : Skilled Sales and Service Personnel | National | 74 | 0 | 0.0 % | 3 | -3 | National |
| 10 : Clerical Personnel | National | 27 | 0 | 0.0 % | 2 | -2 | National |
| 11 : Intermediate Sales and Service Personnel | National | 4 | 0 | 0.0 % | 0 | 0 | National |
| Total | | 746 | 4 | 0.6 % | 32 | -28 | |

Total may not equal sum of components due to rounding.

Sources: 2012 Canadian Survey on Disability and employer's internal data



Workforce Analysis - Detailed Report

Date: 2017-12-31

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 |
| 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 |



Workforce Analysis - Detailed Report

Date: 2017-12-31

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 |
| 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 |



Workplace Equity Information Management System - Novartis Pharmaceuticals Canada Inc.

Workforce Analysis - Summary Report

Date: 2017-12-31

Women

| Employment Equity Occupational Group | All Employees # | Representation | | Women Availability | | Gap # |
|---|--------------------|----------------|---------------|-----------------------|------------|------------|
| | | # | % | % | # | |
| 01 : Senior Managers | 8 | 4 | 50.0 % | 27.4 % | 2 | 2 |
| 02 : Middle and Other Managers | 354 | 210 | 59.3 % | 38.9 % | 138 | 72 |
| 03 : Professionals | 201 | 119 | 59.2 % | 52.8 % | 106 | 13 |
| 04 : Semi-Professionals and Technicians | 6 | 4 | 66.7 % | 53.2 % | 3 | 1 |
| 05 : Supervisors | 6 | 5 | 83.3 % | 50.8 % | 3 | 2 |
| 07 : Administrative and Senior Clerical Personnel | 66 | 63 | 95.5 % | 80.8 % | 53 | 10 |
| 08 : Skilled Sales and Service Personnel | 74 | 42 | 56.8 % | 28.0 % | 21 | 21 |
| 10 : Clerical Personnel | 27 | 20 | 74.1 % | 63.1 % | 17 | 3 |
| 11 : Intermediate Sales and Service Personnel | 4 | 4 | 100.0 % | 61.8 % | 2 | 2 |
| Total | 746 | 471 | 63.1 % | 46.4 % | 345 | 126 |

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-12-31

| Employment Equity Occupational Group | Aboriginal Peoples | | | | | |
|---|--------------------|------------------|------------------|----------------|----------------|-----------|
| | All Employees # | Representation # | Representation % | Availability % | Availability # | Gap # |
| 01 : Senior Managers | 8 | 0 | 0.0 % | 2.9 % | 0 | 0 |
| 02 : Middle and Other Managers | 354 | 4 | 1.1 % | 2.2 % | 8 | -4 |
| 03 : Professionals | 201 | 0 | 0.0 % | 1.8 % | 4 | -4 |
| 04 : Semi-Professionals and Technicians | 6 | 0 | 0.0 % | 1.5 % | 0 | 0 |
| 05 : Supervisors | 6 | 0 | 0.0 % | 0.8 % | 0 | 0 |
| 07 : Administrative and Senior Clerical Personnel | 66 | 0 | 0.0 % | 0.7 % | 0 | 0 |
| 08 : Skilled Sales and Service Personnel | 74 | 0 | 0.0 % | 1.1 % | 1 | -1 |
| 10 : Clerical Personnel | 27 | 0 | 0.0 % | 0.9 % | 0 | 0 |
| 11 : Intermediate Sales and Service Personnel | 4 | 0 | 0.0 % | 0.9 % | 0 | 0 |
| Total | 746 | 4 | 0.5 % | 1.8 % | 13 | -9 |

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-12-31

Members of Visible Minorities

| Employment Equity Occupational Group | Members of Visible Minorities | | | | | |
|---|-------------------------------|----------------|---------------|---------------|------------|------------|
| | All Employees | Representation | Availability | Availability | Gap | Gap |
| | # | # | % | # | # | # |
| 01 : Senior Managers | 8 | 1 | 12.5 % | 10.1 % | 1 | 0 |
| 02 : Middle and Other Managers | 354 | 37 | 10.5 % | 15.0 % | 53 | -16 |
| 03 : Professionals | 201 | 19 | 9.5 % | 23.3 % | 47 | -28 |
| 04 : Semi-Professionals and Technicians | 6 | 2 | 33.3 % | 20.1 % | 1 | 1 |
| 05 : Supervisors | 6 | 1 | 16.7 % | 16.7 % | 1 | 0 |
| 07 : Administrative and Senior Clerical Personnel | 66 | 6 | 9.1 % | 13.3 % | 9 | -3 |
| 08 : Skilled Sales and Service Personnel | 74 | 6 | 8.1 % | 14.1 % | 10 | -4 |
| 10 : Clerical Personnel | 27 | 3 | 11.1 % | 20.5 % | 6 | -3 |
| 11 : Intermediate Sales and Service Personnel | 4 | 1 | 25.0 % | 22.2 % | 1 | 0 |
| Total | 746 | 76 | 10.2 % | 17.2 % | 129 | -53 |

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-12-31

Persons with Disabilities

| Employment Equity Occupational Group | All Employees # | Persons with Disabilities | | Availability # | Gap # |
|---|--------------------|---------------------------|--------------|-------------------|------------|
| | | Representation # | % | | |
| 01/02 : Managers | 362 | 2 | 0.6 % | 16 | -14 |
| 03 : Professionals | 201 | 0 | 0.0 % | 8 | -8 |
| 04 : Semi-Professionals and Technicians | 6 | 1 | 16.7 % | 0 | 1 |
| 05 : Supervisors | 6 | 0 | 0.0 % | 1 | -1 |
| 07 : Administrative and Senior Clerical Personnel | 66 | 1 | 1.5 % | 2 | -1 |
| 08 : Skilled Sales and Service Personnel | 74 | 0 | 0.0 % | 3 | -3 |
| 10 : Clerical Personnel | 27 | 0 | 0.0 % | 2 | -2 |
| 11 : Intermediate Sales and Service Personnel | 4 | 0 | 0.0 % | 0 | 0 |
| Total | 746 | 4 | 0.6 % | 32 | -28 |

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-12-31

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 |
| 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 |



Workforce Analysis - Summary Report

Date: 2017-12-31

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 |
| 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 |

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Novartis Pharmaceuticals Canada Inc.

2018-07-26

Data from First/Previous Workforce Analysis

↓ ↓ ↓

| Data from First/Previous Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2014 | 12 | 31 |

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

| Data from Subsequent/Current Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2017 | 12 | 31 |

Table 1: Women

First/Previous Workforce Analysis

| Employment Equity Occupational Group (EEOG) | All Employees | Women | |
|---|---------------|----------------|---------------|
| | | Representation | Availability* |
| | # | # | % |
| 01 Senior Managers | 7 | 2 | 27.40 |
| 02 Middle & Other Managers | 314 | 184 | 38.90 |
| 03 Professionals | 180 | 130 | 53.50 |
| 04 Semi-Professionals & Technicians | 5 | 3 | 50.90 |
| 05 Supervisors | 7 | 7 | 50.80 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0.00 |
| 07 Administrative & Senior Clerical Personnel | 50 | 47 | 81.00 |
| 08 Skilled Sales & Service Personnel | 95 | 63 | 27.90 |
| 09 Skilled Crafts & Trades Workers | 1 | 0 | 7.80 |
| 10 Clerical Personnel | 25 | 20 | 66.20 |
| 11 Intermediate Sales & Service Personnel | 11 | 11 | 64.50 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0.00 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0.00 |
| 14 Other Manual Workers | 0 | 0 | 0.00 |
| Total | 695 | 467 | 45.6 |

Table 5: Women

Subsequent/Current Workforce Analysis

| Employment Equity Occupational Group (EEOG) | All Employees | Women | |
|---|---------------|----------------|---------------|
| | | Representation | Availability* |
| | # | # | % |
| 01 Senior Managers | 8 | 4 | 27.40 |
| 02 Middle & Other Managers | 354 | 210 | 38.90 |
| 03 Professionals | 201 | 119 | 52.80 |
| 04 Semi-Professionals & Technicians | 6 | 4 | 53.20 |
| 05 Supervisors | 6 | 5 | 50.80 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0.00 |
| 07 Administrative & Senior Clerical Personnel | 66 | 63 | 80.80 |
| 08 Skilled Sales & Service Personnel | 74 | 42 | 28.00 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0.00 |
| 10 Clerical Personnel | 27 | 20 | 63.10 |
| 11 Intermediate Sales & Service Personnel | 4 | 4 | 61.80 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0.00 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0.00 |
| 14 Other Manual Workers | 0 | 0 | 0.00 |
| Total | 746 | 471 | 0.0 |

*** Source:**

*** Source:**

2011 National Household Survey

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Novartis Pharmaceuticals Canada Inc.

2018-07-26

Data from First/Previous Workforce Analysis

↓ ↓ ↓ ↓

| Data from First/Previous Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2014 | 12 | 31 |

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓ ↓

| Data from Subsequent/Current Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2017 | 12 | 31 |

Employment Equity Occupational Group (EEOG)

| | Table 2: Aboriginal Peoples | | | |
|---|-----------------------------|-----------------------------------|--------------------|---------------|
| | All Employees | First/Previous Workforce Analysis | | |
| | | Representation | Aboriginal Peoples | Availability* |
| # | # | % | % | |
| 01 Senior Managers | 7 | 0 | 2.90 | |
| 02 Middle & Other Managers | 314 | 2 | 2.20 | |
| 03 Professionals | 180 | 0 | 1.90 | |
| 04 Semi-Professionals & Technicians | 5 | 0 | 1.20 | |
| 05 Supervisors | 7 | 0 | 0.80 | |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0.00 | |
| 07 Administrative & Senior Clerical Personnel | 50 | 0 | 0.80 | |
| 08 Skilled Sales & Service Personnel | 95 | 0 | 1.30 | |
| 09 Skilled Crafts & Trades Workers | 1 | 1 | 1.00 | |
| 10 Clerical Personnel | 25 | 0 | 2.60 | |
| 11 Intermediate Sales & Service Personnel | 11 | 0 | 2.20 | |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0.00 | |
| 13 Other Sales & Service Personnel | 0 | 0 | 0.00 | |
| 14 Other Manual Workers | 0 | 0 | 0.00 | |
| Total | 695 | 3 | 1.9 | |

* Source:

0

| | Table 6: Aboriginal Peoples | | | |
|------------|-----------------------------|---------------------------------------|--------------------|---------------|
| | All Employees | Subsequent/Current Workforce Analysis | | |
| | | Representation | Aboriginal Peoples | Availability* |
| # | # | % | % | |
| 8 | 0 | 2.9 | | |
| 354 | 4 | 2.2 | | |
| 201 | 0 | 1.8 | | |
| 6 | 0 | 1.5 | | |
| 6 | 0 | 0.8 | | |
| 0 | 0 | 0.0 | | |
| 66 | 0 | 0.7 | | |
| 74 | 0 | 1.1 | | |
| 0 | 0 | 0.0 | | |
| 27 | 0 | 0.9 | | |
| 4 | 0 | 0.9 | | |
| 0 | 0 | 0.0 | | |
| 0 | 0 | 0.0 | | |
| 0 | 0 | 0.0 | | |
| 746 | 4 | 0.0 | | |

* Source:

2011 National Household Survey

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2018-07-26

Data from First/Previous Workforce Analysis

↓ ↓ ↓ ↓

| Data from First/Previous Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2014 | 12 | 31 |

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓ ↓

| Data from Subsequent/Current Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2017 | 12 | 31 |

Table 3: Members of Visible Minorities

| Employment Equity Occupational Group (EEOG) | First/Previous Workforce Analysis | | |
|---|-----------------------------------|--|---------------|
| | All Employees | Members of Visible Minorities Representation | Availability* |
| | # | # | % |
| 01 Senior Managers | 7 | 0 | 10.10 |
| 02 Middle & Other Managers | 314 | 23 | 15.00 |
| 03 Professionals | 180 | 14 | 22.10 |
| 04 Semi-Professionals & Technicians | 5 | 1 | 17.60 |
| 05 Supervisors | 7 | 0 | 16.70 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0.00 |
| 07 Administrative & Senior Clerical Personnel | 50 | 4 | 13.10 |
| 08 Skilled Sales & Service Personnel | 95 | 4 | 13.70 |
| 09 Skilled Crafts & Trades Workers | 1 | 1 | 13.70 |
| 10 Clerical Personnel | 25 | 1 | 17.90 |
| 11 Intermediate Sales & Service Personnel | 11 | 3 | 26.50 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0.00 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0.00 |
| 14 Other Manual Workers | 0 | 0 | 0.00 |
| Total | 695 | 51 | 16.8 |

Table 7: Members of Visible Minorities

| Employment Equity Occupational Group (EEOG) | Subsequent/Current Workforce Analysis | | |
|---|---------------------------------------|--|---------------|
| | All Employees | Members of Visible Minorities Representation | Availability* |
| | # | # | % |
| 01 Senior Managers | 8 | 1 | 10.1 |
| 02 Middle & Other Managers | 354 | 37 | 15.0 |
| 03 Professionals | 201 | 19 | 23.3 |
| 04 Semi-Professionals & Technicians | 6 | 2 | 20.1 |
| 05 Supervisors | 6 | 1 | 16.7 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0.0 |
| 07 Administrative & Senior Clerical Personnel | 66 | 6 | 13.3 |
| 08 Skilled Sales & Service Personnel | 74 | 6 | 14.1 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0.0 |
| 10 Clerical Personnel | 27 | 3 | 20.5 |
| 11 Intermediate Sales & Service Personnel | 4 | 1 | 22.2 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0.0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0.0 |
| 14 Other Manual Workers | 0 | 0 | 0.0 |
| Total | 746 | 76 | 0.0 |

* Source: 0

* Source: 2011 National Household Survey

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Data from First/Previous Workforce Analysis

↓ ↓ ↓ ↓

| Data from First/Previous Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2014 | 12 | 31 |

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓ ↓

| Data from Subsequent/Current Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2017 | 12 | 31 |

Table 4: Persons with Disabilities

| Employment Equity Occupational Group (EEOG) | First/Previous Workforce Analysis | | |
|---|-----------------------------------|---------------------------|---------------|
| | All Employees | Persons with Disabilities | Availability* |
| | # | # | % |
| 01/02 Managers | 321 | 1 | 4.30 |
| 03 Professionals | 180 | 0 | 3.80 |
| 04 Semi-Professionals & Technicians | 5 | 1 | 4.60 |
| 05 Supervisors | 7 | 0 | 13.90 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0.00 |
| 07 Administrative & Senior Clerical Personnel | 50 | 1 | 3.40 |
| 08 Skilled Sales & Service Personnel | 95 | 1 | 3.50 |
| 09 Skilled Crafts & Trades Workers | 1 | 1 | 3.80 |
| 10 Clerical Personnel | 25 | 0 | 7.00 |
| 11 Intermediate Sales & Service Personnel | 11 | 0 | 5.60 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0.00 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0.00 |
| 14 Other Manual Workers | 0 | 0 | 0.00 |
| Total | 695 | 5 | 4.2 |

Table 8: Persons with Disabilities

| Employment Equity Occupational Group (EEOG) | Subsequent/Current Workforce Analysis | | |
|---|---------------------------------------|---------------------------|---------------|
| | All Employees | Persons with Disabilities | Availability* |
| | # | # | % |
| 01/02 Managers | 362 | 2 | 4.3 |
| 03 Professionals | 201 | 0 | 3.8 |
| 04 Semi-Professionals & Technicians | 6 | 1 | 4.6 |
| 05 Supervisors | 6 | 0 | 13.9 |
| 06 Supervisors: Crafts & Trades | 0 | 1 | 0.0 |
| 07 Administrative & Senior Clerical Personnel | 66 | 0 | 3.4 |
| 08 Skilled Sales & Service Personnel | 74 | 0 | 3.5 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0.0 |
| 10 Clerical Personnel | 27 | 0 | 7.0 |
| 11 Intermediate Sales & Service Personnel | 4 | 0 | 5.6 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0.0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0.0 |
| 14 Other Manual Workers | 0 | 0 | 0.0 |
| Total | 746 | 4 | 0.0 |

* Source:

* Source:
2012 Canadian Survey on Disability

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Novartis Pharmaceuticals Canada Inc.

