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OFFICIAL USE ONLY  
 Agreement N° 060233

### Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization AstraZeneca 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 PG0001 Total number of employees in Canada (Full-Time/Part-Time/Temporary) 580
Organization's North American Industry Classification System (NAICS) Code N° 325410	To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm</a>

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 1004 Middlegate Road	City Mississauga	Province ON	Postal Code L4Y 1M4
	Telephone Number 905 277-7111	Fax Number 905 275-2950	

EMPLOYMENT EQUITY CONTACT	
Name (print) Greer Hozack	Title Executive Director, Human Resources
Telephone Number 905 896 6105	E-mail Address greer.hozack@astrazeneca.com

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> <li>having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada, AND</li> <li>intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes).</li> </ul> Hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: <a href="http://www.hrsdc.gc.ca/eng/labour/equality/fcp/index.shtml">http://www.hrsdc.gc.ca/eng/labour/equality/fcp/index.shtml</a> <b>Important note:</b> 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	
<b>NOTE:</b> 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) Greer Hozack	Title Executive Director, Human Resources
Telephone Number 905 896 6105	E-mail Address greer.hozack@astrazeneca.com
Signature	Date Aug 23/13

INSTRUCTIONS
<b>IMPORTANT</b> <ul style="list-style-type: none"> <li>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-emo@hrsdc-rhdcc.gc.ca</li> </ul>



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

Reporting Period 2015-11-30 to 2018-11-30

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	442	1	0	443	Calgary	18	0	0	18
Québec	108	2	0	110	Edmonton	15	0	0	15
Nova Scotia	9	0	0	9	Halifax	4	0	0	4
New Brunswick	7	0	0	7	Montréal	50	1	0	51
Manitoba	7	0	0	7	Regina	4	0	0	4
British Columbia	36	0	0	36	Toronto	354	1	0	355
Saskatchewan	8	0	0	8	Vancouver	28	0	0	28
Alberta	36	0	0	36	Winnipeg	7	0	0	7
Newfoundland and Labrador	4	0	0	4	St. John's	4	0	0	4
Total Employees in Canada				660	Moncton	5	0	0	5
					Saguenay	2	0	0	2
					Québec	18	0	0	18
					Sherbrooke	5	0	0	5
					Trois-Rivières	4	1	0	5
					Kingston	2	0	0	2
					Ottawa - Gatineau	15	0	0	15
					Peterborough	1	0	0	1



AstraZeneca Canada Inc. (certificate # 060233)

Form 1

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

Reporting Period 2015-11-30 to 2018-11-30

	Census Metropolitan Areas			
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Hamilton	16	0	0	16
St. Catharines - Niagara	5	0	0	5
Kitchener - Cambridge - Waterloo	2	0	0	2
London	8	0	0	8
Windsor	3	0	0	3
Greater Sudbury	3	0	0	3
Brantford	1	0	0	1
Guelph	3	0	0	3
Saskatoon	4	0	0	4
Barrie	8	0	0	8
Kelowna	3	0	0	3
Victoria	2	0	0	2
Alta. less CMAs	3	0	0	3
B.C. less CMAs	3	0	0	3
N.B. less CMA	2	0	0	2
N.S. less CMA	5	0	0	5



AstraZeneca Canada Inc. (certificate # 060233)

Form 1

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

Reporting Period 2015-11-30 to 2018-11-30

	Census Metropolitan Areas			
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ont. less CMAs	25	0	0	25
Que. less CMAs	25	0	0	25
Total Employees in Canada		▶		660



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2015-11-30 to 2018-11-30**

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
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	10	4	6							1	1	
	<b>Total</b>	10	4	6							1	1	
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	101	53	48				1	1		10	4	6
	<b>Total</b>	101	53	48				1	1		10	4	6
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	236	71	165	1		1	2	2		84	26	58
	<b>Total</b>	236	71	165	1		1	2	2		84	26	58
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7	2	5							4	2	2
	<b>Total</b>	7	2	5							4	2	2



AstraZeneca Canada Inc. (certificate # 060233)

Form 2 A

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2015-11-30 to 2018-11-30**

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
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	32	5	27							6	2	4
	<b>Total</b>	32	5	27							6	2	4
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	257	101	156	1		1	4	2	2	23	14	9
	<b>Total</b>	257	101	156	1		1	4	2	2	23	14	9
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2							1		1
	<b>Total</b>	2		2							1		1
<b>Intermediate Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	12	3	9							1		1
	<b>Total</b>	12	3	9							1		1

AstraZeneca Canada Inc. (certificate # 060233)

Form 2 A

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2015-11-30 to 2018-11-30**

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
<b>Total Number of Employees</b>		<b>657</b>	<b>239</b>	<b>418</b>	<b>2</b>		<b>2</b>	<b>7</b>	<b>5</b>	<b>2</b>	<b>130</b>	<b>49</b>	<b>81</b>

AstraZeneca Canada Inc. (certificate # 060233)

Form 2 B

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / National**  
**Reporting Period 2015-11-30 to 2018-11-30**

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
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1							1		1
	<b>Total</b>	1		1							1		1
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2									
	<b>Total</b>	2		2									
<b>Total Number of Employees</b>		3		3							1		1





AstraZeneca Canada Inc. (certificate # 060233)

Form 3 A

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / National**  
**Reporting Period 2015-11-30 to 2018-11-30**

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
<b>Under \$15,000</b>	<b>657</b>	<b>239</b>	<b>418</b>	<b>2</b>		<b>2</b>	<b>7</b>	<b>5</b>	<b>2</b>	<b>130</b>	<b>49</b>	<b>81</b>
<b>Total Number of Employees</b>	<b>657</b>	<b>239</b>	<b>418</b>	<b>2</b>		<b>2</b>	<b>7</b>	<b>5</b>	<b>2</b>	<b>130</b>	<b>49</b>	<b>81</b>


**AstraZeneca Canada Inc. (certificate # 060233)**

Form 3 B

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Part-Time / National**  
**Reporting Period 2015-11-30 to 2018-11-30**

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
<b>Under \$5,000</b>	<b>3</b>		<b>3</b>							<b>1</b>		<b>1</b>
<b>Total Number of Employees</b>	<b>3</b>		<b>3</b>							<b>1</b>		<b>1</b>

AstraZeneca Canada Inc. (certificate # 060233)

Form 4 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

**Full-Time / National**

**Reporting Period 2015-11-30 to 2018-11-30**

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	4	3	1									
Middle and Other Managers	37	22	15				1	1		6	6	
Professionals	89	34	55							42	17	25
Semi-Professionals and Technicians	1		1									
Administrative and Senior Clerical Personnel	7	2	5							5	2	3
Skilled Sales and Service Personnel	118	50	68							16	7	9
Intermediate Sales and Service Personnel	3	1	2							1		1
<b>Total Number of Employees Hired</b>	<b>259</b>	<b>112</b>	<b>147</b>				<b>1</b>	<b>1</b>		<b>70</b>	<b>32</b>	<b>38</b>



**AstraZeneca Canada Inc. (certificate # 060233)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / National**  
**Reporting Period 2015-11-30 to 2018-11-30**

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
<b>Senior Managers</b>	5	1	4									
<b>Middle and Other Managers</b>	21	14	7				1	1		1	1	
<b>Professionals</b>	40	12	28							14	3	11
<b>Administrative and Senior Clerical Personnel</b>	6		6							1		1
<b>Skilled Sales and Service Personnel</b>	27	9	18							3	3	
<b>Total Number of Employees Promoted</b>	99	36	63				1	1		19	7	12
<b>Total Number of Promotions</b>	101	37	64				1	1		20	8	12

AstraZeneca Canada Inc. (certificate # 060233)

Form 6 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

**Full-Time / National**

**Reporting Period 2015-11-30 to 2018-11-30**

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	3	2									
Middle and Other Managers	41	32	9				1	1		7	7	
Professionals	78	30	48	1		1	1		1	24	9	15
Semi-Professionals and Technicians	1		1									
Administrative and Senior Clerical Personnel	5		5							2		2
Skilled Sales and Service Personnel	86	42	44	1		1				9	6	3
Intermediate Sales and Service Personnel	7	3	4									
<b>Total Number of Employees Terminated</b>	<b>223</b>	<b>110</b>	<b>113</b>	<b>2</b>		<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>42</b>	<b>22</b>	<b>20</b>

AstraZeneca Canada Inc. (certificate # 060233)

Form 6 B

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

Reporting Period 2015-11-30 to 2018-11-30

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
<b>Professionals</b>	1		1									
<b>Administrative and Senior Clerical Personnel</b>	1		1									
<b>Total Number of Employees Terminated</b>	2		2									



Workplace Equity Information Management System - AstraZeneca Canada Inc.

Workforce Analysis - Detailed Report

Date: 2018-11-30

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	10	6	60.0 %	27.6 %	3	3	National
<b>02 : Middle and Other Managers</b>	National	101	48	47.5 %	39.4 %	40	8	National
<b>03 : Professionals</b>		236	165	69.9 %	64.2 %	152	13	
1111 : Financial auditors and accountants	National	3	2	66.7 %	56.0 %	2	0	National
1112 : Financial and investment analysts	National	5	4	80.0 %	44.9 %	2	2	National
1121 : Human resources professionals	National	7	7	100.0 %	73.2 %	5	2	National
1122 : Professional occupations in business management consulting	National	22	11	50.0 %	42.7 %	9	2	National
1123 : Professional occupations in advertising, marketing and public relations	National	46	33	71.7 %	66.6 %	31	2	National
2112 : Chemists	National	3	1	33.3 %	41.9 %	1	0	National
2121 : Biologists and related scientists	National	9	8	88.9 %	52.8 %	5	3	National
2171 : Information systems analysts and consultants	National	12	7	58.3 %	27.7 %	3	4	National
2172 : Database analysts and data administrators	National	2	0	0.0 %	33.0 %	1	-1	National
3111 : Specialist physicians	National	1	0	0.0 %	39.1 %	0	0	National
4021 : College and other vocational instructors	National	2	0	0.0 %	53.8 %	1	-1	National
4163 : Business development officers and marketing researchers and consultants	National	4	0	0.0 %	51.3 %	2	-2	National
4165 : Health policy researchers, consultants and program officers	National	120	92	76.7 %	74.1 %	89	3	National
<b>04 : Semi-Professionals and Technicians</b>		7	5	71.4 %	45.7 %	3	2	
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	2	1	50.0 %	18.6 %	0	1	Ontario
4211 : Paralegal and related occupations	Ontario	1	1	100.0 %	82.5 %	1	0	Ontario
5241 : Graphic designers and illustrators	Ontario	4	3	75.0 %	50.0 %	2	1	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		33	28	84.8 %	79.1 %	26	2	
<b>Employment Equity Occupational Group</b>	Toronto	33	28	84.8 %	79.1 %	26	2	Toronto
<b>08 : Skilled Sales and Service Personnel</b>		259	158	61.0 %	27.8 %	72	86	
6221 : Technical sales specialists - wholesale trade	Alberta	27	12	44.4 %	23.4 %	6	6	Alberta



Workplace Equity Information Management System - AstraZeneca Canada Inc.