2018-07-26

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2014 | 01 | 01 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2017 | 12 | 31 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

| Employment Equity Occupational Group (EEOG) | Table 1: Women | | | | Table 5: Women | | | | Table 9: Women | | | |
|---|----------------------|-------------|----------------------|-------------|------------------------|----------------|------------------------|----------------|--------------------------|------------------|--------------------------|------------------|
| | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | |
| | All Employees Hired | Women Hired | All Employees Hired | Women Hired | All Employees Promoted | Women Promoted | All Employees Promoted | Women Promoted | All Employees Terminated | Women Terminated | All Employees Terminated | Women Terminated |
| | # | # | # | # | # | # | # | # | # | # | # | # |
| 01 Senior Managers | 0 | 0 | 0 | 0 | 3 | 3 | 0 | 0 | 5 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 131 | 75 | 2 | 2 | 75 | 43 | 0 | 0 | 165 | 93 | 1 | 1 |
| 03 Professionals | 74 | 46 | 0 | 0 | 59 | 27 | 0 | 0 | 78 | 58 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 1 | 1 | 0 | 0 | 2 | 1 | 0 | 0 | 1 | 1 | 0 | 0 |
| 05 Supervisors | 1 | 0 | 0 | 0 | 2 | 2 | 0 | 0 | 2 | 1 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 25 | 20 | 2 | 2 | 9 | 8 | 0 | 0 | 20 | 16 | 1 | 1 |
| 08 Skilled Sales & Service Personnel | 33 | 15 | 0 | 0 | 0 | 0 | 0 | 0 | 26 | 16 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| 10 Clerical Personnel | 19 | 13 | 0 | 0 | 4 | 3 | 0 | 0 | 4 | 3 | 1 | 1 |
| 11 Intermediate Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 3 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 284 | 170 | 4 | 4 | 154 | 87 | 0 | 0 | 306 | 191 | 3 | 3 |

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Part 2: Flow Data Analysis
Novartis Pharmaceuticals Canada Inc.

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| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2014 | 01 | 01 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2017 | 12 | 31 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

| Employment Equity Occupational Group (EEOG) | Table 2: Aboriginal Peoples | | | | Table 6: Aboriginal Peoples | | | | Table 10: Aboriginal Peoples | | | |
|---|-----------------------------|--------------------------|----------------------|--------------------------|-----------------------------|-----------------------------|------------------------|-----------------------------|------------------------------|-------------------------------|--------------------------|-------------------------------|
| | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | |
| | All Employees Hired | Aboriginal Peoples Hired | All Employees Hired | Aboriginal Peoples Hired | All Employees Promoted | Aboriginal Peoples Promoted | All Employees Promoted | Aboriginal Peoples Promoted | All Employees Terminated | Aboriginal Peoples Terminated | All Employees Terminated | Aboriginal Peoples Terminated |
| 01 Senior Managers | 0 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 5 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 131 | 2 | 2 | 0 | 75 | 1 | 0 | 0 | 165 | 0 | 1 | 0 |
| 03 Professionals | 74 | 0 | 0 | 0 | 59 | 0 | 0 | 0 | 78 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 1 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| 05 Supervisors | 1 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 2 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 25 | 0 | 2 | 0 | 9 | 0 | 0 | 0 | 20 | 0 | 1 | 0 |
| 08 Skilled Sales & Service Personnel | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 26 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 |
| 10 Clerical Personnel | 19 | 0 | 0 | 0 | 4 | 0 | 0 | 0 | 4 | 0 | 1 | 0 |
| 11 Intermediate Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 284 | 2 | 4 | 0 | 154 | 1 | 0 | 0 | 306 | 1 | 3 | 0 |

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Part 2: Flow Data Analysis
Novartis Pharmaceuticals Canada Inc.

2018-07-26

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2014 | 01 | 01 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2017 | 12 | 31 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

| Employment Equity Occupational Group (EEOG) | Table 3: Persons with Disabilities | | | | Table 7: Persons with Disabilities | | | | Table 11: Persons with Disabilities | | | |
|---|------------------------------------|---------------------------------|----------------------|---------------------------------|------------------------------------|------------------------------------|------------------------|------------------------------------|-------------------------------------|--------------------------------------|--------------------------|--------------------------------------|
| | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | |
| | All Employees Hired | Persons with Disabilities Hired | All Employees Hired | Persons with Disabilities Hired | All Employees Promoted | Persons with Disabilities Promoted | All Employees Promoted | Persons with Disabilities Promoted | All Employees Terminated | Persons with Disabilities Terminated | All Employees Terminated | Persons with Disabilities Terminated |
| 01 Senior Managers | 0 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 5 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 131 | 0 | 2 | 0 | 75 | 1 | 0 | 0 | 165 | 1 | 1 | 0 |
| 03 Professionals | 74 | 0 | 0 | 0 | 59 | 0 | 0 | 0 | 78 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 1 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| 05 Supervisors | 1 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 2 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 25 | 0 | 2 | 0 | 9 | 0 | 0 | 0 | 20 | 0 | 1 | 0 |
| 08 Skilled Sales & Service Personnel | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 26 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 |
| 10 Clerical Personnel | 19 | 0 | 0 | 0 | 4 | 0 | 0 | 0 | 4 | 0 | 1 | 0 |
| 11 Intermediate Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 284 | 0 | 4 | 0 | 154 | 1 | 0 | 0 | 306 | 2 | 3 | 0 |

Federal Contractors Program Achievement Report
Part 2: Flow Data Analysis
Novartis Pharmaceuticals Canada Inc.

2018-07-26

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2014 | 01 | 01 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2017 | 12 | 31 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

| Employment Equity Occupational Group (EEOG) | Table 4: Members of Visible Minorities | | | | Table 8: Members of Visible Minorities | | | | Table 12: Members of Visible Minorities | | | |
|---|--|-------------------------------------|----------------------|-------------------------------------|--|--|------------------------|--|---|--|--------------------------|--|
| | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | |
| | All Employees Hired | Members of Visible Minorities Hired | All Employees Hired | Members of Visible Minorities Hired | All Employees Promoted | Members of Visible Minorities Promoted | All Employees Promoted | Members of Visible Minorities Promoted | All Employees Terminated | Members of Visible Minorities Terminated | All Employees Terminated | Members of Visible Minorities Terminated |
| 01 Senior Managers | 0 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 5 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 131 | 24 | 2 | 0 | 75 | 10 | 0 | 0 | 165 | 19 | 1 | 0 |
| 03 Professionals | 74 | 11 | 0 | 0 | 59 | 2 | 0 | 0 | 78 | 7 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 1 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| 05 Supervisors | 1 | 0 | 0 | 0 | 2 | 1 | 0 | 0 | 2 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 25 | 2 | 2 | 1 | 9 | 1 | 0 | 0 | 20 | 1 | 1 | 0 |
| 08 Skilled Sales & Service Personnel | 33 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 26 | 2 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 |
| 10 Clerical Personnel | 19 | 3 | 0 | 0 | 4 | 0 | 0 | 0 | 4 | 0 | 1 | 0 |
| 11 Intermediate Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 1 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 284 | 46 | 4 | 1 | 154 | 14 | 0 | 0 | 306 | 31 | 3 | 0 |

Federal Contractors Program Achievement Report

Part 3: Goals

Novartis Pharmaceuticals Canada Inc.

2018-07-26

Data for First/Previous Goals

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

Table 1: Women

First/Previous Short-term Goals

| Employment Equity Occupational Group (EEOG) | All Employees | | | | | | | | Women | | | | | | | | | | | |
|---|---------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|------------|--|----------|-----------------------------|--------------|--------------|----------------------|-------------|---------------|------------------------|-------------------------------------|-------------|
| | Number | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years | |
| | | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | | YYYY-MM-DD | Annually | | Over 3 Years | From - To | | | | | | YYYY - YYYY |
| | 2014-12-31 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | # | Annually | Over 3 Years | # | 2014 | 2017 | % | # | # | % | % | | |
| | # | % | % | # | % | % | # | # | % | # | # | # | % | % | % | # | # | % | % | |
| 01 Senior Managers | 7 | 4.6% | | 0 | 66.7% | | 0 | 0 | 2 | 0.0% | 0 | 0 | 0 | 27.4% | 0 | 0 | 28.6% | 28.6% | | |
| 02 Middle & Other Managers | 314 | 4.1% | | 0 | 49.7% | | 0 | 0 | 184 | 0.0% | 0 | -62 | 0 | 38.9% | 62 | 62 | 58.6% | 58.6% | | |
| 03 Professionals | 180 | 3.7% | | 0 | 40.9% | | 0 | 0 | 130 | 0.0% | 0 | -34 | 0 | 53.5% | 34 | 34 | 72.2% | 72.2% | | |
| 04 Semi-Professionals & Tech | 5 | 6.3% | | 0 | 18.2% | | 0 | 0 | 3 | 0.0% | 0 | 0 | 0 | 50.9% | 0 | 0 | 60.0% | 60.0% | | |
| 05 Supervisors | 7 | -5.0% | | 0 | 30.8% | | 0 | 0 | 7 | 0.0% | 0 | -3 | 0 | 50.8% | 3 | 3 | 100.0% | 100.0% | | |
| 06 Supervisors: Crafts & Trades | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 07 Administrative & Sr Clerical | 50 | 9.7% | | 0 | 36.2% | | 0 | 0 | 47 | 0.0% | 0 | -7 | 0 | 81.0% | 7 | 7 | 94.0% | 94.0% | | |
| 08 Skilled Sales & Service | 95 | -8.0% | | 0 | 30.8% | | 0 | 0 | 63 | 0.0% | 0 | -36 | 0 | 27.9% | 36 | 36 | 66.3% | 66.3% | | |
| 09 Skilled Crafts & Trades | 1 | -100.0% | | 0 | 200.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 7.8% | 0 | 0 | 0.0% | 0.0% | | |
| 10 Clerical Personnel | 25 | 2.6% | | 0 | 19.2% | | 0 | 0 | 20 | 0.0% | 0 | -3 | 0 | 66.2% | 3 | 3 | 80.0% | 80.0% | | |
| 11 Intermediate Sales & Service | 11 | -28.6% | | 0 | 53.3% | | 0 | 0 | 11 | 0.0% | 0 | -4 | 0 | 64.5% | 4 | 4 | 100.0% | 100.0% | | |
| 12 Semi-Skilled Manual | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 13 Other Sales & Service | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 14 Other Manual Workers | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| Total | 695 | 2.4% | | 0 | 42.9% | | 0 | 0 | 467 | 0.0% | 0 | -150 | 0 | 45.6% | 150 | 150 | 67.2% | 67.2% | | |

† 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 2: Women

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

Federal Contractors Program Achievement Report
Part 3: Goals

Novartis Pharmaceuticals Canada Inc.
2018-07-26

006830

Data for First/Previous Goals

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U |
|---|---|-------------------------|--------------------------------------|------------|-----------|---|------------|-----------|-------|-------------------------|-----------------|-----------|-----------------|-------|------------|-------------------------|-------------------------|-----------------------------|-------|-----------------------|
| | | From Workforce Analysis | From Workforce Analysis ⁴ | Data Entry | C x E x 3 | From Flow Data Analysis & Workforce Analysis ⁴ | Data Entry | C x H x 3 | F + I | From Workforce Analysis | Equivalent to H | K x L x 3 | (F x O) - R + M | J x P | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x O) | K ÷ C | (K - M + O) ÷ (C + F) |
| | | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ |

Table 3: Aboriginal Peoples

| Employment Equity Occupational Group (EEOG) | All Employees | | | | | | | | | | Aboriginal Peoples | | | | | | | | | | |
|---|------------------------|---------|-----------|-------------------------------------|-----------|--------|--|--------|-----------|--------|---------------------------------|--------------|--------------------|-----------|------|----------------------|-------------|---------------|------------------------|-------------------------------------|--------|
| | Growth (New Positions) | | | Turnover (Replacement of Employees) | | | Turnover (Replacement of Terminated Employees) | | | Hires | | | 3 Year Goals | | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years | |
| | Number | Actual | Projected | Actual | Projected | Actual | Projected | Actual | Projected | Number | Turnover (Terminated Employees) | Over 3 Years | Hires Over 3 Years | From - To | 2014 | | | | | | 2017 |
| 01 Senior Managers | 7 | 4.6% | 0 | 66.7% | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 2.9% | 0 | 0 | 0.0% | 0.0% |
| 02 Middle & Other Managers | 314 | 4.1% | 0 | 49.7% | 0 | 0 | 0 | 0 | 0 | 2 | 0.0% | 0 | 5 | 0 | 0 | 0 | 2.2% | -5 | -5 | 0.6% | 0.6% |
| 03 Professionals | 180 | 3.7% | 0 | 40.9% | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 3 | 0 | 0 | 0 | 1.9% | -3 | -3 | 0.0% | 0.0% |
| 04 Semi-Professionals & Tech | 5 | 6.3% | 0 | 18.2% | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 1.2% | 0 | 0 | 0.0% | 0.0% |
| 05 Supervisors | 7 | -5.0% | 0 | 30.8% | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0.8% | 0 | 0 | 0.0% | 0.0% |
| 06 Supervisors, Crafts & Trades | 0 | 0.0% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 07 Administrative & Sr Clerical | 50 | 9.7% | 0 | 36.2% | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0.8% | 0 | 0 | 0.0% | 0.0% |
| 08 Skilled Sales & Service | 95 | -8.0% | 0 | 30.8% | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 09 Skilled Crafts & Trades | 1 | -100.0% | 0 | 200.0% | 0 | 0 | 0 | 0 | 0 | 1 | 0.0% | 0 | -1 | 0 | 0 | 0 | 1.3% | -1 | -1 | 0.0% | 0.0% |
| 10 Clerical Personnel | 25 | 2.6% | 0 | 19.2% | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 1.0% | 1 | 1 | 100.0% | 100.0% |
| 11 Intermediate Sales & Service | 11 | -28.6% | 0 | 53.3% | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 2.2% | 0 | -1 | 0.0% | 0.0% |
| 12 Semi-Skilled Manual | 0 | 0.0% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 13 Other Sales & Service | 0 | 0.0% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 14 Other Manual Workers | 0 | 0.0% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% |
| Total | 695 | 2.4% | 0 | 42.9% | 0 | 0 | 0 | 0 | 0 | 3 | 0.0% | 0 | 10 | 0 | 0 | 0 | 1.9% | -10 | -10 | 0.4% | 0.4% |

+ 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

Table 4: Aboriginal Peoples

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

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 2018-07-26

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

| Employment Equity Occupational Group (EEOG) | All Employees | | | | | | | | | | | | Persons with Disabilities | | | | | | | |
|---|---------------|---------|------------------------|--------------------|--------------|-------------------------------------|--------------------|--------------|--|--------------|-----------------------|-----------|---------------------------|-------|----------------------|-----|-------------|------------------------|------|---|
| | Number | | Growth (New Positions) | | | Turnover (Replacement of Employees) | | | Turnover (Replacement of Terminated Employees) | | | Hires | | | Present Availability | | | Present Representation | | |
| | 2014-12-31 | # | Actual Annually | Projected Annually | Over 3 Years | Actual Annually | Projected Annually | Over 3 Years | Actual Annually | Over 3 Years | Required Over 3 Years | From - To | 2014 | 2017 | % | # | Present Gap | Projected Gap | % | % |
| 01/02 Managers | 321 | 4.3% | 3.7% | 0 | 58.2% | 0 | 0 | 0 | 0 | 11 | 0 | 0 | 0 | 0 | 3.8% | -11 | -11 | 0.3% | 0.3% | |
| 03 Professionals | 180 | 3.7% | 4.0% | 0 | 40.9% | 0 | 0 | 0 | 8 | 0 | 0 | 0 | 0 | 4.6% | -8 | -8 | 0.0% | 0.0% | | |
| 04 Semi-Professionals & Tech | 5 | 6.3% | 18.2% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 13.9% | 0 | 0 | 20.0% | 20.0% | | |
| 05 Supervisors | 7 | -5.0% | 30.8% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | |
| 06 Supervisors: Crafts & Trades | 0 | 0.0% | 0.0% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3.4% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 07 Administrative & Sr Clerical | 50 | 9.7% | 36.2% | 0 | 0.0% | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 3.5% | -1 | -1 | 2.0% | 2.0% | | |
| 08 Skilled Sales & Service | 95 | -8.0% | 30.8% | 0 | 0.0% | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 3.8% | -3 | -3 | 1.1% | 1.1% | | |
| 09 Skilled Crafts & Trades | 1 | -100.0% | 200.0% | 0 | 0.0% | 0 | 0 | 0 | 0 | -1 | 0 | 0 | 0 | 7.0% | 1 | 1 | 100.0% | 100.0% | | |
| 10 Clerical Personnel | 25 | 2.6% | 19.2% | 0 | 0.0% | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 5.6% | -1 | -1 | 0.0% | 0.0% | | |
| 11 Intermediate Sales & Service | 11 | -28.6% | 53.3% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | |
| 12 Semi-Skilled Manual | 0 | 0.0% | 0.0% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 13 Other Sales & Service | 0 | 0.0% | 0.0% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 14 Other Manual Workers | 0 | 0.0% | 0.0% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4.2% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| Total | 695 | 2.4% | 42.9% | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 0 | 0 | 0 | 0 | 4.2% | 0 | 0 | 0.7% | 0.7% | |

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

Table 6: Persons with Disabilities

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

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Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

First/Previous Short-term Goals

| Employment Equity Occupational Group (EEOG) | All Employees | | | | | | | | | | Members of Visible Minorities | | | | | | | | | |
|---|------------------------|---------|-----------|-------------------------------------|-----------|--------|--|--------|-----------|--------------|-------------------------------|---------------------------------|--------------|--------------------|-----------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | Growth (New Positions) | | | Turnover (Replacement of Employees) | | | Turnover (Replacement of Terminated Employees) | | | Hires | | | 3 Year Goals | | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | Number | Actual | Projected | Actual | Projected | Actual | Projected | Actual | Projected | Over 3 Years | Number | Turnover (Terminated Employees) | Over 3 Years | Hires Over 3 Years | From - To | | | | | |
| 01 Senior Managers | 7 | 4.6% | 0 | 66.7% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10.1% | -1 | -1 | 0.0% | 0.0% |
| 02 Middle & Other Managers | 314 | 4.1% | 0 | 49.7% | 0 | 0 | 0 | 0 | 0 | 23 | 0.0% | 0 | 24 | 0 | 0 | 15.0% | -24 | -24 | 7.3% | 7.3% |
| 03 Professionals | 180 | 3.7% | 0 | 40.9% | 0 | 0 | 0 | 0 | 0 | 14 | 0.0% | 0 | 26 | 0 | 0 | 22.1% | -26 | -26 | 7.8% | 7.8% |
| 04 Semi-Professionals & Tech | 5 | 6.3% | 0 | 18.2% | 0 | 0 | 0 | 0 | 0 | 1 | 0.0% | 0 | 0 | 0 | 0 | 17.6% | 0 | 0 | 20.0% | 20.0% |
| 05 Supervisors | 7 | -5.0% | 0 | 30.8% | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 1 | 0 | 0 | 16.7% | -1 | -1 | 0.0% | 0.0% |
| 06 Supervisors, Crafts & Trades | 0 | 0.0% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 07 Administrative & Sr Clerical | 50 | 9.7% | 0 | 36.2% | 0 | 0 | 0 | 0 | 0 | 4 | 0.0% | 0 | 3 | 0 | 0 | 13.1% | -3 | -3 | 8.0% | 8.0% |
| 08 Skilled Sales & Service | 95 | -8.0% | 0 | 30.8% | 0 | 0 | 0 | 0 | 0 | 4 | 0.0% | 0 | 9 | 0 | 0 | 13.7% | -9 | -9 | 4.2% | 4.2% |
| 09 Skilled Crafts & Trades | 1 | -100.0% | 0 | 200.0% | 0 | 0 | 0 | 0 | 0 | 1 | 0.0% | 0 | -1 | 0 | 0 | 13.7% | 1 | 1 | 100.0% | 100.0% |
| 10 Clerical Personnel | 25 | 2.6% | 0 | 19.2% | 0 | 0 | 0 | 0 | 0 | 1 | 0.0% | 0 | 3 | 0 | 0 | 17.9% | -3 | -3 | 4.0% | 4.0% |
| 11 Intermediate Sales & Service | 11 | -28.6% | 0 | 53.3% | 0 | 0 | 0 | 0 | 0 | 3 | 0.0% | 0 | 0 | 0 | 0 | 26.5% | 0 | 0 | 27.3% | 27.3% |
| 12 Semi-Skilled Manual | 0 | 0.0% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 13 Other Sales & Service | 0 | 0.0% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 14 Other Manual Workers | 0 | 0.0% | 0 | 0.0% | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| Total | 695 | 2.4% | 0 | 42.9% | 0 | 0 | 0 | 0 | 0 | 51 | 0.0% | 0 | 66 | 0 | 0 | 16.8% | -66 | -66 | 7.3% | 7.3% |

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

Table 8: Members of Visible Minorities

| Employment Equity Occupational Group (EEOG) | Members of Visible Minorities | | | | Comments |
|---|-------------------------------|-----|-----------------|-----|----------|
| | Short-term Goals | % | Long-term Goals | % | |
| 01 Senior Managers | 0 | 0.0 | 0 | 0.0 | |
| 02 Middle & Other Managers | 1 | 0.0 | 2 | 0.0 | |
| 03 Professionals | 3 | 0.0 | 2 | 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 | 1 | 0.0 | 0 | 0.0 | |
| 09 Skilled Crafts & Trades | 0 | 0.0 | 0 | 0.0 | |
| 10 Clerical Personnel | 0 | 0.0 | 0 | 0.0 | |
| 11 Intermediate Sales & Service | 0 | 0.0 | 0 | 0.0 | |
| 12 Semi-Skilled Manual | 0 | 0.0 | 0 | 0.0 | |
| 13 Other Sales & Service | 0 | 0.0 | 0 | 0.0 | |
| 14 Other Manual Workers | 0 | 0.0 | 0 | 0.0 | |
| Total | 5 | 0.0 | 4 | 0.0 | |

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Data for Subsequent/Current Goals

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

Table 9: Women

| Employment Equity Occupational Group (EEOG) | All Employees | | | | | | | | | | | | Subsequent/Current Short-term Goals | | | | | | | | | | | | Women | | | | | | | | |
|---|------------------------|---------|-----------|-------------------------------------|-----------|--------------|----------------------------------|-----------|--------------|--------------------------------|--------|-----------|-------------------------------------|--------|--------|--|--------------|-----------------------|-----------|-----------|----------------------|--------------|---------------|------------------------|-------------------------------------|-------------|--|---------------|--|------------------------|--|-------------------------------------|--|
| | Growth (New Positions) | | | Turnover (Replacement of Employees) | | | Turnover of Terminated Employees | | | Anticipated Hires Over 3 Years | | | Number | | | Turnover (Replacement of Terminated Employees) | | | Hires | | | 3 Year Goals | | Present Availability | | Present Gap | | Projected Gap | | Present Representation | | Projected Representation in 3 Years | |
| | Number | Actual | Projected | Actual | Projected | Over 3 Years | Actual | Projected | Over 3 Years | Number | Actual | Projected | Over 3 Years | Number | Actual | Projected | Over 3 Years | Required Over 3 Years | From - To | From - To | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years | | | | | | | | |
| 01 Senior Managers | 8 | 4.6% | 0.0% | 0 | 0.0% | 0 | 66.7% | 0.0% | 0 | 4 | 0.0% | 0 | -2 | 0 | 0 | 27.4% | 2 | 2 | 2 | 27.4% | 2 | 2 | 50.0% | 50.0% | | | | | | | | | |
| 02 Middle & Other Managers | 354 | 4.1% | 0.0% | 0 | 0.0% | 0 | 49.7% | 0.0% | 0 | 210 | 0.0% | 0 | -72 | 0 | 0 | 38.9% | 72 | 72 | 72 | 38.9% | 72 | 72 | 59.3% | 59.3% | | | | | | | | | |
| 03 Professionals | 201 | 3.7% | 0.0% | 0 | 0.0% | 0 | 40.9% | 0.0% | 0 | 119 | 0.0% | 0 | -13 | 0 | 0 | 52.8% | 13 | 13 | 13 | 52.8% | 13 | 13 | 59.2% | 59.2% | | | | | | | | | |
| 04 Semi-Professionals & Tech | 6 | 6.3% | 0.0% | 0 | 0.0% | 0 | 18.2% | 0.0% | 0 | 4 | 0.0% | 0 | -1 | 0 | 0 | 53.2% | 1 | 1 | 1 | 53.2% | 1 | 1 | 66.7% | 66.7% | | | | | | | | | |
| 05 Supervisors | 6 | -5.0% | 0.0% | 0 | 0.0% | 0 | 30.8% | 0.0% | 0 | 5 | 0.0% | 0 | -2 | 0 | 0 | 50.8% | 2 | 2 | 2 | 50.8% | 2 | 2 | 83.3% | 83.3% | | | | | | | | | |
| 06 Administrative & Sr Clerical | 0 | 0.0% | 0.0% | 0 | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | | | | | | | | |
| 07 Supervisors, Crafts & Trades | 66 | 9.7% | 0.0% | 0 | 0.0% | 0 | 36.2% | 0.0% | 0 | 63 | 0.0% | 0 | -10 | 0 | 0 | 80.8% | 10 | 10 | 10 | 80.8% | 10 | 10 | 95.5% | 95.5% | | | | | | | | | |
| 08 Skilled Sales & Service | 74 | -8.0% | 0.0% | 0 | 0.0% | 0 | 30.8% | 0.0% | 0 | 42 | 0.0% | 0 | -21 | 0 | 0 | 28.0% | 21 | 21 | 21 | 28.0% | 21 | 21 | 56.8% | 56.8% | | | | | | | | | |
| 09 Skilled Crafts & Trades | 0 | -100.0% | 0.0% | 0 | 0.0% | 0 | 200.0% | 0.0% | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | | | | | | | | |
| 10 Clerical Personnel | 27 | 2.6% | 0.0% | 0 | 0.0% | 0 | 19.2% | 0.0% | 0 | 20 | 0.0% | 0 | -3 | 0 | 0 | 63.1% | 3 | 3 | 3 | 63.1% | 3 | 3 | 74.1% | 74.1% | | | | | | | | | |
| 11 Intermediate Sales & Service | 4 | -28.6% | 0.0% | 0 | 0.0% | 0 | 53.3% | 0.0% | 0 | 4 | 0.0% | 0 | -2 | 0 | 0 | 61.8% | 2 | 2 | 2 | 61.8% | 2 | 2 | 100.0% | 100.0% | | | | | | | | | |
| 12 Semi-Skilled Manual | 0 | 0.0% | 0.0% | 0 | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | | | | | | | | |
| 13 Other Sales & Service | 0 | 0.0% | 0.0% | 0 | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | | | | | | | | |
| 14 Other Manual Workers | 0 | 0.0% | 0.0% | 0 | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0.0% | 0 | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0.0% | 0.0% | | | | | | | | | |
| Total | 746 | 2.4% | 0.0% | 0 | 0.0% | 0 | 42.9% | 0.0% | 0 | 471 | 0.0% | 0 | -471 | 0 | 0 | 0.0% | 471 | 471 | 471 | 0.0% | 471 | 471 | 63.1% | 63.1% | | | | | | | | | |

+ 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

Table 10: Women

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

Not completed since already meeting goals.

Federal Contractors Program Achievement Report

Part 3: Goals

Novartis Pharmaceuticals Canada Inc.