Workforce Analysis - Detailed Report

Date: 2018-11-30

000623

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
6221 : Technical sales specialists - wholesale trade	British Columbia	24	15	62.5 %	27.9 %	7	8	British Columbia
6221 : Technical sales specialists - wholesale trade	Manitoba	6	4	66.7 %	22.9 %	1	3	Manitoba
6221 : Technical sales specialists - wholesale trade	New Brunswick	5	0	0.0 %	29.1 %	1	-1	New Brunswick
6221 : Technical sales specialists - wholesale trade	Newfoundland and Labrador	2	2	100.0 %	33.3 %	1	1	Newfoundland and Labrador
6221 : Technical sales specialists - wholesale trade	Nova Scotia	7	2	28.6 %	26.7 %	2	0	Nova Scotia
6221 : Technical sales specialists - wholesale trade	Ontario	104	62	59.6 %	27.9 %	29	33	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	77	55	71.4 %	29.9 %	23	32	Québec
6221 : Technical sales specialists - wholesale trade	Saskatchewan	7	6	85.7 %	23.1 %	2	4	Saskatchewan
<b>10 : Clerical Personnel</b>		2	2	100.0 %	65.5 %	1	1	
Employment Equity Occupational Group	Toronto	2	2	100.0 %	65.5 %	1	1	Toronto
<b>11 : Intermediate Sales and Service Personnel</b>		12	9	75.0 %	67.5 %	8	1	
Employment Equity Occupational Group	Alta. less CMAs	1	1	100.0 %	76.1 %	1	0	Alta. less CMAs
Employment Equity Occupational Group	Edmonton	1	1	100.0 %	69.6 %	1	0	Edmonton
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	68.9 %	1	-1	Hamilton
Employment Equity Occupational Group	Moncton	1	0	0.0 %	64.2 %	1	-1	Moncton
Employment Equity Occupational Group	Ont. less CMAs	1	1	100.0 %	73.9 %	1	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	62.8 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	4	3	75.0 %	65.7 %	3	0	Toronto
Employment Equity Occupational Group	Vancouver	2	2	100.0 %	66.0 %	1	1	Vancouver
<b>Total</b>		660	421	63.8 %	46.2 %	305	116	

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: 2018-11-30

### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	10	0	0.0 %	3.2 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	101	0	0.0 %	2.7 %	3	-3	National
<b>03 : Professionals</b>		236	1	0.4 %	2.9 %	7	-6	
1111 : Financial auditors and accountants	National	3	0	0.0 %	1.4 %	0	0	National
1112 : Financial and investment analysts	National	5	0	0.0 %	0.8 %	0	0	National
1121 : Human resources professionals	National	7	0	0.0 %	3.1 %	0	0	National
1122 : Professional occupations in business management consulting	National	22	0	0.0 %	1.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	46	0	0.0 %	2.1 %	1	-1	National
2112 : Chemists	National	3	0	0.0 %	0.7 %	0	0	National
2121 : Biologists and related scientists	National	9	0	0.0 %	1.8 %	0	0	National
2171 : Information systems analysts and consultants	National	12	0	0.0 %	1.3 %	0	0	National
2172 : Database analysts and data administrators	National	2	0	0.0 %	1.5 %	0	0	National
3111 : Specialist physicians	National	1	0	0.0 %	0.7 %	0	0	National
4021 : College and other vocational instructors	National	2	0	0.0 %	3.0 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	4	0	0.0 %	2.0 %	0	0	National
4165 : Health policy researchers, consultants and program officers	National	120	1	0.8 %	3.9 %	5	-4	National
<b>04 : Semi-Professionals and Technicians</b>		7	0	0.0 %	1.5 %	0	0	
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	2	0	0.0 %	1.4 %	0	0	Ontario
4211 : Paralegal and related occupations	Ontario	1	0	0.0 %	1.9 %	0	0	Ontario
5241 : Graphic designers and illustrators	Ontario	4	0	0.0 %	1.4 %	0	0	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		33	0	0.0 %	0.8 %	0	0	
<b>Employment Equity Occupational Group</b>	Toronto	33	0	0.0 %	0.8 %	0	0	Toronto
<b>08 : Skilled Sales and Service Personnel</b>		259	1	0.4 %	1.7 %	4	-3	
6221 : Technical sales specialists - wholesale trade	Alberta	27	0	0.0 %	2.8 %	1	-1	Alberta



## Workforce Analysis - Detailed Report

Date: 2018-11-30

### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
6221 : Technical sales specialists - wholesale trade	British Columbia	24	1	4.2 %	2.1 %	1	0	British Columbia
6221 : Technical sales specialists - wholesale trade	Manitoba	6	0	0.0 %	5.5 %	0	0	Manitoba
6221 : Technical sales specialists - wholesale trade	New Brunswick	5	0	0.0 %	2.2 %	0	0	New Brunswick
6221 : Technical sales specialists - wholesale trade	Newfoundland and Labrador	2	0	0.0 %	7.5 %	0	0	Newfoundland and Labrador
6221 : Technical sales specialists - wholesale trade	Nova Scotia	7	0	0.0 %	3.2 %	0	0	Nova Scotia
6221 : Technical sales specialists - wholesale trade	Ontario	104	0	0.0 %	1.2 %	1	-1	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	77	0	0.0 %	1.1 %	1	-1	Québec
6221 : Technical sales specialists - wholesale trade	Saskatchewan	7	0	0.0 %	4.6 %	0	0	Saskatchewan
<b>10 : Clerical Personnel</b>		2	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Toronto	2	0	0.0 %	0.8 %	0	0	Toronto
<b>11 : Intermediate Sales and Service Personnel</b>		12	0	0.0 %	3.2 %	0	0	
Employment Equity Occupational Group	Alta. less CMAs	1	0	0.0 %	9.7 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	5.7 %	0	0	Edmonton
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	1.9 %	0	0	Hamilton
Employment Equity Occupational Group	Moncton	1	0	0.0 %	3.3 %	0	0	Moncton
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	6.9 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	3.1 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	4	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	2.5 %	0	0	Vancouver
<b>Total</b>		660	2	0.3 %	2.3 %	14	-12	

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: 2018-11-30

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### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	10	1	10.0 %	11.5 %	1	0	National
<b>02 : Middle and Other Managers</b>	National	101	10	9.9 %	17.6 %	18	-8	National
<b>03 : Professionals</b>		236	84	35.6 %	24.6 %	58	26	
1111 : Financial auditors and accountants	National	3	1	33.3 %	32.3 %	1	0	National
1112 : Financial and investment analysts	National	5	2	40.0 %	37.8 %	2	0	National
1121 : Human resources professionals	National	7	0	0.0 %	16.7 %	1	-1	National
1122 : Professional occupations in business management consulting	National	22	7	31.8 %	26.4 %	6	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	46	15	32.6 %	18.8 %	9	6	National
2112 : Chemists	National	3	1	33.3 %	44.1 %	1	0	National
2121 : Biologists and related scientists	National	9	5	55.6 %	20.7 %	2	3	National
2171 : Information systems analysts and consultants	National	12	8	66.7 %	38.6 %	5	3	National
2172 : Database analysts and data administrators	National	2	1	50.0 %	35.5 %	1	0	National
3111 : Specialist physicians	National	1	0	0.0 %	28.6 %	0	0	National
4021 : College and other vocational instructors	National	2	1	50.0 %	14.9 %	0	1	National
4163 : Business development officers and marketing researchers and consultants	National	4	2	50.0 %	25.7 %	1	1	National
4165 : Health policy researchers, consultants and program officers	National	120	41	34.2 %	24.5 %	29	12	National
<b>04 : Semi-Professionals and Technicians</b>		7	4	57.1 %	30.4 %	2	2	
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	2	2	100.0 %	37.0 %	1	1	Ontario
4211 : Paralegal and related occupations	Ontario	1	1	100.0 %	23.9 %	0	1	Ontario
5241 : Graphic designers and illustrators	Ontario	4	1	25.0 %	28.6 %	1	0	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		33	7	21.2 %	40.6 %	13	-6	
<b>Employment Equity Occupational Group</b>	Toronto	33	7	21.2 %	40.6 %	13	-6	Toronto
<b>08 : Skilled Sales and Service Personnel</b>		259	23	8.9 %	16.7 %	43	-20	
6221 : Technical sales specialists - wholesale trade	Alberta	27	5	18.5 %	12.9 %	3	2	Alberta



Workplace Equity Information Management System - AstraZeneca Canada Inc.

Workforce Analysis - Detailed Report

Date: 2018-11-30

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
6221 : Technical sales specialists - wholesale trade	British Columbia	24	2	8.3 %	26.1 %	6	-4	British Columbia
6221 : Technical sales specialists - wholesale trade	Manitoba	6	0	0.0 %	9.9 %	1	-1	Manitoba
6221 : Technical sales specialists - wholesale trade	New Brunswick	5	0	0.0 %	2.5 %	0	0	New Brunswick
6221 : Technical sales specialists - wholesale trade	Newfoundland and Labrador	2	0	0.0 %	5.0 %	0	0	Newfoundland and Labrador
6221 : Technical sales specialists - wholesale trade	Nova Scotia	7	0	0.0 %	2.3 %	0	0	Nova Scotia
6221 : Technical sales specialists - wholesale trade	Ontario	104	15	14.4 %	22.8 %	24	-9	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	77	1	1.3 %	10.9 %	8	-7	Québec
6221 : Technical sales specialists - wholesale trade	Saskatchewan	7	0	0.0 %	5.7 %	0	0	Saskatchewan
<b>10 : Clerical Personnel</b>		2	1	50.0 %	52.2 %	1	0	
Employment Equity Occupational Group	Toronto	2	1	50.0 %	52.2 %	1	0	Toronto
<b>11 : Intermediate Sales and Service Personnel</b>		12	1	8.3 %	35.1 %	4	-3	
Employment Equity Occupational Group	Alta. less CMAs	1	0	0.0 %	10.4 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	32.9 %	0	0	Edmonton
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	19.8 %	0	0	Hamilton
Employment Equity Occupational Group	Moncton	1	0	0.0 %	5.1 %	0	0	Moncton
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	3.2 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	25.9 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	4	1	25.0 %	54.7 %	2	-1	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	52.6 %	1	-1	Vancouver
<b>Total</b>		660	131	19.9 %	21.4 %	140	-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: 2018-11-30

#### Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	111	1	0.9 %	5.0 %	6	-5	National
03 : Professionals	National	236	2	0.8 %	8.9 %	21	-19	National
04 : Semi-Professionals and Technicians	National	7	0	0.0 %	7.6 %	1	-1	National
07 : Administrative and Senior Clerical Personnel	National	33	0	0.0 %	10.0 %	3	-3	National
08 : Skilled Sales and Service Personnel	National	259	4	1.5 %	8.0 %	21	-17	National
10 : Clerical Personnel	National	2	0	0.0 %	9.3 %	0	0	National
11 : Intermediate Sales and Service Personnel	National	12	0	0.0 %	10.8 %	1	-1	National
<b>Total</b>		<b>660</b>	<b>7</b>	<b>1.0 %</b>	<b>8.0 %</b>	<b>53</b>	<b>-46</b>	

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: 2018-11-30

000629

#### 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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA



### Workforce Analysis - Detailed Report

Date: 2018-11-30

000630

#### 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
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National



Workplace Equity Information Management System - AstraZeneca Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2018-11-30

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	10	6	60.0 %	27.6 %	3	3
02 : Middle and Other Managers	101	48	47.5 %	39.4 %	40	8
03 : Professionals	236	165	69.9 %	64.2 %	152	13
04 : Semi-Professionals and Technicians	7	5	71.4 %	45.7 %	3	2
07 : Administrative and Senior Clerical Personnel	33	28	84.8 %	79.1 %	26	2
08 : Skilled Sales and Service Personnel	259	158	61.0 %	27.8 %	72	86
10 : Clerical Personnel	2	2	100.0 %	65.5 %	1	1
11 : Intermediate Sales and Service Personnel	12	9	75.0 %	67.5 %	8	1
<b>Total</b>	<b>660</b>	<b>421</b>	<b>63.8 %</b>	<b>46.2 %</b>	<b>305</b>	<b>116</b>

Total may not equal sum of components due to rounding.