2018-07-26

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

| Employment Equity Occupational Group (EEOG) | All Employees | | | | | | | | Aboriginal Peoples | | | | | | | | | | | |
|---|---------------|------------------------|-------------|--------------|--|-------------|--------------|--------------------------------|--------------------|--|----------|-----------------------------|--------------|-------------|----------------------|-------------|---------------|------------------------|-------------------------------------|-------------|
| | Number | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years | |
| | | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | | YYYY-MM-DD | Annually | | Over 3 Years | From - To | | | | | | YYYY - YYYY |
| | 2017-12-31 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | # | Annually | Over 3 Years | # | 2017 | 2020 | % | # | # | % | % | | |
| | # | % | % | # | % | % | # | # | % | # | # | # | % | % | % | # | # | % | % | |
| 01 Senior Managers | 8 | 4.6% | 0.0% | 0 | 66.7% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 2.9% | 0 | 0 | 0.0% | 0.0% | | |
| 02 Middle & Other Managers | 354 | 4.1% | 0.0% | 0 | 49.7% | 0.0% | 0 | 0 | 4 | 0.0% | 0 | 4 | 0 | 2.2% | 2.2% | -4 | -4 | 1.1% | 1.1% | |
| 03 Professionals | 201 | 3.7% | 0.0% | 0 | 40.9% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 4 | 0 | 1.8% | 1.8% | -4 | -4 | 0.0% | 0.0% | |
| 04 Semi-Professionals & Tech | 6 | 6.3% | 0.0% | 0 | 18.2% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 1.5% | 0 | 0 | 0.0% | 0.0% | | |
| 05 Supervisors | 6 | -5.0% | 0.0% | 0 | 30.8% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.8% | 0 | 0 | 0.0% | 0.0% | | |
| 06 Supervisors: Crafts & Trades | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 07 Administrative & Sr Clerical | 66 | 9.7% | 0.0% | 0 | 36.2% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.7% | 0 | 0 | 0.0% | 0.0% | | |
| 08 Skilled Sales & Service | 74 | -8.0% | 0.0% | 0 | 30.8% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 1 | 0 | 1.1% | 1.1% | -1 | -1 | 0.0% | 0.0% | |
| 09 Skilled Crafts & Trades | 0 | -100.0% | 0.0% | 0 | 200.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 10 Clerical Personnel | 27 | 2.6% | 0.0% | 0 | 19.2% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.9% | 0 | 0 | 0.0% | 0.0% | | |
| 11 Intermediate Sales & Service | 4 | -28.6% | 0.0% | 0 | 53.3% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.9% | 0 | 0 | 0.0% | 0.0% | | |
| 12 Semi-Skilled Manual | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 13 Other Sales & Service | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 14 Other Manual Workers | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| Total | 746 | 2.4% | 0.0% | 0 | 42.9% | 0.0% | 0 | 0 | 4 | 0.0% | 0 | -4 | 0 | 0.0% | 4 | 4 | 0.5% | 0.5% | | |

† 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 12: Aboriginal Peoples

| Employment Equity Occupational Group (EEOG) | Aboriginal Peoples | | | | Comments |
|---|--------------------|------------|-----------------|------------|----------|
| | Short-term Goals | | Long-term Goals | | |
| | | % | | % | |
| 01 Senior Managers | | 0.0 | | 0.0 | |
| 02 Middle & Other Managers | | 2.2 | | 2.2 | |
| 03 Professionals | | 1.8 | | 1.8 | |
| 04 Semi-Professionals & Tech | | 0.0 | | 0.0 | |
| 05 Supervisors | | 0.0 | | 0.0 | |
| 06 Supervisors: Crafts & Trades | | 0.0 | | 0.0 | |
| 07 Administrative & Sr Clerical | | 0.0 | | 0.0 | |
| 08 Skilled Sales & Service | | 1.1 | | 1.1 | |
| 09 Skilled Crafts & Trades | | 0.0 | | 0.0 | |
| 10 Clerical Personnel | | 0.0 | | 0.0 | |
| 11 Intermediate Sales & Service | | 0.0 | | 0.0 | |
| 12 Semi-Skilled Manual | | 0.0 | | 0.0 | |
| 13 Other Sales & Service | | 0.0 | | 0.0 | |
| 14 Other Manual Workers | | 0.0 | | 0.0 | |
| Total | | 0.0 | | 0.0 | |

Federal Contractors Program Achievement Report
Part 3: Goals

Novartis Pharmaceuticals Canada Inc.
2018-07-26

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

| Employment Equity Occupational Group (EEOG) | All Employees | | | | | | | | | | | | Persons with Disabilities | | | | | | | |
|---|------------------------------------|------------------------|-----------|--------------|-------------------------------------|-----------|--------------|--------------------------------|------------------------------------|--|---|----|-----------------------------|--------------|-----|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | Number YYYY-MM-DD 2017-12-31 | Growth (New Positions) | | | Turnover (Replacement of Employees) | | | Anticipated Hires Over 3 Years | Number YYYY-MM-DD 2017-12-31 | Turnover (Replacement of Terminated Employees) | | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | Actual | Projected | Over 3 Years | Actual | Projected | Over 3 Years | | | From - To | % | % | | % | % | | | | | |
| 01/02 Managers | 362 | 4.3% | 0.0% | 0 | 58.2% | 0.0% | 0 | 2 | 0.0% | 0.0% | 0 | 14 | 0 | 4.3% | -14 | -14 | 0.6% | 0.6% | | |
| 03 Professionals | 201 | 3.7% | 0.0% | 0 | 40.9% | 0.0% | 0 | 0 | 0.0% | 0.0% | 0 | 8 | 0 | 3.8% | -8 | -8 | 0.0% | 0.0% | | |
| 04 Semi-Professionals & Tech | 6 | 6.3% | 0.0% | 0 | 18.2% | 0.0% | 0 | 1 | 0.0% | 0.0% | 0 | -1 | 0 | 4.6% | 1 | 1 | 16.7% | 16.7% | | |
| 05 Supervisors | 6 | -5.0% | 0.0% | 0 | 30.8% | 0.0% | 0 | 0 | 0.0% | 0.0% | 0 | 1 | 0 | 13.9% | -1 | -1 | 0.0% | 0.0% | | |
| 06 Supervisors: Crafts & Trades | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 1 | 0.0% | 0.0% | 0 | -1 | 0 | 0.0% | 1 | 1 | #DIV/0! | #DIV/0! | | |
| 07 Administrative & Sr Clerical | 66 | 9.7% | 0.0% | 0 | 36.2% | 0.0% | 0 | 0 | 0.0% | 0.0% | 0 | 2 | 0 | 3.4% | -2 | -2 | 0.0% | 0.0% | | |
| 08 Skilled Sales & Service | 74 | -8.0% | 0.0% | 0 | 30.8% | 0.0% | 0 | 0 | 0.0% | 0.0% | 0 | 3 | 0 | 3.5% | -3 | -3 | 0.0% | 0.0% | | |
| 09 Skilled Crafts & Trades | 0 | -100.0% | 0.0% | 0 | 200.0% | 0.0% | 0 | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 10 Clerical Personnel | 27 | 2.6% | 0.0% | 0 | 19.2% | 0.0% | 0 | 0 | 0.0% | 0.0% | 0 | 2 | 0 | 7.0% | -2 | -2 | 0.0% | 0.0% | | |
| 11 Intermediate Sales & Service | 4 | -28.6% | 0.0% | 0 | 53.3% | 0.0% | 0 | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 5.6% | 0 | 0 | 0.0% | 0.0% | | |
| 12 Semi-Skilled Manual | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 13 Other Sales & Service | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 14 Other Manual Workers | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| Total | 746 | 2.4% | 0.0% | 0 | 42.9% | 0.0% | 0 | 4 | 0.0% | 0.0% | 0 | -4 | 0 | 0.0% | 4 | 4 | 0.5% | 0.5% | | |

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

Table 14: Persons with Disabilities

| Employment Equity Occupational Group (EEOG) | Persons with Disabilities | | Comments |
|---|---------------------------|-----------------|----------|
| | Short-term Goals | Long-term Goals | |
| 01/02 Managers | 4.3% | 4.3% | |
| 03 Professionals | 3.8% | 3.8% | |
| 04 Semi-Professionals & Tech | 0.0% | 0.0% | |
| 05 Supervisors | 13.9% | 13.9% | |
| 06 Supervisors: Crafts & Trades | 0.0% | 0.0% | |
| 07 Administrative & Sr Clerical | 3.4% | 3.4% | |
| 08 Skilled Sales & Service | 3.5% | 3.5% | |
| 09 Skilled Crafts & Trades | 0.0% | 0.0% | |
| 10 Clerical Personnel | 7.0% | 7.0% | |
| 11 Intermediate Sales & Service | 0.0% | 0.0% | |
| 12 Semi-Skilled Manual | 0.0% | 0.0% | |
| 13 Other Sales & Service | 0.0% | 0.0% | |
| 14 Other Manual Workers | 0.0% | 0.0% | |
| Total | 0.0% | 0.0% | |

Federal Contractors Program Achievement Report
Part 3: Goals

Novartis Pharmaceuticals Canada Inc.
2018-07-26

006836

| Data for Subsequent/Current Goals | | | | | | | | | | | | | | | | | | | | |
|-----------------------------------|---|-------------------------|--------------------------------------|------------|-----------|---|------------|-----------|-------|-------------------------|-----------------|-----------|-----------------|-------|------------|-------------------------|-------------------------|-----------------------------|-------|-----------------------|
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U |
| Data sources: | | From Workforce Analysis | From Workforce Analysis ⁴ | Data Entry | C x E x 3 | From Flow Data Analysis & Workforce Analysis ⁴ | Data Entry | C x H x 3 | F + I | From Workforce Analysis | Equivalent to H | K x L x 3 | (F x O) - R + M | J x P | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x O) | K ÷ C | (K - M + O) ÷ (C + F) |
| | | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ |

Table 15: Members of Visible Minorities

| Employment Equity Occupational Group (EEOG) | All Employees | | | | | | | | | | | | Members of Visible Minorities | | | | | | |
|---|------------------------------------|------------------------|-----------|--------------|-------------------------------------|-----------|--------------|--------------------------------|------------------------------------|--|-----|-------------|-------------------------------|-------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | Number YYYY-MM-DD 2017-12-31 | Growth (New Positions) | | | Turnover (Replacement of Employees) | | | Anticipated Hires Over 3 Years | Number YYYY-MM-DD 2017-12-31 | Turnover (Replacement of Terminated Employees) | | | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | Actual | Projected | Over 3 Years | Actual | Projected | Over 3 Years | | | From - To | % | Present Gap | Projected Gap | | | | | | |
| 01 Senior Managers | 8 | 4.6% | 0.0% | 0 | 66.7% | 0.0% | 0 | 1 | 0.0% | 0.0% | 0 | 0 | 0 | 10.1% | 0 | 0 | 0 | 12.5% | 12.5% |
| 02 Middle & Other Managers | 354 | 4.1% | 0.0% | 0 | 49.7% | 0.0% | 0 | 37 | 0.0% | 0.0% | 16 | 0 | 0 | 15.0% | -16 | -16 | 0 | 10.5% | 10.5% |
| 03 Professionals | 201 | 3.7% | 0.0% | 0 | 40.9% | 0.0% | 0 | 19 | 0.0% | 0.0% | 28 | 0 | 0 | 23.3% | -28 | -28 | 0 | 9.5% | 9.5% |
| 04 Semi-Professionals & Tech | 6 | 6.3% | 0.0% | 0 | 18.2% | 0.0% | 0 | 2 | 0.0% | 0.0% | -1 | 0 | 0 | 20.1% | 1 | 1 | 0 | 33.3% | 33.3% |
| 05 Supervisors | 6 | -5.0% | 0.0% | 0 | 30.8% | 0.0% | 0 | 1 | 0.0% | 0.0% | 0 | 0 | 0 | 16.7% | 0 | 0 | 0 | 16.7% | 16.7% |
| 06 Supervisors, Crafts & Trades | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 07 Administrative & Sr Clerical | 66 | 9.7% | 0.0% | 0 | 36.2% | 0.0% | 0 | 6 | 0.0% | 0.0% | 3 | 0 | 0 | 13.3% | -3 | -3 | 0 | 9.1% | 9.1% |
| 08 Skilled Sales & Service | 74 | -8.0% | 0.0% | 0 | 30.8% | 0.0% | 0 | 6 | 0.0% | 0.0% | 4 | 0 | 0 | 14.1% | -4 | -4 | 0 | 8.1% | 8.1% |
| 09 Skilled Crafts & Trades | 0 | -100.0% | 0.0% | 0 | 200.0% | 0.0% | 0 | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 10 Clerical Personnel | 27 | 2.6% | 0.0% | 0 | 19.2% | 0.0% | 0 | 3 | 0.0% | 0.0% | 0 | 0 | 0 | 20.5% | -3 | -3 | 0 | 11.1% | 11.1% |
| 11 Intermediate Sales & Service | 4 | -28.6% | 0.0% | 0 | 53.3% | 0.0% | 0 | 1 | 0.0% | 0.0% | 0 | 0 | 0 | 22.2% | 0 | 0 | 0 | 25.0% | 25.0% |
| 12 Semi-Skilled Manual | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 13 Other Sales & Service | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| 14 Other Manual Workers | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| Total | 746 | 2.4% | 0.0% | 0 | 42.9% | 0.0% | 0 | 76 | 0.0% | 0.0% | -76 | 0 | 0 | 0.0% | 76 | 76 | 0 | 10.2% | 10.2% |

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

| Employment Equity Occupational Group (EEOG) | Members of Visible Minorities | | Comments |
|---|-------------------------------|-----------------|----------|
| | Short-term Goals | Long-term Goals | |
| 01 Senior Managers | 0.0 | 0.0 | |
| 02 Middle & Other Managers | 15.0 | 15.0 | |
| 03 Professionals | 23.3 | 23.3 | |
| 04 Semi-Professionals & Tech | 0.0 | 0.0 | |
| 05 Supervisors | 0.0 | 0.0 | |
| 06 Supervisors, Crafts & Trades | 0.0 | 0.0 | |
| 07 Administrative & Sr Clerical | 13.3 | 13.3 | |
| 08 Skilled Sales & Service | 14.1 | 14.1 | |
| 09 Skilled Crafts & Trades | 0.0 | 0.0 | |
| 10 Clerical Personnel | 20.5 | 20.5 | |
| 11 Intermediate Sales & Service | 0.0 | 0.0 | |
| 12 Semi-Skilled Manual | 0.0 | 0.0 | |
| 13 Other Sales & Service | 0.0 | 0.0 | |
| 14 Other Manual Workers | 0.0 | 0.0 | |
| Total | 0.0 | 0.0 | |

**Federal Contractors Program Achievement Report
Part 4: Results - Women**

Novartis Pharmaceuticals Canada Inc.

2018-07-26

006837

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | | | | | Flow Data Analysis | | | | | | Terminations | | | | | |
|---|------|--------------------|-----|-------|-------|-----|----|---------------|-----|-----|-------|----|----|--------------------|----|-------|-------|-----|-----|---------------|-------|-----|-------|----|--|
| | | Workforce | | | | | | Hires | | | | | | Promotions | | | | | | Terminations | | | | | |
| | | All Employees | | | Women | | | All Employees | | | Women | | | All Employees | | | Women | | | All Employees | | | Women | | |
| 01 Senior Managers | 2014 | 7 | 2 | 28.6 | 27.4 | 2 | 0 | 104.3 | 0 | 0.0 | 0 | 0 | 0 | 0 | 3 | 3 | 100.0 | 1 | 2 | 5 | 0 | 0.0 | 1 | -1 | |
| | 2017 | 8 | 4 | 50.0 | 27.4 | 2 | 2 | 182.5 | 0 | 0.0 | 0 | 0 | 0 | 3 | 3 | 100.0 | 1 | 2 | 5 | 0 | 0.0 | 1 | -1 | | |
| 02 Middle & Other Managers | 2014 | 314 | 184 | 58.6 | 38.9 | 122 | 62 | 150.6 | 133 | 77 | 57.9 | 52 | 25 | 75 | 43 | 57.3 | 44 | -1 | 166 | 94 | 56.6 | 97 | -3 | | |
| | 2017 | 354 | 210 | 59.3 | 38.9 | 138 | 72 | 152.5 | 133 | 77 | 57.9 | 52 | 25 | 75 | 43 | 57.3 | 44 | -1 | 166 | 94 | 56.6 | 97 | -3 | | |
| 03 Professionals | 2014 | 180 | 130 | 72.2 | 53.5 | 96 | 34 | 135.0 | 74 | 46 | 62.2 | 39 | 7 | 59 | 27 | 45.8 | 43 | -16 | 78 | 58 | 74.4 | 56 | 2 | | |
| | 2017 | 201 | 119 | 59.2 | 52.8 | 106 | 13 | 112.1 | 74 | 46 | 62.2 | 39 | 7 | 59 | 27 | 45.8 | 43 | -16 | 78 | 58 | 74.4 | 56 | 2 | | |
| 04 Semi-Professionals & Technicians | 2014 | 5 | 3 | 60.0 | 50.9 | 3 | 0 | 117.9 | 1 | 1 | 100.0 | 1 | 0 | 2 | 1 | 50.0 | 1 | 0 | 1 | 1 | 100.0 | 1 | 0 | | |
| | 2017 | 6 | 4 | 66.7 | 53.2 | 3 | 1 | 125.3 | 1 | 1 | 100.0 | 1 | 0 | 2 | 1 | 50.0 | 1 | 0 | 1 | 1 | 100.0 | 1 | 0 | | |
| 05 Supervisors | 2014 | 7 | 7 | 100.0 | 50.8 | 4 | 3 | 196.9 | 1 | 0 | 0.0 | 1 | -1 | 2 | 2 | 100.0 | 2 | 0 | 2 | 2 | 100.0 | 2 | -1 | | |
| | 2017 | 6 | 5 | 83.3 | 50.8 | 3 | 2 | 164.0 | 1 | 0 | 0.0 | 1 | -1 | 2 | 2 | 100.0 | 2 | 0 | 2 | 2 | 100.0 | 2 | -1 | | |
| 06 Supervisors: Crafts & Trades | 2014 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | | |
| | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | | |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | | | Short-term Goals | | | | | | Long-term Goals | | | | | | Comments | | | |
|---|------|---------------|----|--------|-------|-----|------|------------------|-----|------|-------|---|------|-----------------|-----|------|-------|-----|------|----------|-----|-----|------|
| | | All Employees | | | Women | | | All Employees | | | Women | | | All Employees | | | Women | | | | | | |
| | | # | % | Goal | # | % | Goal | # | % | Goal | # | % | Goal | # | % | Goal | # | % | Goal | | # | % | Goal |
| 01 Senior Managers | 2017 | -2 | 3 | -150.0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | |
| | 2020 | -2 | 3 | -150.0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 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 | 2017 | 42 | 26 | 61.9 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | |
| | 2020 | 42 | 26 | 61.9 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | |
| 03 Professionals | 2017 | 55 | 15 | 27.3 | 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 | |
| | 2020 | 55 | 15 | 27.3 | 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 | |
| 04 Semi-Professionals & Technicians | 2017 | 2 | 1 | 50.0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | |
| | 2020 | 2 | 1 | 50.0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | |
| 05 Supervisors | 2017 | 1 | 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 | |
| | 2020 | 1 | 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 | |
| 06 Supervisors: Crafts & Trades | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | |

Federal Contractors Program Achievement Report

Part 4: Results - Women

Novartis Pharmaceuticals Canada Inc.

2018-07-26

006838

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | | | | | | | | | | | | | | | | | | | | |
|--|--|------|----|----|-------|--------------|--------------|----|-------|-----------|----------------------|--------|------|----------|---|--------------|---|--------|---|----------|----------------------|------------|---------------------------|--------|----------------------------|----------------------------|-------------|----------------------------|--------------|-------|-------------|----------------------------|----------------------------|---------------------------|-------------|-------|----------------------------|----------------------------|---------------------|-------------|-------|----------------------------|----------------------------|-------------|
| | | | | | | | | | | | | | | | | | | | | | | | | | 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 |
| Data sources: | | | | | | | | | | | | | | | | | | | | | | | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | |
| Employment Equity Occupational Group (EEOG) | | | | | | | | | | | | | | | | | | | | | | | Workforce Analysis | | | | | | | | | | | Flow Data Analysis | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | Workforce | | | | | | Hires | | | | | Promotions | | | | | Terminations | | | | | |
| All Employees | | | | | | Women | | | | | All Employees | | | | | Women | | | | | All Employees | | | | | Women | | | | | | | | | | | | | | | | | | |
| # | # | # | # | # | # | % | Availability | # | Gap | EE Result | # | Actual | % | Expected | # | Difference | # | Actual | % | Expected | # | Difference | # | Actual | % | Expected | # | Difference | | | | | | | | | | | | | | | | |
| 07 | Administrative & Senior Clerical | 2014 | 50 | 47 | 94.0 | 81.0 | 41 | 7 | 116.0 | | 27 | 22 | 81.5 | 22 | 0 | 9 | 8 | 88.9 | 8 | 0 | 21 | 17 | 81.0 | 20 | -3 | | | | | | | | | | | | | | | | | | | |
| 07 | Senior Clerical | 2017 | 66 | 63 | 95.5 | 80.8 | 53 | 10 | 118.1 | | 27 | 22 | 81.5 | 22 | 0 | 9 | 8 | 88.9 | 8 | 0 | 21 | 17 | 81.0 | 20 | -3 | | | | | | | | | | | | | | | | | | | |
| 08 | Skilled Sales & Service Personnel | 2014 | 95 | 63 | 66.3 | 27.9 | 27 | 36 | 237.7 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 08 | Skilled Sales & Service Personnel | 2017 | 74 | 42 | 56.8 | 28.0 | 21 | 21 | 202.7 | | 33 | 15 | 45.5 | 9 | 6 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 26 | 16 | 61.5 | 17 | -1 | | | | | | | | | | | | | | | | | |
| 09 | Skilled Crafts & Trades Workers | 2014 | 1 | 0 | 0.0 | 7.8 | 0 | 0 | 0.0 | | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 | | | | | | | | | | | | | | | | | |
| 09 | Skilled Crafts & Trades Workers | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | | | | | | | | | | | | | | | | | |
| 10 | Clerical Personnel | 2014 | 25 | 20 | 80.0 | 66.2 | 17 | 3 | 120.8 | | 19 | 13 | 68.4 | 12 | 1 | 4 | 3 | 75.0 | 3 | 0 | 5 | 4 | 80.0 | 4 | 0 | | | | | | | | | | | | | | | | | | | |
| 10 | Clerical Personnel | 2017 | 27 | 20 | 74.1 | 63.1 | 17 | 3 | 117.4 | | 19 | 13 | 68.4 | 12 | 1 | 4 | 3 | 75.0 | 3 | 0 | 5 | 4 | 80.0 | 4 | 0 | | | | | | | | | | | | | | | | | | | |
| 11 | Intermediate Sales & Service Personnel | 2014 | 11 | 11 | 100.0 | 64.5 | 7 | 4 | 155.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 11 | Intermediate Sales & Service Personnel | 2017 | 4 | 4 | 100.0 | 61.8 | 2 | 2 | 161.8 | | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 4 | 3 | 75.0 | 4 | -1 | | | | | | | | | | | | | | | | | |
| 12 | Semi-Skilled Manual Workers | 2014 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | | | | | | | | | | | | | | | | | |
| 12 | Semi-Skilled Manual Workers | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | | | | | | | | | | | | | | | | | |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Short-term Goals | | | | Long-term Goals | | | | Comments |
|---|--|---------------|----|-------|---------------------|------------------|---------------------|-------|---------------------|-----------------|---------------------|-------|---------------------|----------|
| | | All Employees | | Women | | All Employees | | Women | | All Employees | | Women | | |
| | | # | % | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 07 | Administrative & Senior Clerical | 2017 | 15 | 13 | 86.7 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 07 | Administrative & Senior Clerical | 2020 | 15 | 13 | 86.7 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 08 | Skilled Sales & Service Personnel | 2017 | 7 | -1 | -14.3 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 08 | Skilled Sales & Service Personnel | 2020 | 7 | -1 | -14.3 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 09 | Skilled Crafts & Trades Workers | 2017 | -1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 09 | Skilled Crafts & Trades Workers | 2020 | -1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 10 | Clerical Personnel | 2017 | 18 | 12 | 66.7 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 10 | Clerical Personnel | 2020 | 18 | 12 | 66.7 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 11 | Intermediate Sales & Service Personnel | 2017 | -4 | -3 | 75.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 11 | Intermediate Sales & Service Personnel | 2020 | -4 | -3 | 75.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 12 | Semi-Skilled Manual Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 12 | Semi-Skilled Manual Workers | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |

Federal Contractors Program Achievement Report

Part 4: Results - Women

Novartis Pharmaceuticals Canada Inc.

2018-07-26

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | |
|---|------|--------------------|-----|----------------|--------------|-----|-----------|--------|----------|------------|--------|--------------------|------------|--------|----------|---------------|--------|----------|------------|---------------|------|-------|-----|---|
| | | Workforce | | | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | |
| | | All Employees | | Women | | | | | | | | All Employees | | Women | | All Employees | | Women | | All Employees | | Women | | |
| | | # | % | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | | | | | |
| 13 Other Sales & Service Personnel | 2014 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 14 Other Manual Workers | 2014 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2017 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| Total | 2014 | 695 | 467 | 67.2 | 45.6 | 317 | 150 | 147.4 | | | | | | | | | | | | | | | | |
| | 2017 | 746 | 471 | 63.1 | 0.0 | 0 | 471 | 0.0 | 288 | 174 | 60.4 | 0 | 174 | 154 | 87 | 56.5 | 103 | -16 | 309 | 194 | 62.8 | 208 | -14 | |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|---|------|---------------|-----|------------------|------|---------------------|------|---------------------|------|---------------------|------|---------------------|--|----------|
| | | Flow Data | | Short-term Goals | | | | Long-term Goals | | | | | | |
| | | All Employees | | Women | | Women | | | | Women | | | | |
| | | # | % | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | |
| 13 Other Sales & Service Personnel | 2017 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| 14 Other Manual Workers | 2017 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| Total | 2017 | 133 | 67 | 50.4 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2020 | 133 | 67 | 50.4 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |

**Federal Contractors Program Achievement Report
Part 5: Results - Aboriginal Peoples
Novartis Pharmaceuticals Canada Inc.**

006840

2018-07-26

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | | | | | | | | | | | | | | |
|--------------------------|----------------------------------|------|------------------|-----|--------------------|---|---------------|-------------|--------------------|------------|---------------|----------|--------------------|--------------|---------------|------------|--------------------|----------|---------------|--------------|--------------------|------------|---------------------------|----|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|--|
| | | | | | | | | | | | | | | | | | | | | | | | | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | Part 1: Workforce Analysis | Part 1: Workforce Analysis | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | |
| | | | | | | | | | | | | | | | | | | | | | | | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | |
| Employment Equity (EEOG) | | Year | Workforce | | | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | | | | | | | | | | | |
| | | | All Employees | | Aboriginal Peoples | | All Employees | | Aboriginal Peoples | | All Employees | | Aboriginal Peoples | | All Employees | | Aboriginal Peoples | | All Employees | | Aboriginal Peoples | | | | | | | | | | | | | | | | | |
| | | # | Representation # | % | Availability # | % | Gap # | EE Result % | Actual # | Expected # | Difference # | Actual # | Expected # | Difference # | Actual # | Expected # | Difference # | Actual # | Expected # | Difference # | Actual # | Expected # | Difference # | | | | | | | | | | | | | | | |
| | | # | % | % | % | % | % | % | % | % | % | % | % | % | % | % | % | % | % | % | % | % | % | % | | | | | | | | | | | | | | |
| 01 | Senior Managers | 2014 | 7 | 0.0 | 2.9 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 0 | 0 | 0 | | | | | | | | | | | | | | |
| | | 2017 | 8 | 0.0 | 2.9 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | |
| 02 | Middle & Other Managers | 2014 | 314 | 0.6 | 2.2 | 7 | -5 | 29.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 0 | 0 | 0 | | | | | | | | | | | | | | |
| | | 2017 | 354 | 1.1 | 2.2 | 8 | -4 | 51.4 | 133 | 3 | -1 | 1 | 1.3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 166 | 0 | 0 | -1 | | | | | | | | | | | | | | |
| 03 | Professionals | 2014 | 180 | 0.0 | 1.9 | 3 | -3 | 0.0 | 0 | 0 | -1 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | |
| | | 2017 | 201 | 0.0 | 1.8 | 4 | -4 | 0.0 | 74 | 1 | -1 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 78 | 0 | 0 | 0 | | | | | | | | | | | | | | |
| 04 | Semi-Professionals & Technicians | 2014 | 5 | 0.0 | 1.2 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | |
| | | 2017 | 6 | 0.0 | 1.5 | 0 | 0 | 0.0 | 1 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | | | | | | | | | | | | | | |
| 05 | Supervisors | 2014 | 7 | 0.0 | 0.8 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | |
| | | 2017 | 6 | 0.0 | 0.8 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | |
| 06 | Supervisors: Crafts & Trades | 2014 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | |
| | | 2017 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | Short-term Goals | | | | Long-term Goals | | | | Comments | |
|---|----------------------------------|---------------|--------------------|---|------------------|-----------------------|--------|-----------------------|-----------------|-----------------------|--------|-----------------------|----------|--|
| | | All Employees | Aboriginal Peoples | | Goal # | Percent of Goal Met % | Goal # | Percent of Goal Met % | Goal # | Percent of Goal Met % | Goal # | Percent of Goal Met % | | |
| | # | # | # | % | # | % | # | % | # | % | # | % | | |
| 01 | Senior Managers | 2017 | -2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| | | 2020 | -2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 02 | Middle & Other Managers | 2017 | 42 | 3 | 7.1 | 0 | 0.0 | 1 | 300.0 | 0 | 0.0 | 0 | 0.0 | |
| | | 2020 | 42 | 3 | 7.1 | 0 | 0.0 | 1 | 300.0 | 0 | 0.0 | 0 | 0.0 | |
| 03 | Professionals | 2017 | 55 | 0 | 0.0 | 0 | 0.0 | 1 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| | | 2020 | 55 | 0 | 0.0 | 0 | 0.0 | 1 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 04 | Semi-Professionals & Technicians | 2017 | 2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| | | 2020 | 2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 05 | Supervisors | 2017 | 1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| | | 2020 | 1 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 06 | Supervisors: Crafts & Trades | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| | | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |

Federal Contractors Program Achievement Report
 Part 5: Results - Aboriginal Peoples
 Novartis Pharmaceuticals Canada Inc.