### Workforce Analysis - Summary Report

Date: 2018-11-30

#### Aboriginal Peoples

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Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees #	Representation		Availability		Gap #
		#	%	%	#	
01 : Senior Managers	10	0	0.0 %	3.2 %	0	0
02 : Middle and Other Managers	101	0	0.0 %	2.7 %	3	-3
03 : Professionals	236	1	0.4 %	2.9 %	7	-6
04 : Semi-Professionals and Technicians	7	0	0.0 %	1.5 %	0	0
07 : Administrative and Senior Clerical Personnel	33	0	0.0 %	0.8 %	0	0
08 : Skilled Sales and Service Personnel	259	1	0.4 %	1.7 %	4	-3
10 : Clerical Personnel	2	0	0.0 %	0.8 %	0	0
11 : Intermediate Sales and Service Personnel	12	0	0.0 %	3.2 %	0	0
<b>Total</b>	<b>660</b>	<b>2</b>	<b>0.3 %</b>	<b>2.3 %</b>	<b>14</b>	<b>-12</b>

Total may not equal sum of components due to rounding.



**Workforce Analysis - Summary Report**

Date: 2018-11-30

**Members of Visible Minorities**

Employment Equity Occupational Group	All Employees #	Members of Visible Minorities				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	10	1	10.0 %	11.5 %	1	0
02 : Middle and Other Managers	101	10	9.9 %	17.6 %	18	-8
03 : Professionals	236	84	35.6 %	24.6 %	58	26
04 : Semi-Professionals and Technicians	7	4	57.1 %	30.4 %	2	2
07 : Administrative and Senior Clerical Personnel	33	7	21.2 %	40.6 %	13	-6
08 : Skilled Sales and Service Personnel	259	23	8.9 %	16.7 %	43	-20
10 : Clerical Personnel	2	1	50.0 %	52.2 %	1	0
11 : Intermediate Sales and Service Personnel	12	1	8.3 %	35.1 %	4	-3
<b>Total</b>	<b>660</b>	<b>131</b>	<b>19.9 %</b>	<b>21.4 %</b>	<b>140</b>	<b>-9</b>

Total may not equal sum of components due to rounding.



**Workforce Analysis - Summary Report**

Date: 2018-11-30

**Persons with Disabilities**

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	111	1	0.9 %	5.0 %	6	-5
03 : Professionals	236	2	0.8 %	8.9 %	21	-19
04 : Semi-Professionals and Technicians	7	0	0.0 %	7.6 %	1	-1
07 : Administrative and Senior Clerical Personnel	33	0	0.0 %	10.0 %	3	-3
08 : Skilled Sales and Service Personnel	259	4	1.5 %	8.0 %	21	-17
10 : Clerical Personnel	2	0	0.0 %	9.3 %	0	0
11 : Intermediate Sales and Service Personnel	12	0	0.0 %	10.8 %	1	-1
<b>Total</b>	<b>660</b>	<b>7</b>	<b>1.0 %</b>	<b>8.0 %</b>	<b>53</b>	<b>-46</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2018-11-30

000635

#### 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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA



### Workforce Analysis - Summary Report

Date: 2018-11-30

000636

#### 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
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**AstraZeneca Canada Inc.**  
[Date: 2018-10-30]

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	30

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	11	30

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 1: Women</b>		
		<b>First/Previous Workforce Analysis</b>		
		<b>All Employees</b>	<b>Women</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
		<b>#</b>	<b>%</b>	
01	Senior Managers	9	4	27.4
02	Middle & Other Managers	160	70	38.9
03	Professionals	132	93	66.2
04	Semi-Professionals & Technicians	8	6	46.4
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	47	43	80.1
08	Skilled Sales & Service Personnel	239	132	27.6
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	3	3	65.2
11	Intermediate Sales & Service Personnel	15	10	63.9
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>613</b>	<b>361</b>	<b>44.2</b>

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 5: Women</b>		
		<b>Subsequent/Current Workforce Analysis</b>		
		<b>All Employees</b>	<b>Women</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
		<b>#</b>	<b>%</b>	
		10	6	27.6
		101	48	39.4
		236	165	64.2
		7	5	45.7
		0	0	0.0
		0	0	0.0
		33	28	79.1
		259	158	27.8
		0	0	0.0
		2	2	65.5
		12	9	67.5
		0	0	0.0
		0	0	0.0
		0	0	0.0
<b>Total</b>		<b>660</b>	<b>421</b>	<b>46.2</b>

**\* Source:**  
2011 National Household Survey

**\* Source:**  
2011 National Household Survey

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**AstraZeneca Canada Inc.**  
**[Date: 2018-10-30]**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	30

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	11	30

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 2: Aboriginal Peoples</b>		
		<b>First/Previous Workforce Analysis</b>		
		<b>All Employees</b>	<b>Aboriginal Peoples</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
		<b>#</b>	<b>%</b>	
01	Senior Managers	9	0	2.9
02	Middle & Other Managers	160	0	2.2
03	Professionals	132	1	3.6
04	Semi-Professionals & Technicians	8	0	1.5
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	47	0	0.8
08	Skilled Sales & Service Personnel	239	2	1.8
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	3	0	0.7
11	Intermediate Sales & Service Personnel	15	0	1.2
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
<b>Total</b>		<b>613</b>	<b>3</b>	<b>2.2</b>

**\* Source:**  
2011 National Household Survey

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 6: Aboriginal Peoples</b>		
		<b>Subsequent/Current Workforce Analysis</b>		
		<b>All Employees</b>	<b>Aboriginal Peoples</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
		<b>#</b>	<b>%</b>	
		10	0	3.2
		101	0	2.7
		236	1	2.9
		7	0	1.5
		0	0	0.0
		0	0	0.0
		33	0	0.8
		259	1	1.7
		0	0	0.0
		2	0	0.8
		12	0	3.2
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		<b>660</b>	<b>2</b>	<b>2.3</b>

**\* Source:**  
2011 National Household Survey

## Federal Contractors Program Achievement Report

### Part 1: Workforce Analysis

**AstraZeneca Canada Inc.**

[Date: 2018-10-30]

#### Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	30

#### Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	11	30

**Table 3: Members of Visible Minorities**

#### First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
01	Senior Managers	9	1	10.1
02	Middle & Other Managers	160	21	15.0
03	Professionals	132	32	21.2
04	Semi-Professionals & Technicians	8	3	24.9
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	47	11	37.3
08	Skilled Sales & Service Personnel	239	19	14.6
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	3	2	48.1
11	Intermediate Sales & Service Personnel	15	0	36.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>613</b>	<b>89</b>	<b>18.6</b>

**\* Source:**

2011 National Household Survey

**Table 7: Members of Visible Minorities**

#### Subsequent/Current Workforce Analysis

All Employees		Members of Visible Minorities	
		Representation	Availability*
#	#	%	
10	1	11.5	
101	10	17.6	
236	84	24.6	
7	4	30.4	
0	0	0.0	
0	0	0.0	
33	7	40.6	
259	23	16.7	
0	0	0.0	
2	1	52.2	
12	1	35.1	
0	0	0.0	
0	0	0.0	
0	0	0.0	
<b>660</b>	<b>131</b>	<b>21.4</b>	

**\* Source:**

2011 National Household Survey



## Federal Contractors Program Achievement Report

### Part 1: Workforce Analysis

**AstraZeneca Canada Inc.**

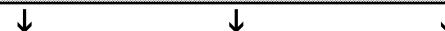
[Date: 2018-10-30]

#### Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	30

#### Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	11	30

**Table 4: Persons with Disabilities**

#### First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
01/02	Managers	169	3	4.3
03	Professionals	132	1	3.8
04	Semi-Professionals & Technicians	8	0	4.6
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	47	0	3.4
08	Skilled Sales & Service Personnel	239	4	3.5
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	3	0	7.0
11	Intermediate Sales & Service Personnel	15	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
<b>Total</b>		<b>613</b>	<b>8</b>	<b>3.9</b>

**\* Source:**

2012 Canadian Survey on Disability

**Table 8: Persons with Disabilities**

#### Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
		111	1	5.0
		236	2	8.9
		7	0	7.6
		0	0	0.0
		0	0	0.0
		33	0	10.0
		259	4	8.0
		0	0	0.0
		2	0	9.3
		12	0	10.8
		0	0	0.0
		0	0	0.0
		0	0	0.0
<b>Total</b>		<b>660</b>	<b>7</b>	<b>8.0</b>

**\* Source:**

2012 Canadian Survey on Disability

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**AstraZeneca Canada Inc.**

**[Date: 2018-10-30]**

Start Date of Flow Data		
YYYY	MM	DD
2015	11	30

End Date of Flow Data		
YYYY	MM	DD
2018	11	30

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

**Table 1: Women**

**Table 5: Women**

**Table 9: Women**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
	01 Senior Managers	4	1	0
02 Middle & Other Managers	37	15	0	0
03 Professionals	89	55	0	0
04 Semi-Professionals & Technicians	1	1	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	7	5	0	0
08 Skilled Sales & Service Personnel	118	68	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	3	2	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>259</b>	<b>147</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
5	4	0	0
21	7	0	0
40	28	0	0
0	0	0	0
0	0	0	0
0	0	0	0
6	6	0	0
27	18	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>99</b>	<b>63</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
5	2	0	0
41	9	0	0
78	48	1	1
1	1	0	0
0	0	0	0
0	0	0	0
5	5	1	1
86	44	0	0
0	0	0	0
0	0	0	0
7	4	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>223</b>	<b>113</b>	<b>2</b>	<b>2</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**AstraZeneca Canada Inc.**

**[Date: 2018-10-30]**

Start Date of Flow Data		
YYYY	MM	DD
2015	11	30

End Date of Flow Data		
YYYY	MM	DD
2018	11	30

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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↓ ↓ ↓ ↓

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**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
	01 Senior Managers	4	0	0
02 Middle & Other Managers	37	0	0	0
03 Professionals	89	0	0	0
04 Semi-Professionals & Technicians	1	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	7	0	0	0
08 Skilled Sales & Service Personnel	118	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	3	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>259</b>	<b>0</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
5	0	0	0
21	0	0	0
40	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
6	0	0	0
27	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>99</b>	<b>0</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
5	0	0	0
41	0	0	0
78	1	1	0
1	0	0	0
0	0	0	0
0	0	0	0
5	0	1	0
86	1	0	0
0	0	0	0
0	0	0	0
7	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>223</b>	<b>2</b>	<b>2</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**AstraZeneca Canada Inc.**

**[Date: 2018-10-30]**

Start Date of Flow Data		
YYYY	MM	DD
2015	11	30

End Date of Flow Data		
YYYY	MM	DD
2018	11	30

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 3: Persons with Disabilities**

**Table 7: Persons with Disabilities**

**Table 11: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
	01 Senior Managers	4	0	0
02 Middle & Other Managers	37	1	0	0
03 Professionals	89	0	0	0
04 Semi-Professionals & Technicians	1	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	7	0	0	0
08 Skilled Sales & Service Personnel	118	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	3	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>259</b>	<b>1</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
5	0	0	0
21	1	0	0
40	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
6	0	0	0
27	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>99</b>	<b>1</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
5	0	0	0
41	1	0	0
78	1	1	0
1	0	0	0
0	0	0	0
0	0	0	0
5	0	1	0
86	0	0	0
0	0	0	0
0	0	0	0
7	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>223</b>	<b>2</b>	<b>2</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**AstraZeneca Canada Inc.**

**[Date: 2018-10-30]**

Start Date of Flow Data		
YYYY	MM	DD
2015	11	30

End Date of Flow Data		
YYYY	MM	DD
2018	11	30

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

**Table 4: Members of Visible Minorities**

**Table 8: Members of Visible Minorities**

**Table 12: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
	01 Senior Managers	4	0	0
02 Middle & Other Managers	37	6	0	0
03 Professionals	89	42	0	0
04 Semi-Professionals & Technicians	1	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	7	5	0	0
08 Skilled Sales & Service Personnel	118	16	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	3	1	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>259</b>	<b>70</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
5	0	0	0
21	1	0	0
40	14	0	0
0	0	0	0
0	0	0	0
0	0	0	0
6	1	0	0
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
<b>99</b>	<b>19</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
5	0	0	0
41	7	0	0
78	24	1	0
1	0	0	0
0	0	0	0
0	0	0	0
5	2	1	0
86	9	0	0
0	0	0	0
0	0	0	0
7	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>223</b>	<b>42</b>	<b>2</b>	<b>0</b>

Federal Contractors Program Achievement Report

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Part 3: Goals

AstraZeneca Canada Inc.

[Date: 2018-10-30]

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EEOG)	First/Previous Short-term Goals																		
	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					
	2015-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2015-11-30	Annually	Over 3 Years	#	#	%	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	9	3.6%		0	52.6%		0	0	4	0.0%	0	-2	0		27.4%	2	2	44.4%	44.4%
02 Middle & Other Managers	160	-14.2%		0	31.4%		0	0	70	0.0%	0	-8	0		38.9%	8	8	43.8%	43.8%
03 Professionals	132	21.4%		0	42.9%		0	0	93	0.0%	0	-6	0		66.2%	6	6	70.5%	70.5%
04 Semi-Professionals & Tech	8	-4.4%		0	13.3%		0	0	6	0.0%	0	-2	0		46.4%	2	2	75.0%	75.0%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	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	47	-11.1%		0	15.0%		0	0	43	0.0%	0	-5	0		80.1%	5	5	91.5%	91.5%
08 Skilled Sales & Service	239	2.7%		0	34.5%		0	0	132	0.0%	0	-66	0		27.6%	66	66	55.2%	55.2%
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	3	-12.6%		0	0.0%		0	0	3	0.0%	0	-1	0		65.2%	1	1	100.0%	100.0%
11 Intermediate Sales & Service	15	-7.2%		0	51.9%		0	0	10	0.0%	0	0	0		63.9%	0	0	66.7%	66.7%
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	613	2.5%		0	35.3%		0	0	361	0.0%	0	-90	0		44.2%	90	90	58.9%	58.9%

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

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

Table 2: Women

Employment Equity Occupational Group (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	

Federal Contractors Program Achievement Report

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Part 3: Goals

AstraZeneca Canada Inc.

[Date: 2018-10-30]

14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

Federal Contractors Program Achievement Report

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Part 3: Goals

AstraZeneca Canada Inc.

[Date: 2018-10-30]

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

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		Turnover	Hires	From - To									
		2015-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-11-30	Annually	Over 3 Years	2015	2018									
		#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%				
01	Senior Managers	9	3.6%		0	52.6%		0	0	0	0.0%	0	0	0	0	2.9%	0	0	0.0%	0.0%		
02	Middle & Other Managers	160	-14.2%		0	31.4%		0	0	0	0.0%	0	4	0	0	2.2%	-4	-4	0.0%	0.0%		
03	Professionals	132	21.4%		0	42.9%		0	0	1	0.0%	0	4	0	0	3.6%	-4	-4	0.8%	0.8%		
04	Semi-Professionals & Tech	8	-4.4%		0	13.3%		0	0	0	0.0%	0	0	0	0	1.5%	0	0	0.0%	0.0%		
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
06	Supervisors: Crafts & Trades	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	47	-11.1%		0	15.0%		0	0	0	0.0%	0	0	0	0	0.8%	0	0	0.0%	0.0%		
08	Skilled Sales & Service	239	2.7%		0	34.5%		0	0	2	0.0%	0	2	0	0	1.8%	-2	-2	0.8%	0.8%		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	3	-12.6%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.7%	0	0	0.0%	0.0%		
11	Intermediate Sales & Service	15	-7.2%		0	51.9%		0	0	0	0.0%	0	0	0	0	1.2%	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	#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	#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	#DIV/0!	#DIV/0!		
Total		613	2.5%		0	35.3%		0	0	3	0.0%	0	10	0	0	2.2%	-10	-10	0.5%	0.5%		

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

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.9	0	2.2	
03	Professionals	0	2.1	0	3.6	
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	1.5	0	1.8	
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	



Federal Contractors Program Achievement Report

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Part 3: Goals

AstraZeneca Canada Inc.

[Date: 2018-10-30]

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

AstraZeneca Canada Inc.

[Date: 2018-10-30]

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EOG)		First/Previous Short-term Goals																		
		All Employees								Persons with Disabilities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years					
		2015-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2015-11-30	Annually	Over 3 Years	#	#	%	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01/02	Managers	169	-5.3%		0	42.0%		0	0	3	0.0%	0	4	0	4.3%	-4	-4	1.8%	1.8%	
03	Professionals	132	21.4%		0	42.9%		0	0	1	0.0%	0	4	0	3.8%	-4	-4	0.8%	0.8%	
04	Semi-Professionals & Tech	8	-4.4%		0	13.3%		0	0	0	0.0%	0	0	0	4.6%	0	0	0.0%	0.0%	
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/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	47	-11.1%		0	15.0%		0	0	0	0.0%	0	2	0	3.4%	-2	-2	0.0%	0.0%	
08	Skilled Sales & Service	239	2.7%		0	34.5%		0	0	4	0.0%	0	4	0	3.5%	-4	-4	1.7%	1.7%	
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	3	-12.6%		0	0.0%		0	0	0	0.0%	0	0	0	7.0%	0	0	0.0%	0.0%	
11	Intermediate Sales & Service	15	-7.2%		0	51.9%		0	0	0	0.0%	0	1	0	5.6%	-1	-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	#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		613	2.5%		0	35.3%		0	0	8	0.0%	0	16	0	3.9%	-16	-16	1.3%	1.3%	

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	0	2.9	0	4.3	
03	Professionals	0	2.1	0	3.8	
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	1.5	0	3.4	
08	Skilled Sales & Service	0	2.7	0	3.5	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	4.8	0	5.6	
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**

**AstraZeneca Canada Inc.**

**[Date: 2018-10-30]**

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Part 3: Goals

AstraZeneca Canada Inc.

[Date: 2018-10-30]

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	All Employees	First/Previous Short-term Goals																		
		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
			Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			From - To	2015		2018						
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	YYYY-MM-DD	Annually	Over 3 Years	2015	2018							
		2015-11-30	%	%	%	%	%	%	2015-11-30	%	%	%	%							
01 Senior Managers	9	3.6%		0	52.6%		0	0	1	0.0%	0	0	0	0	10.1%	0	0	11.1%	11.1%	
02 Middle & Other Managers	160	-14.2%		0	31.4%		0	0	21	0.0%	0	3	0	15.0%	-3	-3	13.1%	13.1%		
03 Professionals	132	21.4%		0	42.9%		0	0	32	0.0%	0	-4	0	21.2%	4	4	24.2%	24.2%		
04 Semi-Professionals & Tech	8	-4.4%		0	13.3%		0	0	3	0.0%	0	-1	0	24.9%	1	1	37.5%	37.5%		
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
06 Supervisors: Crafts & Trades	0	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	47	-11.1%		0	15.0%		0	0	11	0.0%	0	7	0	37.3%	-7	-7	23.4%	23.4%		
08 Skilled Sales & Service	239	2.7%		0	34.5%		0	0	19	0.0%	0	16	0	14.6%	-16	-16	7.9%	7.9%		
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	3	-12.6%		0	0.0%		0	0	2	0.0%	0	-1	0	48.1%	1	1	66.7%	66.7%		
11 Intermediate Sales & Service	15	-7.2%		0	51.9%		0	0	0	0.0%	0	5	0	36.0%	-5	-5	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	#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	613	2.5%		0	35.3%		0	0	89	0.0%	0	25	0	18.6%	-25	-25	14.5%	14.5%		

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (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	0	14.1	0	15.0	
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	29.9	0	37.3	
08 Skilled Sales & Service	0	10.9	0	14.6	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	19.0	0	36.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

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Part 3: Goals

AstraZeneca Canada Inc.

[Date: 2018-10-30]

14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

Federal Contractors Program Achievement Report

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Part 3: Goals

AstraZeneca Canada Inc.

[Date: 2018-10-30]

Data for Subsequent/Current Goals

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

Table 9: Women

Employment Equity Occupational Group (EEOG)		Subsequent/Current Short-term Goals																		
		All Employees								Women										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
		2018-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2018-11-30	Annually	Over 3 Years	#	#	%	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01	Senior Managers	10	3.6%	0.0%	0	52.6%	0.0%	0	0	6	0.0%	0	-3	0	27.6%	3	3	60.0%	60.0%	
02	Middle & Other Managers	101	-14.2%	0.3%	1	31.4%	5.0%	15	16	48	5.0%	7	-1	0	39.4%	8	1	47.5%	40.2%	
03	Professionals	236	21.4%	3.8%	27	42.9%	4.7%	33	60	165	4.7%	23	27	0	64.2%	13	-27	69.9%	54.0%	
04	Semi-Professionals & Tech	7	-4.4%	0.0%	0	13.3%	0.0%	0	0	5	0.0%	0	-2	0	45.7%	2	2	71.4%	71.4%	
05	Supervisors	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!	
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	33	-11.1%	0.0%	0	15.0%	3.0%	3	3	28	3.0%	3	1	0	79.1%	2	-1	84.8%	75.8%	
08	Skilled Sales & Service	259	2.7%	1.7%	13	34.5%	4.6%	36	49	158	4.6%	22	-60	0	27.8%	86	60	61.0%	50.0%	
09	Skilled 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!	
10	Clerical Personnel	2	-12.6%	0.0%	0	0.0%	0.0%	0	0	2	0.0%	0	-1	0	65.5%	1	1	100.0%	100.0%	
11	Intermediate Sales & Service	12	-7.2%	0.0%	0	51.9%	0.0%	0	0	9	0.0%	0	-1	0	67.5%	1	1	75.0%	75.0%	
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		660	2.5%	2.1%	41	35.3%	4.4%	87	128	421	4.4%	55	-42	0	46.2%	116	42	63.8%	52.2%	

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

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

Table 10: Women

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

Federal Contractors Program Achievement Report

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Part 3: Goals

AstraZeneca Canada Inc.