2018-07-26

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| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | | | | | | | | | | | | | | | | | | | | | |
|---|--|------|--------------------|--------------------|-------|-------------|----------|----------|------------|---------------|---|----------|------------|--------------|--------------------|------------|------------|--------------|--------------|----------|--------------|--------------|---|---|----------------------------|----------------------------|-------------|----------------------------|-------------|-------|-------------|----------------------------|----------------------------|-------------|-------------|-------|----------------------------|----------------------------|-------------|-------------|-------|----------------------------|----------------------------|-------------|-------------|
| | | | | | | | | | | | | | | | | | | | | | | | | | 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 |
| Data sources: | | | | | | | | | | | | | | | | | | | | | | | | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ |
| Employment Equity Occupational Group (EEOG) | | Year | Workforce Analysis | | | | | | | | | | | | Flow Data Analysis | | | | | | Terminations | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | All Employees | Aboriginal Peoples | | | | | | All Employees | | | | | | Promotions | | | Terminations | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | # | Representation % | Availability % | Gap # | EE Result % | # | Actual # | Expected # | Difference # | # | Actual # | Expected # | Difference # | # | Actual # | Expected # | Difference # | # | Actual # | Expected # | Difference # | | | | | | | | | | | | | | | | | | | | | | | |
| | | # | % | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | | | | | | | | | | | | | | | | | | | | | | | |
| 07 | Administrative & Senior Clerical | 2014 | 50 | 0.0 | 0.83 | 0 | 0.0 | 27 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 21 | 0 | 0.0 | 0 | | | | | | | | | | | | | | | | | | | | | | |
| 07 | Administrative & Senior Clerical | 2017 | 66 | 0.0 | 0.7 | 0 | 0.0 | 0 | 0 | 0.0 | 9 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 5 | 0 | 0.0 | 0 | | | | | | | | | | | | | | | | | | | | | | |
| 08 | Skilled Sales & Service Personnel | 2014 | 95 | 0.0 | 1.3 | 1 | 0.0 | -1 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 26 | 0 | 0.0 | 0 | | | | | | | | | | | | | | | | | | | | | | |
| 08 | Skilled Sales & Service Personnel | 2017 | 74 | 0.0 | 1.1 | 1 | 0.0 | 33 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 4 | 0 | 0.0 | 0 | | | | | | | | | | | | | | | | | | | | | | |
| 09 | Skilled Crafts & Trades Workers | 2014 | 1 | 100.0 | 1.0 | 0 | 10,000.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 1 | 1 | 100.0 | 1 | | | | | | | | | | | | | | | | | | | | | | |
| 09 | Skilled Crafts & Trades Workers | 2017 | 0 | 0.0 | 0.0 | 1 | 0.0 | -1 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | | | | | | | | | | | | | | | | | | | | | | |
| 10 | Clerical Personnel | 2014 | 25 | 0.0 | 2.6 | 1 | 0.0 | 19 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | | | | | | | | | | | | | | | | | | | | | | |
| 10 | Clerical Personnel | 2017 | 27 | 0.0 | 0.9 | 0 | 0.0 | 0 | 0 | 0.0 | 4 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | | | | | | | | | | | | | | | | | | | | | | |
| 11 | Intermediate Sales & Service Personnel | 2014 | 11 | 0.0 | 2.2 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 4 | 0 | 0.0 | 0 | | | | | | | | | | | | | | | | | | | | | | |
| 11 | Intermediate Sales & Service Personnel | 2017 | 4 | 0.0 | 0.9 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | | | | | | | | | | | | | | | | | | | | | | |
| 12 | Semi-Skilled Manual Workers | 2014 | 0 | 0.0 | 0.0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | | | | | | | | | | | | | | | | | | | | | | |
| 12 | Semi-Skilled Manual Workers | 2017 | 0 | 0.0 | 0.0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | | | | | | | | | | | | | | | | | | | | | | |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Short-term Goals | | | | Long-term Goals | | | | Comments |
|---|--|---------------|--------------------|----|-------|---------------------|------|---------------------|------|---------------------|------|---------------------|-----|----------|
| | | All Employees | Aboriginal Peoples | | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | |
| 07 | Administrative & Senior Clerical | 2017 | 15 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 07 | Administrative & Senior Clerical | 2020 | 15 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 08 | Skilled Sales & Service Personnel | 2017 | 7 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 08 | Skilled Sales & Service Personnel | 2020 | 7 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 09 | Skilled Crafts & Trades Workers | 2017 | -1 | -1 | 100.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 09 | Skilled Crafts & Trades Workers | 2020 | -1 | -1 | 100.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 10 | Clerical Personnel | 2017 | 18 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 10 | Clerical Personnel | 2020 | 18 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 11 | Intermediate Sales & Service Personnel | 2017 | -4 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 11 | Intermediate Sales & Service Personnel | 2020 | -4 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 12 | Semi-Skilled Manual Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 12 | Semi-Skilled Manual Workers | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |

**Federal Contractors Program Achievement Report
Part 5: Results - Aboriginal Peoples
Novartis Pharmaceuticals Canada Inc.**

2018-07-26

006842

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | | | | Flow Data Analysis | | | | | | | | | | | | |
|---|------|--------------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|--------------------|---------------|--------------------|
| | | Workforce | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | | | | | |
| | | All Employees | Aboriginal Peoples | All Employees | Aboriginal Peoples | All Employees | Aboriginal Peoples | All Employees | Aboriginal Peoples | All Employees | Aboriginal Peoples | All Employees | Aboriginal Peoples | All Employees | Aboriginal Peoples | All Employees | Aboriginal Peoples | All Employees | Aboriginal Peoples | All Employees | Aboriginal Peoples | All Employees | Aboriginal Peoples | All Employees | Aboriginal Peoples |
| | | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % |
| 13 Other Sales & Service Personnel | 2014 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| | 2017 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| 14 Other Manual Workers | 2014 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| | 2017 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 |
| Total | 2014 | 695 | 3 | 0.4 | 1.9 | 13 | -10 | 22.7 | 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 |
| | 2017 | 746 | 4 | 0.5 | 0.0 | 0 | 4 | 0.0 | 0 | 0 | 0.0 | 2 | 0.7 | 0 | 0.0 | 2 | 0.6 | 1 | 0.3 | 0 | 0.0 | 1 | 0.3 | 1 | 0.0 |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Short-term Goals | | | | Long-term Goals | | | | Comments |
|---|------|---------------|--------------------|--------|------|------------------------|------|------------------------|------|------------------------|------|------------------------|--|----------|
| | | All Employees | Aboriginal Peoples | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | |
| 13 Other Sales & Service Personnel | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | | |
| 14 Other Manual Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | | |
| Total | 2017 | 133 | 2 | 1.5 | 0 | 0.0 | 2 | 100.0 | 0 | 0.0 | 2 | 0.0 | | |
| | 2020 | 133 | 2 | 1.5 | | | | | | | | | | |

Federal Contractors Program Achievement Report
 Part 6: Results - Persons with Disabilities
 Novartis Pharmaceuticals Canada Inc.

006843

2018-07-26

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | | | |
|---|---|------|----------------|--------------|---------------------------|-----------|---------------|---------------------------|----------|---------------|---|---------------------------|----------|---------------|---|---------------------------|------------|---------------|---|---------------------------|----------|---------------|---|---------------------------|----------------------------------|----------------------------------|----------------|
| | | | | | | | | | | | | | | | | | | | | | | | | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E + D x 100 |
| Workforce Analysis | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Employment Equity Occupational Group (EEOG) | | Year | Workforce | | | | | | | | | | | | | | | | | Flow Data Analysis | | | | | | | |
| | | | All Employees | | Persons with Disabilities | | | | | Hires | | | | | | | Promotions | | | | | Terminations | | | | | |
| | | # | Representation | Availability | Gap | EE Result | All Employees | Persons with Disabilities | | All Employees | | Persons with Disabilities | | All Employees | | Persons with Disabilities | | All Employees | | Persons with Disabilities | | All Employees | | Persons with Disabilities | | | |
| | | # | % | % | # | % | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | |
| | | # | % | % | # | % | # | % | % | % | # | % | % | % | # | % | % | % | # | % | % | # | % | % | # | % | % |
| | | # | % | % | # | % | # | % | % | % | # | % | % | % | # | % | % | % | # | % | % | # | % | % | # | % | % |
| | | # | % | % | # | % | # | % | % | % | # | % | % | % | # | % | % | % | # | % | % | # | % | % | # | % | % |
| | | # | % | % | # | % | # | % | % | % | # | % | % | % | # | % | % | % | # | % | % | # | % | % | # | % | % |
| | | # | % | % | # | % | # | % | % | % | # | % | % | % | # | % | % | % | # | % | % | # | % | % | # | % | % |
| | | # | % | % | # | % | # | % | % | % | # | % | % | % | # | % | % | % | # | % | % | # | % | % | # | % | % |
| | | # | % | % | # | % | # | % | % | % | # | % | % | % | # | % | % | % | # | % | % | # | % | % | # | % | % |

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

| 01 & 02 | 03 Professionals | 04 Semi-Professionals & Technicians | 05 Supervisors | 06 Supervisors: Crafts & Trades | Year | New Entrants | | | Short-term Goals | | | Long-term Goals | | | Comments |
|---------------|---------------------|---|-------------------|---------------------------------------|------|---------------|---------------------------|--------|------------------|---------------------|------|---------------------|------|---------------------|----------|
| | | | | | | All Employees | Persons with Disabilities | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| | | | | | 2017 | 40 | 0 | 0.0 | 0 | 0.0 | 0.0 | 1 | 0.0 | 0.0 | |
| | | | | | 2020 | 40 | 0 | 0.0 | | | 4.3 | | | 0.0 | |
| | | | | | 2017 | 55 | 0 | 0.0 | 0 | 0.0 | 0.0 | 1 | 0.0 | 0.0 | |
| | | | | | 2020 | 55 | 0 | 0.0 | | | 3.8 | | | 0.0 | |
| | | | | | 2017 | 2 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | |
| | | | | | 2020 | 2 | 0 | 0.0 | | | 0.0 | | | 0.0 | |
| | | | | | 2017 | 1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | |
| | | | | | 2020 | 1 | 0 | 0.0 | | | 13.9 | | | 0.0 | |
| | | | | | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | |
| | | | | | 2020 | 0 | 0 | 0.0 | | | 0.0 | | | 0.0 | |

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Novartis Pharmaceuticals Canada Inc.

2018-07-26

006844

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | | | Flow Data Analysis | | | | | Terminations | | | | | | | |
|--|--|--------------------|----|---------------------------|-------|--------------|---|-----|---------|-----------|---|--------------------|---|---------------------------|---|---------------|--------------|---------------------------|---|----|--------|----------|------------|---|
| | | All Employees | | Persons with Disabilities | | Availability | | Gap | | EE Result | | All Employees | | Persons with Disabilities | | All Employees | | Persons with Disabilities | | | | | | |
| | | # | % | # | % | # | # | # | % | # | % | # | % | # | % | Actual | Expected | Difference | # | % | Actual | Expected | Difference | |
| 07 | Administrative & Senior Clerical | 2014 | 50 | 1 | 2.0 | 3.5 | 2 | -1 | 57.1 | | | | | | | | | | | | | | | |
| | | 2017 | 66 | 0 | 0.0 | 3.4 | 2 | -2 | 0.0 | 27 | 0 | 0.0 | 1 | -1 | 9 | 0 | 0.0 | 0 | 0 | 21 | 0 | 0.0 | 0 | 0 |
| 08 | Skilled Sales & Service Personnel | 2014 | 95 | 1 | 1.1 | 3.8 | 4 | -3 | 27.7 | | | | | | | | | | | | | | | |
| | | 2017 | 74 | 0 | 0.0 | 3.5 | 3 | -3 | 0.0 | 33 | 0 | 0.0 | 1 | -1 | 0 | 0 | 0.0 | 0 | 0 | 26 | 0 | 0.0 | 0 | 0 |
| 09 | Skilled Crafts & Trades Workers | 2014 | 1 | 1 | 100.0 | 7.0 | 0 | 1 | 1,428.6 | | | | | | | | | | | | | | | |
| | | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 1 | 1 | 100.0 | 1 | 1 |
| 10 | Clerical Personnel | 2014 | 25 | 0 | 0.0 | 5.6 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | |
| | | 2017 | 27 | 0 | 0.0 | 7.0 | 2 | -2 | 0.0 | 19 | 0 | 0.0 | 1 | -1 | 4 | 0 | 0.0 | 0 | 0 | 5 | 0 | 0.0 | 0 | 0 |
| 11 | Intermediate Sales & Service Personnel | 2014 | 11 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | |
| | | 2017 | 4 | 0 | 0.0 | 5.6 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 4 | 0 | 0.0 | 0 | 0 |
| 12 | Semi-Skilled Manual Workers | 2014 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | |
| | | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | Short-term Goals | | | Long-term Goals | | | Comments | |
|--|--|---------------|---------------------------|--------|------------------|---------------------|------|---------------------|------|---------------------|----------|--|
| | | All Employees | Persons with Disabilities | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | |
| | | # | # | % | # | % | % | # | % | % | | |
| 07 | Administrative & Senior Clerical | 2017 | 15 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | |
| | | 2020 | 15 | 0 | 0.0 | | | | 3.4 | 0.0 | 0.0 | |
| 08 | Skilled Sales & Service Personnel | 2017 | 7 | 0 | 0.0 | 1 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | |
| | | 2020 | 7 | 0 | 0.0 | | | | 3.5 | 0.0 | 0.0 | |
| 09 | Skilled Crafts & Trades Workers | 2017 | -1 | -1 | 100.0 | 0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | |
| | | 2020 | -1 | -1 | 100.0 | | | | 0 | 0.0 | 0.0 | |
| 10 | Clerical Personnel | 2017 | 18 | 0 | 0.0 | 1 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | |
| | | 2020 | 18 | 0 | 0.0 | | | | 7.0 | 0.0 | 0.0 | |
| 11 | Intermediate Sales & Service Personnel | 2017 | -4 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | |
| | | 2020 | -4 | 0 | 0.0 | | | | 0 | 0.0 | 0.0 | |
| 12 | Semi-Skilled Manual Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | |
| | | 2020 | 0 | 0 | 0.0 | | | | 0 | 0.0 | 0.0 | |

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Novartis Pharmaceuticals Canada Inc.