[Date: 2018-10-30]

Total		0.0	0.0
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Federal Contractors Program Achievement Report

000655

Part 3: Goals

AstraZeneca Canada Inc.

[Date: 2018-10-30]

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			From - To								
		2018-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-11-30	Annually	Over 3 Years	2018		2021						
		#	%	%	#	%	%	#	#	%	%	#	%								
01	Senior Managers	10	3.6%	0.0%	0	52.6%	0.0%	0	0	0	0.0%	0	0	0	0	3.2%	0	0	0.0%	0.0%	
02	Middle & Other Managers	101	-14.2%	0.3%	1	31.4%	5.0%	15	16	0	5.0%	0	3	1	3.2%	2.7%	-3	-2	0.0%	1.0%	
03	Professionals	236	21.4%	3.8%	27	42.9%	4.7%	33	60	1	4.7%	0	7	2	2.9%	2.9%	-6	-5	0.4%	1.1%	
04	Semi-Professionals & Tech	7	-4.4%	0.0%	0	13.3%	0.0%	0	0	0	0.0%	0	0	0	0	1.5%	0	0	0.0%	0.0%	
05	Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/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	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	33	-11.1%	0.0%	0	15.0%	3.0%	3	3	0	3.0%	0	0	0	0	0.8%	0	0	0.0%	0.0%	
08	Skilled Sales & Service	259	2.7%	1.7%	13	34.5%	4.6%	36	49	1	4.6%	0	4	2	3.1%	1.7%	-3	-2	0.4%	1.1%	
09	Skilled Crafts & Trades	0	0.0%	41.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	2	-12.6%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.8%	0	0	0.0%	0.0%	
11	Intermediate Sales & Service	12	-7.2%	0.0%	0	51.9%	0.0%	0	0	0	0.0%	0	0	0	0	3.2%	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		660	2.5%	2.1%	41	35.3%	4.4%	87	128	2	4.4%	0	14	5	3.9%	2.3%	-13	-9	0.3%	1.0%	

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

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
		%	%	%	%	
01	Senior Managers	0.0	0.0	0.0	0.0	
02	Middle & Other Managers	3.2	2.7	2.9	2.9	
03	Professionals	2.9	2.9	2.9	2.9	
04	Semi-Professionals & Tech	0.0	0.0	0.0	0.0	
05	Supervisors	0.0	0.0	0.0	0.0	
06	Supervisors: Crafts & Trades	0.0	0.0	0.0	0.0	
07	Administrative & Sr Clerical	0.0	0.0	0.0	0.0	
08	Skilled Sales & Service	3.1	1.7	1.7	1.7	
09	Skilled Crafts & Trades	0.0	0.0	0.0	0.0	
10	Clerical Personnel	0.0	0.0	0.0	0.0	
11	Intermediate Sales & Service	0.0	0.0	0.0	0.0	
12	Semi-Skilled Manual	0.0	0.0	0.0	0.0	
13	Other Sales & Service	0.0	0.0	0.0	0.0	
14	Other Manual Workers	0.0	0.0	0.0	0.0	



Federal Contractors Program Achievement Report

000656

Part 3: Goals

AstraZeneca Canada Inc.

[Date: 2018-10-30]

Total		3.9	0.3
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Federal Contractors Program Achievement Report

000657

Part 3: Goals

AstraZeneca Canada Inc.

[Date: 2018-10-30]

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities  
Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees	Persons with Disabilities																		
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			From - To	2018		2021						
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-11-30	Annually	Over 3 Years	2018	2021	%	#	#	%	#	%	
		#	%	%	#	%	%	#	#	%	%	#	%	%	#	#	%	#	%	
01/02 Managers	111	-5.3%	0.3%	1	42.0%	4.5%	15	16	1	4.5%	0	5	1	5.0%	5.0%	-5	-4	0.9%	1.8%	
03 Professionals	236	21.4%	3.8%	27	42.9%	4.7%	33	60	2	4.7%	0	21	5	8.9%	8.9%	-19	-16	0.8%	2.7%	
04 Semi-Professionals & Tech	7	-4.4%	0.0%	0	13.3%		0	0	0	0.0%	0	1	0	7.6%	7.6%	-1	-1	0.0%	0.0%	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/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	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	33	-11.1%	0.0%	0	15.0%	3.0%	3	3	0	3.0%	0	3	1	16.7%	10.0%	-3	-2	0.0%	3.0%	
08 Skilled Sales & Service	259	2.7%	1.7%	13	34.5%	4.6%	36	49	4	4.6%	1	19	4	8.0%	8.0%	-17	-15	1.5%	2.6%	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	2	-12.6%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	9.3%	0	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	12	-7.2%	0.0%	0	51.9%	0.0%	0	0	0	0.0%	0	1	0	10.8%	10.8%	-1	-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	#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%	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>660</b>	<b>2.5%</b>	<b>2.1%</b>	<b>41</b>	<b>35.3%</b>	<b>4.4%</b>	<b>87</b>	<b>128</b>	<b>7</b>	<b>4.4%</b>	<b>1</b>	<b>50</b>	<b>11</b>	<b>8.6%</b>	<b>8.0%</b>	<b>-46</b>	<b>-39</b>	<b>1.1%</b>	<b>2.4%</b>	

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers		5.0		5.0	
03 Professionals		8.9		8.9	
04 Semi-Professionals & Tech		7.6		7.6	
05 Supervisors		0.0		0.0	
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical		16.7		10.0	
08 Skilled Sales & Service		8.0		8.0	
09 Skilled Crafts & Trades		0.0		0.0	
10 Clerical Personnel		0.0		0.0	
11 Intermediate Sales & Service		10.8		10.8	
12 Semi-Skilled Manual		0.0		0.0	
13 Other Sales & Service		0.0		0.0	
14 Other Manual Workers		0.0		0.0	
<b>Total</b>		<b>8.6</b>		<b>8.0</b>	

Federal Contractors Program Achievement Report

000658

Part 3: Goals

AstraZeneca Canada Inc.

[Date: 2018-10-30]

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees	Members of Visible Minorities																		
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			From - To	2018		2021						
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-11-30	Annually	Over 3 Years	2018	2021	%	#	#	%	%		
		#	%	%	#	%	%	#	#	%	%	#	%	%	#	#	%	%		
01	Senior Managers	10	3.6%	0.0%	0	52.6%	0.0%	0	0	1	0.0%	0	0	0	0	11.5%	0	0	10.0%	10.0%
02	Middle & Other Managers	101	-14.2%	0.3%	1	31.4%	5.0%	15	16	10	5.0%	1	9	3	17.6%	17.6%	-8	-6	9.9%	11.8%
03	Professionals	236	21.4%	3.8%	27	42.9%	4.7%	33	60	84	4.7%	12	-7	0	24.6%	26	7	35.6%	27.4%	
04	Semi-Professionals & Tech	7	-4.4%	0.0%	0	13.3%	0.0%	0	0	4	0.0%	0	-2	0	30.4%	0.0%	2	2	57.1%	57.1%
05	Supervisors	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!	
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	33	-11.1%	0.0%	0	15.0%	3.0%	3	3	7	3.0%	1	7	2	50.0%	40.6%	-6	-5	21.2%	24.2%
08	Skilled Sales & Service	259	2.7%	1.7%	13	34.5%	4.6%	36	49	23	4.6%	3	25	8	16.7%	16.7%	-20	-17	8.9%	10.3%
09	Skilled 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!	
10	Clerical Personnel	2	-12.6%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	0	0	52.2%	0	0	50.0%	50.0%	
11	Intermediate Sales & Service	12	-7.2%	0.0%	0	51.9%	0.0%	0	0	1	0.0%	0	3	0	35.1%	35.1%	-3	-3	8.3%	8.3%
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		660	2.5%	2.1%	41	35.3%	4.4%	87	128	131	4.4%	17	36	13	10.2%	21.4%	-10	-23	19.8%	18.1%

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (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	17.6	17.6	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	50.0	40.6	0.0	
08	Skilled Sales & Service	16.7	16.7	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	35.1	35.1	0.0	
12	Semi-Skilled Manual	0.0	0.0	0.0	
13	Other Sales & Service	0.0	0.0	0.0	
14	Other Manual Workers	0.0	0.0	0.0	

Federal Contractors Program Achievement Report

000659

Part 3: Goals

AstraZeneca Canada Inc.

[Date: 2018-10-30]

Total		10.2	21.4
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Federal Contractors Program Achievement Report

Part 4: Results - Women

AstraZeneca Canada Inc.

[Date: 2018-10-30]

009600

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						
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#		
01 Senior Managers	2015	9	4	44.4	27.4	2	2	162.2																
	2018	10	6	60.0	27.6	3	3	217.4	4	1	25.0	1	0	5	4	80.0	2	2	5	2	40.0	2	0	
02 Middle & Other Managers	2015	160	70	43.8	38.9	62	8	112.5																
	2018	101	48	47.5	39.4	40	8	120.6	37	15	40.5	15	0	21	7	33.3	9	-2	41	9	22.0	18	-9	
03 Professionals	2015	132	93	70.5	66.2	87	6	106.4																
	2018	236	165	69.9	64.2	152	13	108.9	89	55	61.8	57	-2	40	28	70.0	28	0	79	49	62.0	56	-7	
04 Semi-Professionals & Technicians	2015	8	6	75.0	46.4	4	2	161.6																
	2018	7	5	71.4	45.7	3	2	156.3	1	1	100.0	0	1	0	0	0.0	0	0	1	1	100.0	1	0	
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	9	5	55.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	9	5	55.6										
02 Middle & Other Managers	2018	58	22	37.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	58	22	37.9										
03 Professionals	2018	129	83	64.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	129	83	64.3										
04 Semi-Professionals & Technicians	2018	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	1	1	100.0										
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										

Federal Contractors Program Achievement Report

000661

Part 4: Results - Women

AstraZeneca Canada Inc.

[Date: 2018-10-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis												
		Workforce									Hires				Promotions				Terminations				
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women						
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	#	%	%	#	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	#		
07 Administrative & Senior Clerical	2015	47	43	91.5	80.1	38	5	114.2															
	2018	33	28	84.8	79.1	26	2	107.3	7	5	71.4	6	-1	6	6	100.0	5	1	6	6	100.0	5	1
08 Skilled Sales & Service Personnel	2015	239	132	55.2	27.6	66	66	200.1															
	2018	259	158	61.0	27.8	72	86	219.4	118	68	57.6	33	35	27	18	66.7	15	3	86	44	51.2	47	-3
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0															
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2015	3	3	100.0	65.2	2	1	153.4															
	2018	2	2	100.0	65.5	1	1	152.7	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2015	15	10	66.7	63.9	10	0	104.3															
	2018	12	9	75.0	67.5	8	1	111.1	3	2	66.7	2	0	0	0	0.0	0	0	7	4	57.1	5	-1
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0															
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	13	11	84.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	13	11	84.6										
08 Skilled Sales & Service Personnel	2018	145	86	59.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	145	86	59.3										
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
10 Clerical Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
11 Intermediate Sales & Service Personnel	2018	3	2	66.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	3	2	66.7										
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										

Federal Contractors Program Achievement Report

000662

Part 4: Results - Women

AstraZeneca Canada Inc.

[Date: 2018-10-30]

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

Employment Equity Occupational Group (EOG)	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						
#	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#		
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
Total	2015	613	361	58.9	44.2	271	90	133.2																
	2018	660	421	63.8	46.2	305	116	138.1	259	147	56.8	120	27	99	63	63.6	58	5	225	115	51.1	133	-18	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	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	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2018	358	210	58.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	358	210	58.7			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

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Part 5: Results - Aboriginal Peoples

AstraZeneca Canada Inc.

[Date: 2018-10-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples			Gap	EE Result	All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#			
01 Senior Managers	2015	9	0	0.0	2.9	0	0	0.0																
	2018	10	0	0.0	3.2	0	0	0.0	4	0	0.0	0	0	5	0	0.0	0	0	5	0	0.0	0	0	0
02 Middle & Other Managers	2015	160	0	0.0	2.2	4	-4	0.0																
	2018	101	0	0.0	2.7	3	-3	0.0	37	0	0.0	1	-1	21	0	0.0	0	0	41	0	0.0	0	0	0
03 Professionals	2015	132	1	0.8	3.6	5	-4	21.0																
	2018	236	1	0.4	2.9	7	-6	14.6	89	0	0.0	3	-3	40	0	0.0	0	0	79	1	1.3	1	0	0
04 Semi-Professionals & Technicians	2015	8	0	0.0	1.5	0	0	0.0																
	2018	7	0	0.0	1.5	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	0	0
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	9	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	9	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2018	58	0	0.0	0	0.0	0.9	0.0	0	0.0	2.2	0.0	Hiring was significantly lower than anticipated - 37 vs 96. In 2015 Abo were not represented here. There were no hires or promotions of any Aboriginal staff and they were not previously represented in 2015. No progress.	
	2021	58	0	0.0			3.2	0.0			2.7	0.0		
03 Professionals	2018	129	0	0.0	0	0.0	2.1	0.0	0	0.0	3.6	0.0	There were no hires or promotions of Abo and 1 termination. No progress	
	2021	129	0	0.0			2.9	0.0			2.9	0.0		
04 Semi-Professionals & Technicians	2018	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	1	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		



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Part 5: Results - Aboriginal Peoples

AstraZeneca Canada Inc.

[Date: 2018-10-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples			EE Result	All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2015	47	0	0.0	0.8	0	0	0.0																
	2018	33	0	0.0	0.8	0	0	0.0	7	0	0.0	0	0	0	6	0	0.0	0	0	6	0	0.0	0	0
08 Skilled Sales & Service Personnel	2015	239	2	0.8	1.8	4	-2	46.5																
	2018	259	1	0.4	1.7	4	-3	22.7	118	0	0.0	2	-2	27	0	0.0	0	0	86	1	1.2	1	0	0
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2015	3	0	0.0	0.7	0	0	0.0																
	2018	2	0	0.0	0.8	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2015	15	0	0.0	1.2	0	0	0.0																
	2018	12	0	0.0	3.2	0	0	0.0	3	0	0.0	0	0	0	0	0	0.0	0	0	7	0	0.0	0	0
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	13	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	13	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2018	145	0	0.0	0	0.0	1.5	0.0	0	0.0	1.8	0.0	1 employee was terminated and no replacement hire or promotion was received by the remaining Abo. staff. There were only 95 hiring opportunities vs 150 projected. No progress	
	2021	145	0	0.0			3.1	0.0			1.7	0.0		
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2018	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	3	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

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Part 5: Results - Aboriginal Peoples

AstraZeneca Canada Inc.

[Date: 2018-10-30]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples			EE Result	All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	#	%	#	#			
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
Total	2015	613	3	0.5	2.2	13	-10	22.2																
	2018	660	2	0.3	2.3	15	-13	13.2	259	0	0.0	6	-6	99	0	0.0	0	0	0	225	2	0.9	1	1

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	%	#	%	%	#	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2018	358	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	358	0	0.0			3.9	0.0			0.3	0.0	

Federal Contractors Program Achievement Report

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Part 6: Results - Persons with Disabilities

AstraZeneca Canada Inc.

[Date: 2018-10-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities				All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01&02 Managers	2015	169	3	1.8	4.3	7	-4	41.3																	
	2018	111	1	0.9	5.0	6	-5	18.0	41	1	2.4	2	-1		26	1	3.8	0	1	46	1	2.2	1		0
03 Professionals	2015	132	1	0.8	3.8	5	-4	19.9																	
	2018	236	2	0.8	8.9	21	-19	9.5	89	0	0.0	8	-8		40	0	0.0	0	0	79	1	1.3	1		0
04 Semi-Professionals & Technicians	2015	8	0	0.0	4.6	0	0	0.0																	
	2018	7	0	0.0	7.6	1	-1	0.0	1	0	0.0	0	0		0	0	0.0	0	0	1	0	0.0	0		0
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0		0	0	0.0	0	0	0	0	0.0	0		0
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0		0	0	0.0	0	0	0	0	0.0	0		0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%			
01&02 Managers	2018	67	2	3.0	0	0.0	2.9	102.9	0	0.0	4.3	69.4	Reasonable progress made. Although hiring was below availability and terminations were greater than internal representation, as promotions were greater than representation reasonable progress was made.	
	2021	67	2	3.0			5.0	59.7			5.0	59.7		
03 Professionals	2018	129	0	0.0	0	0.0	2.1	0.0	0	0.0	3.8	0.0	With no hires or promotions and terminations greater than representation there has been no progress in this EEOG	
	2021	129	0	0.0			8.9	0.0			8.9	0.0		
04 Semi-Professionals & Technicians	2018	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	1	0	0.0			7.6	0.0			7.6	0.0		
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

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Part 6: Results - Persons with Disabilities

AstraZeneca Canada Inc.

[Date: 2018-10-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires			Promotions			Terminations							
		All Employees	Persons with Disabilities						All Employees	Persons with Disabilities		All Employees	Persons with Disabilities		All Employees	Persons with Disabilities								
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#					
07 Administrative & Senior Clerical	2015	47	0	0.0	3.4	2	-2	0.0																
	2018	33	0	0.0	10.0	3	-3	0.0	7	0	0.0	1	-1	6	0	0.0	0	0	6	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2015	239	4	1.7	3.5	8	-4	47.8																
	2018	259	4	1.5	8.0	21	-17	19.3	118	0	0.0	9	-9	27	0	0.0	0	0	86	0	0.0	1	-1	
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
10 Clerical Personnel	2015	3	0	0.0	7.0	0	0	0.0																
	2018	2	0	0.0	9.3	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
11 Intermediate Sales & Service Personnel	2015	15	0	0.0	5.6	1	-1	0.0																
	2018	12	0	0.0	10.8	1	-1	0.0	3	0	0.0	0	0	0	0	0.0	0	0	7	0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	13	0	0.0	0	0.0	1.5	0.0	0	0.0	3.4	0.0	There was no representation in 2015 and no hires during the goals setting period. The result was that there was no progress towards achieving the goal established in 2018 as the total number of employees increased in this EEOG and there was no increase in the number of employees who identified as PWD the representation of PWDs decreased somewhat. So although there were no terminations, as there were no hires or promotions no progress has been made towards achieving the goal.	
	2021	13	0	0.0			16.7	0.0			10.0	0.0		
08 Skilled Sales & Service Personnel	2018	145	0	0.0	0	0.0	2.7	0.0	0	0.0	3.5	0.0		
	2021	145	0	0.0			8.0	0.0			8.0	0.0		
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2018	3	0	0.0	0	0.0	4.8	0.0	0	0.0	5.6	0.0	As there were only 3 hires (50% of anticipated) in this EEOG it was difficult to achieve this goal where there was previously no representation in 2015	
	2021	3	0	0.0			10.8	0.0			10.8	0.0		
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

8006900

Part 6: Results - Persons with Disabilities

AstraZeneca Canada Inc.

[Date: 2018-10-30]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities				All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
Total	2015	613	8	1.3	3.9	24	-16	33.5																
	2018	660	7	1.1	8.0	53	-46	13.3	259	1	0.4	21	-20	99	1	1.0	1	0	225	2	0.9	3	-1	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2018	358	2	0.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	358	2	0.6			8.6	6.5			8.0	7.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

AstraZeneca Canada Inc.

[Date: 2018-10-30]

699000

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis													
		Workforce								Hires				Promotions				Terminations					
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2015	9	1	11.1	10.1	1	0	110.0															
	2018	10	1	10.0	11.5	1	0	87.0	4	0	0.0	0	0	5	0	0.0	1	-1	5	0	0.0	1	-1
02 Middle & Other Managers	2015	160	21	13.1	15.0	24	-3	87.5															
	2018	101	10	9.9	17.6	18	-8	56.3	37	6	16.2	7	-1	21	1	4.8	3	-2	41	7	17.1	5	2
03 Professionals	2015	132	32	24.2	21.2	28	4	114.4															
	2018	236	84	35.6	24.6	58	26	144.7	89	42	47.2	22	20	40	14	35.0	10	4	79	24	30.4	19	5
04 Semi-Professionals & Technicians	2015	8	3	37.5	24.9	2	1	150.6															
	2018	7	4	57.1	30.4	2	2	188.0	1	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	0
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0															
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0															
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	#	%	%	%	#	%	%	%		
01 Senior Managers	2018	9	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	9	0	0.0			0.0	0.0			0.0	0.0	
02 Middle & Other Managers	2018	58	7	12.1	0	0.0	14.1	85.6	0	0.0	15.0	80.5	
	2021	58	7	12.1			17.6	68.6			17.6	68.6	
03 Professionals	2018	129	56	43.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	129	56	43.4			0.0	0.0			0.0	0.0	
04 Semi-Professionals & Technicians	2018	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	1	0	0.0			0.0	0.0			0.0	0.0	
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

AstraZeneca Canada Inc.