2018-07-26

| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | | | | | |
|--|-------------|----------------------|----------------------------|----------------------------------|--------------------|----------------------------|-----------------------|-------------|--------------------|----------------------------|----------------------------|--------------------|-----------------------|----------------------------------|----------------------------|----------------------------|--------------------|-----------------------|----------------------------------|----------------------------|----------------------------|--------------------|-----------------------|----------------------------------|-----------------|----------|------------|--------------|---|
| | | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | $E + D \times 100$ | Part 1: Workforce Analysis | $D \times G \div 100$ | $E - H$ | $E + H \times 100$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $L + K \times 100$ | $K \times G \div 100$ | $L - N$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $Q + P \times 100$ | $P \times F \div 100$ | $Q - S$ | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | $V + U \times 100$ | $U \times F \div 100$ | $V - X$ | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Workforce Analysis | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Employment Equity Occupational Group (EEOG) | Year | All Employees | | Workforce | | | | | | | | | | Hires | | | | | Flow Data Analysis | | | | | Terminations | | | | | |
| | | | | Persons with Disabilities | | | | | | | | | | Persons with Disabilities | | | | | Persons with Disabilities | | | | | Persons with Disabilities | | | | | |
| | | # | # | Representation % | Availability % | # | Gap # | EE Result % | All Employees # | Actual # | Expected # | Difference # | All Employees # | Actual # | Expected # | Difference # | All Employees # | Actual # | Expected # | Difference # | All Employees # | Actual # | Expected # | Difference # | All Employees # | Actual # | Expected # | Difference # | |
| | | 13 | Personnel | 2014 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 |
| | | 13 | Personnel | 2017 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 |
| | | 14 | Other Manual Workers | 2014 | 0 | 0.0 | 4.2 | 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 |
| Total | | 2017 | 695 | 5 | 0.7 | #REF! | #REF! | #REF! | #REF! | 0.0 | 288 | 0 | 0.0 | 0 | 0 | 0.0 | 154 | 1 | 0.6 | 1 | 0 | 0 | 309 | 2 | 0.6 | 2 | 0 | | |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | Short-term Goals | | | | Long-term Goals | | | | Comments | | | | |
|--|---------------------------------|----------------------------------|-----|----------------------------------|------|-------------|-------|----------------------------------|-----|---------------|-------|-----------------|-------------|---|----------------------------|---|
| | | Flow Data | | Persons with Disabilities | | | | Persons with Disabilities | | | | | | | | |
| | | Persons with Disabilities | | Actual | | Goal | | Percent of Goal Met | | Actual | | | Goal | | Percent of Goal Met | |
| | | # | % | # | % | # | % | % | % | # | % | | # | % | % | % |
| 13 | Other Sales & Service Personnel | 2017 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | | | |
| | 2020 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | | | | | | | | |
| 14 | Other Manual Workers | 2017 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | |
| | 2020 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | |
| Total | | 2017 | 133 | -1 | -0.8 | 2 | -50.0 | 0.0 | 0.0 | 2 | -50.0 | 0.0 | 0.0 | | | |
| | | 2020 | 133 | -1 | -0.8 | | | | | | | | | | | |

Federal Contractors Program Achievement Report
Part 7: Results - Members of Visible Minorities
Novartis Pharmaceuticals Canada Inc.

006846

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| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | | | | | | | | | | | | | |
|--|-----------------|------|---------------|------|--------------------|-----|----------------|-------|-----|-------------|---------------|-----|--------------------|-----|------------|---------------|----|--------------------|-----|------------|---------------|---|--------------------|---------------------------|----------------------------|----------------------------|-------------|----------------------------|---------------------------|-------|-------------|----------------------------|----------------------------|---------------------|-------------|-------|----------------------------|
| | | | | | | | | | | | | | | | | | | | | | | | | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E ÷ D x 100 | Part 1: Workforce Analysis | D × G ÷ 100 | E - H | E + H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | L + K x 100 | K × G ÷ 100 | L - N | Part 2: Flow Data Analysis |
| Employment Equity Occupational Group (EEOG) | | | | | | | | | | | | | | | | | | | | | | | | Workforce Analysis | | | | | Flow Data Analysis | | | | | Terminations | | | |
| 01 | Senior Managers | Year | All Employees | | Visible Minorities | | Availability % | # | Gap | EE Result % | All Employees | | Visible Minorities | | Difference | All Employees | | Visible Minorities | | Difference | All Employees | | Visible Minorities | | Difference | | | | | | | | | | | | |
| | | | # | % | # | % | | | | | # | % | # | % | | # | % | # | % | | # | % | # | % | | # | % | | | | | | | | | | |
| 2014 | 7 | 0.0 | 10.1 | 1 | -1 | 0.0 | 0 | 123.8 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 3 | 0 | 0.0 | 0 | 0 | 5 | 0 | 0.0 | 0 | | | | | | | | | | | | |
| 2017 | 8 | 1 | 12.5 | 10.1 | 1 | 0 | 123.8 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 3 | 0 | 0.0 | 0 | 0 | 5 | 0 | 0.0 | 0 | | | | | | | | | | | | | |
| 2014 | 314 | 23 | 7.3 | 15.0 | 47 | -24 | 48.8 | 133 | 24 | 18.0 | 20 | 4 | 75 | 10 | 13.3 | 5 | 5 | 166 | 19 | 11.4 | 12 | 7 | 166 | 19 | 11.4 | | | | | | | | | | | | |
| 2017 | 354 | 37 | 10.5 | 15.0 | 53 | -16 | 69.7 | 133 | 24 | 18.0 | 20 | 4 | 75 | 10 | 13.3 | 5 | 5 | 166 | 19 | 11.4 | 12 | 7 | 166 | 19 | 11.4 | | | | | | | | | | | | |
| 2014 | 180 | 14 | 7.8 | 22.1 | 40 | -26 | 35.2 | 74 | 11 | 14.9 | 17 | -6 | 59 | 2 | 3.4 | 5 | -3 | 78 | 7 | 9.0 | 6 | 1 | 78 | 7 | 9.0 | | | | | | | | | | | | |
| 2017 | 201 | 19 | 9.5 | 23.3 | 47 | -28 | 40.6 | 74 | 11 | 14.9 | 17 | -6 | 59 | 2 | 3.4 | 5 | -3 | 78 | 7 | 9.0 | 6 | 1 | 78 | 7 | 9.0 | | | | | | | | | | | | |
| 2014 | 5 | 1 | 20.0 | 17.6 | 1 | 0 | 113.6 | 1 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 2 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | | | | | | | | | | | | | |
| 2017 | 6 | 2 | 33.3 | 20.1 | 1 | 1 | 165.8 | 1 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 2 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | | | | | | | | | | | | | |
| 2014 | 7 | 0 | 0.0 | 16.7 | 1 | -1 | 0.0 | 1 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 2 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | | | | | | | | | | | | | |
| 2017 | 6 | 1 | 16.7 | 16.7 | 1 | 0 | 99.8 | 1 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 2 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | | | | | | | | | | | | | |
| 2014 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | | | | | | | | | | | | | |
| 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | | | | | | | | | | | | | |

Data sources: Part 2: Flow Data Analysis Part 2: Flow Data Analysis Part 3: Goals Part 3: Goals Part 3: Goals Part 3: Goals Part 3: Goals Part 3: Goals Part 3: Goals Part 3: Goals Part 3: Goals Part 3: Goals Part 3: Goals Part 3: Goals Part 3: Goals

| 01 | Senior Managers | Year | New Entrants | | | Short-term Goals | | | Long-term Goals | | | Comments |
|------|-----------------|------|---------------|--------------------|---------|------------------|---------------------|------|---------------------|------|---------------------|----------|
| | | | All Employees | Visible Minorities | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 2017 | -2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 2020 | -2 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 2017 | 42 | 15 | 35.7 | 1 | 1,500.0 | 0.0 | 0.0 | 2 | 750.0 | 0.0 | 0.0 | |
| 2020 | 42 | 15 | 35.7 | 1 | 1,500.0 | 0.0 | 0.0 | 2 | 750.0 | 0.0 | 0.0 | |
| 2017 | 55 | 6 | 10.9 | 3 | 200.0 | 0.0 | 0.0 | 2 | 300.0 | 0.0 | 0.0 | |
| 2020 | 55 | 6 | 10.9 | 3 | 200.0 | 0.0 | 0.0 | 2 | 300.0 | 0.0 | 0.0 | |
| 2017 | 2 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| 2020 | 2 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| 2017 | 1 | 1 | 100.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| 2020 | 1 | 1 | 100.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |

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| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | | | | | | | | | | | | | | | | | | | | | | |
|---|--|----------------------------|--------------------|----------------------------|-------------|--------------------|----------------------------|----------------------------|---------------|-------------|-------|----------------------------|----------------------------|-------------|---------------|-------|----------------------------|----------------------------|-------------|-------------|-------|-------|---|------------|----------------------------|----------------------------|--------------|----------------------------|-------------|-------------|----------------------------|----------------------------|-------------|-------------|-------|----------------------------|----------------------------|-------------|-------------|-------|----------------------------|----------------------------|-------------|-------------|-------|--|--|
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Employment Equity Occupational Group (EEOG) | <table border="1"> <thead> <tr> <th rowspan="2"></th> <th rowspan="2">Part 1: Workforce Analysis</th> <th rowspan="2">Part 1: Workforce Analysis</th> <th rowspan="2">E + D x 100</th> <th rowspan="2">Part 1: Workforce Analysis</th> <th rowspan="2">D - G + 100</th> <th rowspan="2">E - H x 100</th> <th rowspan="2">Part 2: Flow Data Analysis</th> <th rowspan="2">Part 2: Flow Data Analysis</th> <th rowspan="2">L + K x 100</th> <th rowspan="2">K x G + 100</th> <th rowspan="2">L - N</th> <th rowspan="2">Part 2: Flow Data Analysis</th> <th rowspan="2">Part 2: Flow Data Analysis</th> <th rowspan="2">Q + P x 100</th> <th rowspan="2">P x F + 100</th> <th rowspan="2">Q - S</th> <th rowspan="2">Part 2: Flow Data Analysis</th> <th rowspan="2">Part 2: Flow Data Analysis</th> <th rowspan="2">V + U x 100</th> <th rowspan="2">U x F + 100</th> <th rowspan="2">V - X</th> </tr> <tr> <th></th> </tr> </thead> </table> | | | | | | | | | | | | | | | | | | | | | | | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E + D x 100 | Part 1: Workforce Analysis | D - G + 100 | 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 | | |
| | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E + D x 100 | Part 1: Workforce Analysis | D - G + 100 | E - H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | L + K x 100 | K x G + 100 | L - N | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Q + P x 100 | P x F + 100 | Q - S | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | V + U x 100 | U x F + 100 | V - X | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Employment Equity Occupational Group (EEOG) | Year | All Employees | Workforce Analysis | | | | | | | | | | | | | | | | | | Hires | | | Promotions | | | Terminations | | | | | | | | | | | | | | | | | | | | |
| | | | Visible Minorities | | | Visible Minorities | | | All Employees | | | Visible Minorities | | | All Employees | | | Visible Minorities | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | # | # | % | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 07 | Administrative & Senior Clerical | 2014 | 50 | 4 | 8.0 | 13.1 | 7 | -3 | 61.1 | 27 | 3 | 11.1 | 4 | -1 | 9 | 1 | 11.1 | 1 | 0 | 21 | 1 | 4.8 | 2 | -1 | | | | | | | | | | | | | | | | | | | | | | | |
| 07 | Administrative & Senior Clerical | 2017 | 66 | 6 | 9.1 | 13.3 | 9 | -3 | 68.4 | 27 | 3 | 11.1 | 4 | -1 | 9 | 1 | 11.1 | 1 | 0 | 21 | 1 | 4.8 | 2 | -1 | | | | | | | | | | | | | | | | | | | | | | | |
| 08 | Skilled Sales & Service Personnel | 2014 | 95 | 4 | 4.2 | 13.7 | 13 | -9 | 30.7 | 33 | 6 | 18.2 | 5 | 1 | 0 | 0 | 0.0 | 0 | 0 | 26 | 2 | 7.7 | 1 | 1 | | | | | | | | | | | | | | | | | | | | | | | |
| 08 | Skilled Sales & Service Personnel | 2017 | 74 | 6 | 8.1 | 14.1 | 10 | -4 | 57.5 | 33 | 6 | 18.2 | 5 | 1 | 0 | 0 | 0.0 | 0 | 0 | 26 | 2 | 7.7 | 1 | 1 | | | | | | | | | | | | | | | | | | | | | | | |
| 09 | Skilled Crafts & Trades Workers | 2014 | 1 | 0 | 0.0 | 0.0 | 0 | 1 | 729.9 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 1 | 100.0 | 1 | 0 | | | | | | | | | | | | | | | | | | | | | | | |
| 09 | Skilled Crafts & Trades Workers | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 1 | 100.0 | 1 | 0 | | | | | | | | | | | | | | | | | | | | | | | |
| 10 | Clerical Personnel | 2014 | 25 | 1 | 4.0 | 17.9 | 4 | -3 | 22.3 | 19 | 3 | 15.8 | 4 | -1 | 4 | 0 | 0.0 | 0 | 0 | 5 | 0 | 0.0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | |
| 10 | Clerical Personnel | 2017 | 27 | 3 | 11.1 | 20.5 | 6 | -3 | 54.2 | 19 | 3 | 15.8 | 4 | -1 | 4 | 0 | 0.0 | 0 | 0 | 5 | 0 | 0.0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | |
| 11 | Intermediate Sales & Service Personnel | 2014 | 11 | 3 | 27.3 | 26.5 | 3 | 0 | 102.9 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 4 | 1 | 25.0 | 1 | 0 | | | | | | | | | | | | | | | | | | | | | | | |
| 11 | Intermediate Sales & Service Personnel | 2017 | 4 | 1 | 25.0 | 22.2 | 1 | 0 | 112.6 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 4 | 1 | 25.0 | 1 | 0 | | | | | | | | | | | | | | | | | | | | | | | |
| 12 | Semi-Skilled Manual Workers | 2014 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | |
| 12 | Semi-Skilled Manual Workers | 2017 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | |

Data sources:

| | | | | | | | | | |
|----------------------------|----------------------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Part 3: Goals | E + G x 100 | Part 3: Goals | E + L x 100 | Part 3: Goals | E + K x 100 | Part 3: Goals | F + M x 100 |
|----------------------------|----------------------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Short-term Goals | | | | Long-term Goals | | | | Comments |
|---|--|--------------|----|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|----------|
| | | Flow Data | | Visible Minorities | | Visible Minorities | | Visible Minorities | | Visible Minorities | | Visible Minorities | | |
| | # | # | % | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 07 | Administrative & Senior Clerical | 2017 | 15 | 3 | 20.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 07 | Administrative & Senior Clerical | 2020 | 15 | 3 | 20.0 | 0 | 0.0 | 13.3 | 150.4 | 0 | 0.0 | 13.3 | 150.4 | |
| 08 | Skilled Sales & Service Personnel | 2017 | 7 | 4 | 57.1 | 1 | 400.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 08 | Skilled Sales & Service Personnel | 2020 | 7 | 4 | 57.1 | 1 | 400.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 09 | Skilled Crafts & Trades Workers | 2017 | -1 | -1 | 100.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 09 | Skilled Crafts & Trades Workers | 2020 | -1 | -1 | 100.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 10 | Clerical Personnel | 2017 | 18 | 3 | 16.7 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 10 | Clerical Personnel | 2020 | 18 | 3 | 16.7 | 0 | 0.0 | 20.5 | 81.3 | 0 | 0.0 | 20.5 | 81.3 | |
| 11 | Intermediate Sales & Service Personnel | 2017 | -4 | -1 | 25.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 11 | Intermediate Sales & Service Personnel | 2020 | -4 | -1 | 25.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 12 | Semi-Skilled Manual Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |
| 12 | Semi-Skilled Manual Workers | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | |

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Part 7: Results - Members of Visible Minorities
Novartis Pharmaceuticals Canada Inc.**

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| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | | | | | | | | | | | | | |
|--|---|----------------------|---|---------------------------|---|------------------|---|----------------|----------------------|-------|---|-------------|---|---------------------------|---|----------|---|------------|---------------------------|--------------|---|-----|---|---------------------------|----------------------------|----------------------------|-------------|----------------------------|-------------|-------|-------------|----------------------------|----------------------------|-------------|-------------|--------------|----------------------------|
| | | | | | | | | | | | | | | | | | | | | | | | | | 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 |
| Workforce Analysis | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Employment Equity Occupational Group (EEOG) | | Year | | Workforce | | | | | | | | | | Hires | | | | | Flow Data Analysis | | | | | Terminations | | | | | | | | | | | | | |
| | | All Employees | | Visible Minorities | | | | | All Employees | | | | | Visible Minorities | | | | | All Employees | | | | | Visible Minorities | | | | | | | | | | | | | |
| | | # | | # | | Representation % | | Availability % | | Gap # | | EE Result % | | # | | Actual # | | Expected # | | Difference # | | # | | Actual # | | Expected # | | Difference # | | # | | Actual # | | Expected # | | Difference # | |
| | | 2014 | | 0 | | 0.0 | | 0.0 | | 0 | | 0.0 | | 0 | | 0 | | 0.0 | | 0 | | 0 | | 0 | | 0.0 | | 0 | | 0 | | 0 | | 0.0 | | 0 | |
| | | 2017 | | 0 | | 0.0 | | 0.0 | | 0 | | 0.0 | | 0 | | 0 | | 0.0 | | 0 | | 0 | | 0 | | 0.0 | | 0 | | 0 | | 0.0 | | 0 | | | |
| 13 Other Sales & Service Personnel | | 2014 | | 0 | | 0.0 | | 0.0 | | 0 | | 0.0 | | 0 | | 0 | | 0.0 | | 0 | | 0 | | 0 | | 0.0 | | 0 | | 0 | | 0.0 | | 0 | | | |
| | | 2017 | | 0 | | 0.0 | | 0.0 | | 0 | | 0.0 | | 0 | | 0 | | 0.0 | | 0 | | 0 | | 0 | | 0.0 | | 0 | | 0 | | 0.0 | | 0 | | | |
| 14 Other Manual Workers | | 2014 | | 695 | | 51 | | 7.3 | | 16.8 | | 117 | | -66 | | 43.7 | | 0 | | 0 | | 0 | | 0 | | 0.0 | | 0 | | 0.0 | | 0 | | | | | |
| | | 2017 | | 746 | | 76 | | 10.2 | | 0.0 | | 76 | | 47 | | 16.3 | | 0 | | 47 | | 154 | | 14 | | 9.1 | | 11 | | 3 | | 309 | | 31 | | | |
| Total | | 2017 | | 746 | | 76 | | 10.2 | | 0.0 | | 76 | | 47 | | 16.3 | | 0 | | 47 | | 154 | | 14 | | 9.1 | | 11 | | 3 | | 309 | | 31 | | | |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Short-term Goals | | | | Long-term Goals | | | | Comments |
|---|------|---------------------|--------------------|--------|------|-------------------------|------|---------------------|------|------------------------|-------|---------------------|------|-----------------|
| | | All Employees | Visible Minorities | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | |
| 13 Other Sales & Service Personnel | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | |
| 14 Other Manual Workers | 2017 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | |
| | 2020 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | |
| Total | 2017 | 133 | 30 | 22.6 | 5 | 600.0 | 0.0 | 0.0 | 0.0 | 4 | 750.0 | 0.0 | 0.0 | |
| | 2020 | 133 | 30 | 22.6 | 5 | 600.0 | 0.0 | 0.0 | 0.0 | 4 | 750.0 | 0.0 | 0.0 | |

| |
|---|
| Federal Contractors Program Achievement Report |
| Part 8: Reasonable Efforts |
| Novartis Pharmaceuticals Canada Inc. |
| 2018-07-26 |

Efforts

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

Required measures:

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

Other measures:

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

- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

Additional Details

Please provide any additional information (optional):

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Novartis Pharmaceuticals Canada Inc.

Primary Location: Dorval, QC

Number of Employees:

Québec - 509

Ontario - 158

British Columbia - 31

Alberta - 25

Nova Scotia - 11

New Brunswick, Manitoba, Saskatchewan, Newfoundland and Labrador - 12

Total - 746

Organization Overview: NAICS 4145: Pharmaceuticals, Toiletries, Cosmetics and Sundries
Wholesaler-Distributors

Novartis is a pharmaceuticals and medical research company that offers many generic and bio-similar medicines for affordable prices.

Key Dates – First Year Assessment

| | |
|---------------------|-------------------|
| Initiated: | February 9, 2015 |
| Received: | March 16, 2015 |
| Closed: | November 24, 2015 |
| Workforce Analysis: | December 31, 2014 |

Key Dates – Subsequent Assessment

| | |
|---------------------|-------------------|
| Initiated: | February 14, 2018 |
| Received: | July 27, 2018 |
| Workforce Analysis: | December 31, 2017 |

This organization is using data as of December 31, 2017, as their employee data is pulled from their system at the end of every calendar year.

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

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

Yes No

ASSESSMENT OF REASONABLE PROGRESS

Women

This organization had no gaps for women at the time of their previous assessment.

Aboriginal Peoples

| EEOG | Title | Percentage of Goal Met | Assessment Comments |
|------|-----------------------------------|------------------------|---------------------|
| 2. | Middle & Other Managers | No goal set | Gap -5 |
| 3. | Professionals | No goal set | Gap -3 |
| 8. | Skilled Sales & Service Personnel | No goal set | Gap -1 |
| 10. | Clerical Personnel | No goal set | Gap -1 |

Person with Disabilities

| EEOG | Title | Percentage of Goal Met | Assessment Comments |
|-------|--|------------------------|---|
| 1./2. | Managers | No goal set | Gap -11 |
| 3. | Professionals | No goal set | Gap -8 |
| 7. | Administrative & Senior Clerical Personnel | No goal set | Gap -1 |
| 8. | Skilled Sales & Service Personnel | 0.0% | There were 26 terminations in this EEOG, and the number of employees decreased from 95 to 7 |
| 10. | Clerical Personnel | 0.0% | Goal of 1 – 0 hired |

Members of Visible Minorities

| EEOG | Title | Percentage of Goal Met | Assessment Comments |
|------|--|------------------------|----------------------|
| 1. | Senior Managers | No goal set | Gap -1 |
| 2. | Middle & Other Managers | 3,400.0% | Goal of 1 – 34 hired |
| 3. | Professionals | 433.3% | Goal of 3 – 13 hired |
| 7. | Administrative & Senior Clerical Personnel | No goal set | Gap -3 |
| 8. | Skilled Sales & Service Personnel | 600% | Goal of 1 – 6 hired |
| 10. | Clerical Personnel | No goal set | Gap -3 |

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- 3 out of 5 goals were met since the time of the previous assessment, representing a success rate of 60%. Of the 3 goals that were met, all were met between 433% and 3,400%.
 - This organization indicated that they have put in place additional measures to demonstrate that reasonable efforts were made to meet their goals. Some of these measures included creating a strategy for a barrier-free workplace and seeking support from engagement senior management to attempt to meet these goals.
 - Although Novartis Pharmaceuticals saw an increase in number of staff, they also documented that 306 (of a workforce between 695 and 746) were terminated over the course of the past 3 years. This represents significant restructuring efforts, which could have prevented them from being able to meet all 5 of their goals.

ASSESSMENT OF GOALS***Women***

There are currently no gaps in representation for Women in this organization.

Aboriginal Peoples

| Workforce Analysis Results | | | Goals | | Representation | LMA |
|---|-----------------------------------|-------------|------------------------------|--------------------------------|----------------|-----|
| Employment Equity Occupational Group (EEOG) | | Present Gap | Short-term (1 to 3 years) | Long-term (3 years or more) | | |
| # | Description | # | # or % | # or % | % | % |
| 02 | Middle & Other Managers | -4 | 2.2 | 2.2 | 1.1 | 2.2 |
| 03 | Professionals | -4 | 1.8 | 1.8 | 0.0 | 1.8 |
| 08 | Skilled Sales & Service Personnel | -1 | 1.1 | 1.1 | 0.0 | 1.1 |

Members of Visible Minorities

| Workforce Analysis Results | | | Goals | | Representation | LMA |
|---|--|-------------|------------------------------|--------------------------------|----------------|------|
| Employment Equity Occupational Group (EEOG) | | Present Gap | Short-term (1 to 3 years) | Long-term (3 years or more) | | |
| # | Description | # | # or % | # or % | % | % |
| 02 | Middle & Other Managers | -16 | 15.0 | 15.0 | 10.5 | 15.0 |
| 03 | Professionals | -28 | 23.3 | 23.3 | 9.5 | 23.3 |
| 07 | Administrative & Senior Clerical Personnel | -3 | 13.3 | 13.3 | 9.1 | 13.3 |
| 08 | Skilled Sales & Service Personnel | -4 | 14.1 | 14.1 | 8.1 | 14.1 |
| 10 | Clerical Personnel | -3 | 20.5 | 20.5 | 11.1 | 20.5 |

Person with Disabilities

| Workforce Analysis Results | | | Goals | | Representation | LMA |
|---|--|-------------|------------------------------|--------------------------------|----------------|------|
| Employment Equity Occupational Group (EEOG) | | Present Gap | Short-term (1 to 3 years) | Long-term (3 years or more) | | |
| # | Description | # | # or % | # or % | % | % |
| 01 | Senior Managers | -14 | 4.3 | 4.3 | 0.6 | 4.3 |
| 02 | Middle & Other Managers | -8 | 3.8 | 3.8 | 0.0 | 3.8 |
| 04 | Semi-Professionals & Technicians | -1 | 13.9 | 13.9 | 0.0 | 13.9 |
| 06 | Supervisors: Crafts & Trades | -2 | 3.4 | 3.4 | 0.0 | 3.4 |
| 07 | Administrative & Senior Clerical Personnel | -3 | 3.5 | 3.5 | 0.0 | 3.5 |

| | | | | | | |
|----|---------------------------------|-----|-----|-----|-----|-----|
| 09 | Skilled Crafts & Trades Workers | -2 | 7.0 | 7.0 | 0.0 | 7.0 |
| 14 | Other Manual Workers | -14 | 4.3 | 4.3 | 0.6 | 4.3 |

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- Novartis Pharmaceuticals Canada Inc. has demonstrated through their second compliance assessment submission that they were unable to meet 2 of the 5 goals set during their first compliance assessment. As almost all of the gaps are still present, and a number of new gaps have emerged in various EEOG's across all four designated groups, we encourage this organization to conduct an Employment Systems Review (ESR) of their recruitment and hiring policies and practices. A guide for completing an ESR can be found at the following link: <https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>. Completing an ESR should assist Novartis Pharmaceuticals Canada Inc. in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.

Name of Analyst: Alicia Dobney

Date: August 2, 2018

From: Dobney, Alicia A
Sent: August 9, 2018 11:16 AM
To: 'thorsten.eger@novartis.com' <thorsten.eger@novartis.com>
Cc: 'francois.hotte@novartis.com' <francois.hotte@novartis.com>; 'tamara.reed@novartis.com' <tamara.reed@novartis.com>
Subject: Government of Canada Agreement Number: 050433 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Thorsten Eger:

I am writing to inform you that the subsequent compliance assessment initiated on February 14, 2018 has been completed. As a result of the assessment, Novartis Pharmaceuticals Canada Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of Novartis Pharmaceuticals Canada Inc.'s employment equity program.

- Novartis Pharmaceuticals Canada Inc. has demonstrated through their second compliance assessment submission that they were unable to meet 2 of the 5 goals set during their first compliance assessment. As almost all of the gaps are still present, and a number of new gaps have emerged in various EEOG's across all four designated groups, we encourage this organization to conduct an Employment Systems Review (ESR) of their recruitment and hiring policies and practices. A guide for completing an ESR can be found at the following link: <https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>. Completing an ESR should assist Novartis Pharmaceuticals Canada Inc. in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on February 14, 2021. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, Novartis Pharmaceuticals Canada Inc. will be required to demonstrate that it has made reasonable

efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsgc-rhdcc.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish Novartis Pharmaceuticals Canada Inc. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



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