[Date: 2018-10-30]

000670

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Visible Minorities					All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#		
07 Administrative & Senior Clerical	2015	47	11	23.4	37.3	18	-7	62.7																
	2018	33	7	21.2	40.6	13	-6	52.2	7	5	71.4	3	2	6	1	16.7	1	0	6	2	33.3	1	1	
08 Skilled Sales & Service Personnel	2015	239	19	7.9	14.6	35	-16	54.5																
	2018	259	23	8.9	16.7	43	-20	53.2	118	16	13.6	20	-4	27	3	11.1	2	1	86	9	10.5	7	2	
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
10 Clerical Personnel	2015	3	2	66.7	48.1	1	1	138.6																
	2018	2	1	50.0	52.2	1	0	95.8	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
11 Intermediate Sales & Service Personnel	2015	15	0	0.0	36.0	5	-5	0.0																
	2018	12	1	8.3	35.1	4	-3	23.7	3	1	33.3	1	0	0	0	0.0	0	0	7	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants										Goals				Comments
		Flow Data					Short-term Goals					Long-term Goals				
		All Employees	Visible Minorities				All Employees	Visible Minorities				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			
#	#	#	%	#	%	#	%	#	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	13	6	46.2	0	0.0	29.9	154.4	0	0.0	37.3	123.7	At 71.4%, hires were significantly above availability, so that although promotions were below representation and terminations above representation, reasonable progress was made. Here again some of the jobs previously classified as EEOG-07 had been reallocated to EEOG-08.			
	2021	13	6	46.2			50.0	92.3			40.6	113.7				
08 Skilled Sales & Service Personnel	2018	145	19	13.1	0	0.0	10.9	120.2	0	0.0	14.6	89.7	Hires below availability, promotions above representation and terminations above representation. However, reasonable progress was made as representation increased with the reallocation of some of the positions previously identified as EEOG-07.			
	2021	145	19	13.1			16.7	78.5			16.7	78.5				
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	2021	0	0	0.0			0.0	0.0			0.0	0.0				
10 Clerical Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	2021	0	0	0.0			0.0	0.0			0.0	0.0				
11 Intermediate Sales & Service Personnel	2018	3	1	33.3	0	0.0	19.0	175.4	0	0.0	36.0	92.6	As there was a total of 5 hires and 7 terminations for all employees in this EEOG, the result was negative flow data and so the percentage of goal achieved does not identify the progress achieved by the hire of 1 VM resulting in an 8.3% representation in 2018 where there was no representation in 2015. No reasonable progress made.			
	2021	3	1	33.3			35.1	95.0			35.1	95.0				
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	2021	0	0	0.0			0.0	0.0			0.0	0.0				

**Federal Contractors Program Achievement Report**

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

**AstraZeneca Canada Inc.**

**[Date: 2018-10-30]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
Total	2015	613	89	14.5	18.6	114	-25	78.1																
	2018	660	131	19.8	21.4	141	-10	92.7	259	70	27.0	55	15	99	19	19.2	14	5	225	42	18.7	33	9	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2018	358	89	24.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	358	89	24.9			10.2	243.7			21.4	116.2	



<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>AstraZeneca Canada Inc.</b>
<b>[Date: 2018-10-30]</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

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

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

Acequisition of Takeda resipratory business in early 2016 led to the on-boarding of 38 employees (EEOG 02 - 4 employees, EEOG 03 - 2 employees, EEOG 08 - 32 employees)

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

Downsizing occurred end of 2016/early 2017 - (EEOG 02 - 6 employees, EEOG 03 - 2 employees, EEOG 07 - 1 employee, EEOG 08 - 36 employees, EEOG 11 - 4 employees)

[Redacted]

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

[Redacted]

- Other.

Some of what we have done (and continue to do) are as follows:

- Scrubbed job postings to ensure no gender bias, as well as enhanced wording related to Equal Opportunity Employment as well as Accessibility
- Counsel Managers during hiring intake meeting on the importance of an objective search and the

### **Additional Details**

Please provide any additional information (optional):

We also conduct Pulse surveys with our employee population in Canada, and can attest to very positive feedback from our employees related to Diversity and Inclusion within our workplace. Specifically, the following statement was included in our Pulse Survey:

- Managers in my function/company support diversity and inclusion in the workplace

**Commentary** : In this completed Reasonable Efforts form, AstraZeneca acknowledges that the company will increase its efforts to effectively implement Employment Equity, considering its resources and constraints. To ensure that its revised and newly established goals are met and progress achieved, AstraZeneca undertakes to:

- Establish an accountability framework and accountability mechanisms
- Complete a targeted review of its employment systems to provide a reasonable explanation for the underrepresentation of the three designated groups. AstraZeneca will use these results to undertake evidence-based initiatives to increase representation of the underrepresented designated groups in its workforce
- Put in place a strategy to ensure a barrier free workplace,
- Review its employment equity program at least once during the goal setting period to assess progress and where required adjust its strategies and

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** AstraZeneca Canada Inc.

**Primary Location:** Mississauga (Ontario)

**Number of Employees:** 660

- |                 |     |                                |    |
|-----------------|-----|--------------------------------|----|
| • Ontario       | 443 | • British Columbia             | 36 |
| • Québec        | 110 | • Saskatchewan                 | 8  |
| • Nova Scotia   | 9   | • Alberta                      | 36 |
| • New Brunswick | 7   | • Newfoundland and<br>Labrador | 4  |
| • Manitoba      | 7   |                                |    |

**Organization Overview:**

NAICS 3254 – Pharmaceutical and Medicine Manufacturing

AstraZeneca Canada Inc. operates as a biopharmaceutical company that engages in discovering, developing, manufacturing, marketing, and selling prescription medicines in Canada.

**Key Dates – First Year Assessment**

Initiated: 2015-04-01  
 Received: Unknown  
 Closed: 2016-05-02  
 Workforce Analysis: 2015-11-30

**Key Dates – Subsequent Assessment**

Initiated: 2019-03-27  
 Received: 2019-03-24  
 Workforce Analysis: 2019-11-30

**DATA VERIFICATION**

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

Yes  No

Comments: None

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

Yes  No

Comments: None

## ASSESSMENT OF REASONABLE PROGRESS

- All goals set during the previous assessment were set as percentages.
- The previous workforce analysis revealed 12 gaps.

### *Women*

#### Assessment/Observations

- No gaps for women during the previous assessment.

### *Aboriginal Peoples*

02	Middle & Other Managers	Goal not met (0% achieved)
03	Professionals	Goal not met (0% achieved)
08	Skilled Sales & Service Personnel	Goal not met (0% achieved)

#### Assessment/Observations

- EEOG 02: There were 58 new entrants and none were Aboriginal persons. With an availability rate of 2.2%, at least one would have been expected.
- EEOG 03: There were 129 new entrants and none were Aboriginal persons. With an availability rate of 3.6%, at least four would have been expected.
- EEOG 08: There were 145 new entrants and none were Aboriginal persons. With an availability rate of 1.8%, at least two would have been expected.

### *Persons with Disabilities*

01/02	Managers	Goal met at 103%
03	Professionals	Goal not met (0% achieved)
07	Administrative & Senior Clerical Personnel	Goal not met (0% achieved)
08	Skilled Sales & Service Personnel	Goal not met (0% achieved)
11	Intermediate Sales & Service Personnel	Goal not met (0% achieved)

#### Assessment/Observations

- EEOG 03: There were 129 new entrants and none were persons with disabilities. With an availability rate of 3.8%, at least four would have been expected.
- EEOG 07: There were 13 new entrants and none were persons with disabilities. This is to be expected given the labour market availability (LMA) of 3.4%.
- EEOG 08: There were 145 new entrants and none were persons with disabilities. This is to be expected given the labour market availability (LMA) of 3.5%.
- EEOG 11: There were three new entrants and none were persons with disabilities. This is to be expected given the labour market availability (LMA) of 5.6%.

**Members of Visible Minorities**

02	Middle & Other Managers	Goal met at 86%
07	Administrative & Senior Clerical Personnel	Goal met at 154%
08	Skilled Sales & Service Personnel	Goal met at 120%
11	Intermediate Sales & Service Personnel	Goal met at 175%

## Assessment/Observations

- None

**ASSESSMENT OF REASONABLE EFFORTS**

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- The organization set 12 goals and achieved five. This equals 42% of goals met, which does not meet the 80% threshold necessary to demonstrate reasonable efforts.
  - Out of seven goals not met, there were sufficient hiring and promotion opportunities in four instances to expect reasonable progress. In three instances, there were not enough hiring to meet the goals set.
  - The reasonable efforts form was completed and the organization implemented all the required measures and other additional measures.

**ASSESSMENT OF GOALS**

- A goal has been set for every gap in representation uncovered by the workforce analysis. All short-term and long-term goals were set in percentage format and are, at minimum, equal to LMA.

**Women**

## Observations:

- There were no gaps for women

**Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-3	3.2	2.7	0.0	2.7

03	Professionals	-6	2.9	2.9	0.4	2.9
08	Skilled Sales & Service Personnel	-3	3.1	1.7	0.4	1.7

Observations: None

### ***Persons with Disabilities***

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
01/02	Managers	-5	5.0	5.0	0.9	5.0
03	Professionals	-19	8.9	8.9	0.8	8.9
04	Semi-Professionals & Technicians	-1	7.6	7.6	0.0	7.6
07	Admin & Senior Clerical Personnel	-3	16.7	10.0	0.0	10.0
08	Skilled Sales & Service Personnel	-17	8.0	8.0	1.5	8.0
11	Intermediate Sales & Service Personnel	-1	10.8	10.8	0.0	10.8

Observations: None

### ***Members of Visible Minorities***

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
02	Middle & Other Managers	-8	17.6	17.6	9.9	17.6
07	Admin & Senior Clerical Personnel	-6	50.0	40.6	21.2	40.6
08	Skilled Sales & Service Personnel	-20	16.7	16.7	8.9	16.7
11	Intermediate Sales & Service Personnel	-3	35.1	35.1	8.3	35.1

Observations: None

### **RECOMMENDATION**

I recommend that the employer be found:

in compliance     in non-compliance



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

- AstraZeneca Canada Inc. met five of the 12 goals set during the previous assessment. Out of seven goals not met, there were sufficient hiring and promotion opportunities in four instances to expect reasonable progress.
- To ensure that AstraZeneca Canada Inc. continues to see reasonable progress towards achieving a representative workplace, in particular for Aboriginal people and persons with disabilities, it is strongly recommended that the company consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of these two designated groups. Guidance on how to conduct an employment systems review is available on the Labour Program website ([Step 2-2](#) of the training modules under the [WEIMS help page](#)).
- It may be beneficial for AstraZeneca Canada Inc. to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of the designated groups. Fostering relationships with these organizations could allow the organization to address and close gaps through internships or permanent employment when vacancies arise.

**Name of Analyst: Maurice N. Yakibonge**

**Date: 2019-04-01**



**From:** Yakibonge, Ntambwe N [NC] **On Behalf Of** EE-EME  
**Sent:** April 4, 2019 10:47 AM  
**To:** 'gena.restivo@astrazeneca.com' <gena.restivo@astrazeneca.com>  
**Cc:** 'greer.hozack@astrazeneca.com' <greer.hozack@astrazeneca.com>;  
'kjeffers@employmentmatters.ca' <kjeffers@employmentmatters.ca>  
**Subject:** Government of Canada Agreement Number: 060233 – Notification of Compliance with the Federal Contractors Program

*Cette information est également disponible en français sur demande.*

Dear Geno Restivo:

I am writing to inform you that the subsequent compliance assessment initiated on March 27, 2019 has been completed. As a result of the assessment, AstraZeneca 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 AstraZeneca Canada Inc.'s employment equity program.

- AstraZeneca Canada Inc. met five of the 12 goals set during the previous assessment. Out of seven goals not met, there were sufficient hiring and promotion opportunities in four instances to expect reasonable progress.
- To ensure that AstraZeneca Canada Inc. continues to see reasonable progress towards achieving a representative workplace, in particular for Aboriginal people and persons with disabilities, it is strongly recommended that the company consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of these two designated groups. Guidance on how to conduct an employment systems review is available on the Labour Program website (Step 2-2 of the training modules under the WEIMS help page).
- It may be beneficial for AstraZeneca Canada Inc. to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of the designated groups. Fostering relationships with these organizations could allow the organization to address and close gaps through internships or permanent employment when vacancies arise.

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 March 27, 2022. 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, AstraZeneca 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.

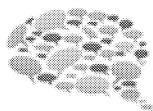
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish AstraZeneca 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@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)



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

# AstraZeneca Canada Inc.

SUSBSEQUENT COMPLIANCE ASSESSMENT – MARCH 2019

# AstraZeneca Inc.

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## 1.0 Introduction

AstraZeneca Canada Inc. (AstraZeneca) is an eligible federal contractor of long standing under the Federal Contractors Program (FCP). Its initial assessment was concluded in April 2016 and its subsequent assessment is due by March 27<sup>th</sup>, 2019. This assessment evaluates AstraZeneca's progress and/or efforts to achieve full representation of the four designated groups – women, Aboriginal peoples, persons with disabilities and members of visible minorities – within its workforce.

AstraZeneca now submits the following information- see attachments- to meet the requirements of the Subsequent Compliance Assessment:

- A current workforce analysis including the Summary Report and Detailed Report;
- Forms 1, 2, 3, 4, 5 and 6 covering workforce data at the national level;
- A completed Achievement Report that includes;
  - Revised goals for any remaining gaps in representation.
  - New short- and long-term goals based on the updated workforce analysis.
- A completed Reasonable Efforts for the Subsequent Compliance Assessment form.

## 2.0 Background

AstraZeneca Inc., is a biopharmaceutical company involved in research, development and marketing of medicines. It has been recently designated a global clinical hub for oncology and immuno-oncology clinical studies and is currently leading global oncology clinical studies in lung, head and neck cancer.

We note that since the initial assessment in 2016 AstraZeneca reviewed its NOC assignments to more correctly reflect the jobs. In particular, many positions that were previously assigned NOCs that are Middle and Other Managers in line with the job manager job title, have been recognized as individual contributors and therefore assigned to the EEOG: -03 Professionals EEOG. Similarly, several of the positions that were coded as EEOG: 07 Administrative and Senior Clerical Personnel have been identified as EEOG: 08 Skilled Sales and Service Personnel and coded accordingly.

## 3.0 A Current Workforce Analysis

ESDC requires that the workforce analysis (WFA) comply with these assessment factors:

### **Availability Estimates**

Calculation of availability estimates using relevant labour market data provided by the Labour Program at Employment and Skills Development Canada (ESDC). Current availability rates are based on the 2016 Canadian Census Data. However, the Achievement Report has not been updated to allow this description of the WEIMS data.

### **Occupation and geographic levels of comparison**

Selection of the most appropriate occupation levels and geographic levels of comparison for establishing external availability estimates

### **Identifying Underrepresentation**

Determination of the degree of underrepresentation for each designated group in each occupational group by comparing the internal representation against appropriate availability benchmarks set by the Labour Program at ESDC.

AstraZeneca' current workforce analysis Summary Report and Detailed Report comply with these assessment factors.

### 3.1 Documentary Evidence

We attach the Workforce Analysis Summary and Detailed Reports dated 2018.11.30 that are based on the AstraZeneca Employee File including the Promo File that are up to date, complete and accurate

## 4.0 Forms 1 to 6

### 4.1 Documentary Evidence

We attach Forms 1 to 6. These forms are generated by the updated Workforce Analysis dated 2018-11-30. We note that the FCP Contractors Quick Reference Guide states that salary data is not required for FCP (Federal Contractors Program). Therefore, it allows zero to be used as the salary for all employees. This is reflected in Forms 2 and 3 as zero was the salary used for all employees.

Our commentary below focuses solely on the employment equity analysis of AstraZeneca' hires, promotions and terminations in the EEOGs where short term goals were established.

### 4.2 Commentary

Forms 4, 5 and 6 list for each designated group the number of hires, promotions and terminations in each EEOG during the period 2015-12-01 to 2018-11-30. We include only permanent full time and permanent part time employees.

This data provides measures of equity progress because it enables a comparison of:

- Shares of hires of each designated group with its external labour market availability.
  - A fundamental of employment equity/diversity analysis is that an employer should at minimum hire designated groups at the level equal to their availability. Failure to do so results in their underrepresentation.
  - As we detail below, to ensure sufficiency of goals and reasonable progress in goal attainment, the employer may be required to hire above availability. In these circumstances, the prescribed Hiring Rate will exceed the designated group's external availability rate.
- Shares of promotions of a designated group with its internal representation; and
- Shares of terminations of a designated group with the group's internal representation.

To assess progress, the employment equity program compares the percentage of net hires i.e. hires less terminations, for the designated group by EEOG against the hiring goals previously established. (Here hires are both from external sources and internally through promotions). This requires AstraZeneca to examine not only their hires from external sources but also promotions

within the organization and the terminations of the designated groups in EEOGs where goals are established.

We analyze the experiences of the designated groups only in the EEOGs where short term goals were established. The Achievement Report provides full details.

#### 4.3 Shares of Hires

Designated groups' share of hires is a measure of the effectiveness of an organization's sourcing strategies and its capacity to attract, select and hire the diversity of talent it needs to be successful. In 2015 Women represented 58.9% and in 2018 this increased to 63.8% compared with the availability of 44.2%. This group is not underrepresented in any of the EEOGs. For this reason, we have not included this group in our report on the number of hires that were allocated to the other 3 designated groups – Aboriginal Peoples, Persons with Disabilities and Members of Visible Minorities. Between 2015 and 2018 AstraZeneca hired 259 permanent fulltime employees from external sources. The underrepresented designated groups who made up 100 or 16.3% of the AstraZeneca workforce in 2015 received 27.4% (71) of hires in the goal setting period.

The result is that in 2018:

- 0.0% (0 of 259) of the designated group hires identified as Aboriginal Peoples
- 0.4% (1 of 259) of the designated group hires identified as Persons with Disabilities
- 27.0% (70 of 259) of the designated group hires identified as Visible Minorities.

##### Aboriginal

In the 2015 First Year Compliance Assessment submission, short term goals were established for Aboriginal Peoples in 3 EEOGs.

- EEOG: 02 – Middle and Other Managers.
- EEOG: 03 – Professionals.
- EEOG: 08 - Skilled Sales and Service Personnel

There were no hires of Aboriginal Peoples during the period.

##### Persons with Disabilities

Goals were established for persons with disabilities in 4 EEOGs.

- EEOG: 01/02 –Managers.
  - They were hired below availability of 4.3%
  - They received 1 of the 41 hires or 2.4%
- EEOG: 03 – Professionals
- EEOG: 07 – Administrative and Senior Clerical Personnel
- EEOG: 08 – Skilled Sales and Service Personnel
- EEOG: 11 – Intermediate Sales and Service Personnel.

There were no hires of Persons with Disabilities in EEOGs: 03, 07, 08 and 11 during the period.

##### Visible Minorities

Short term goals were established for visible minorities in 4 EEOGs.



- EEOG: 02 – Middle and Other Managers.
  - Visible Minorities were hired above availability of 15.0%
  - They received 6 of 37 hires or 16.2%
- EEOG: 07 – Administrative and Senior Clerical Personnel.
  - Visible Minorities were hired above availability of 37.3%
  - Share of hires received was 71.4% or 5 of 7 hires
- EEOG: 08 – Skilled Sales and Service Personnel
  - They were hired below availability of 14.6%
  - Share of hires was 13.6% or 16 of 118 hires.
- EEOG: 11 – Intermediate Sales & Service Personnel.
  - They were hired below availability of 36.0%
  - They received 1 of the 3 hires or 33.3%

#### CONCLUSION

For most of the designated groups in the EEOGs in which there was underrepresentation, hires were below availability. There were zero hires of Aboriginal Peoples. This calls attention to the need for AstraZeneca to further examine its sourcing and talent acquisition systems and practices.

#### 4.4 Shares of Promotions

Promotions are a measure of the effectiveness of an organization’s training and development policies and practices: its career development and mentoring practices: and the degree to which designated groups have access to opportunities for advancement.

##### Aboriginal Peoples

- Aboriginal peoples received zero promotions

##### Persons with Disabilities

- EEOG: 01/02: Managers
  - Persons with Disabilities received 1 of 26 or 3.9% of the promotions
  - This was above internal representation was 1.8%

##### Members of Visible Minorities

Visible Minorities received promotions in 3 of the 4 EEOGs in which they are underrepresented.

- EEOG: 02 – Middle and Other Managers.
  - Visible minorities were promoted at a rate lower than internal representation receiving 4.8% or 1 of 21 promotions
  - This was below Internal representation of 13.1%
- EEOG: 07 – Administrative and Senior Clerical Personnel.
  - Visible minorities were promoted at a rate lower that than internal representation receiving 16.7% or 1 of 6 promotions
  - This was lower than Internal representation of 23.4%
- EEOG: 08 – Skilled Sales and Service Personnel
  - Visible Minorities received 3 of 27 or 11.1% of promotions

- This was above Internal representation of 7.9%
- EEOG: 11 – Intermediate Sales and Service Personnel
  - There were no promotions in this EEOG

#### **CONCLUSION**

Women received 63.6% of all promotions. Other designated groups generally received promotions below their representation. This suggests that there is an opportunity for AstraZeneca to find a reasonable explanation for the apparent disproportionate exclusion of Aboriginal peoples, persons with disabilities and visible minorities from upward mobility.

#### 4.5 Shares of Terminations

Terminations are a measure of retention and employee engagement.

##### Aboriginal Peoples

Aboriginal Peoples were underrepresented in 3 EEOGs and terminations were in 2 of these EEOGs.

- EEOG: 02- Middle & Other Managers.
  - There was no representation in 2015 and no terminations
- EEOG: 03 - Professionals.
  - Their share of terminations is 1.3% or 1 of 79
  - This was above the representation of 0.8%
- EEOG: 08 – Skilled Sales and Service Personnel
  - Aboriginal Peoples received 1 of 86 or 1.2% of terminations
  - This was above Internal representation 0.8%

##### Persons with Disabilities

There were 2 terminations in the 5 EEOGs in which there was underrepresentation

- EEOG: 01/02 – Managers
  - Persons with Disabilities received 1 of 46 or 2.2% of terminations
  - This was above the internal representation of 1.8%
- In EEOG: 03 – Professionals.
  - Persons with Disabilities received 1 of 79 or 1.3% of the terminations
  - This was above the internal representation of 0.8%

##### Members of Visible Minorities

Visible Minorities were terminated in these 4 EEOGs.

- EEOG: 02 – Middle and Other Managers.
  - Visible Minorities received 7 of the 41 or 17.1% of the terminations.
  - This was above the internal representation of 13.1%.
- EEOG: 03 –Professionals.
  - Their share of terminations 24 of 79 or 30.4% which was greater than their internal representation of 24.2%
- In EEOG: 08 Skilled Sales and Service Personnel.
  - Their share of terminations- 9 of 86 (10.5%) which was greater than their internal representation of 7.9%

- EEOG: 07 Administrative & Senior Clerical Personnel
  - Their share of terminations of 33.3% or 2 of 6 was greater than their internal representation of 23.4%
- EEOG: 11 Intermediate Sales & Service Personnel.
  - There was no representation in 2015 and no terminations

## CONCLUSION

Generally, terminations were higher than the representation of designated groups in the EEOGs in which there was underrepresentation. This suggests that retention and engagement of these designated groups should be examined.

## 5.0 Goals

Assessment Factors- Short Term Goals. Sufficiency of Goals. Reasonable Progress.

Short term Goals: - “The contractor establishes annual short-term numerical goals for a period of three years for the hiring and promotion of designated group members in each EEOG where underrepresentation exists.”

Sufficiency of Goals: – “The goals established are sufficient to ensure reasonable progress towards closing each gap in representation by being above, or at minimum, equal to availability”. The contractor may therefore establish hiring levels – a hire rate- that is above availability where warranted.

Reasonable Progress: - The contractor has made reasonable progress by meeting its short-term goals by 80 percent or more...”

- To achieve a representative workforce the contractor must hire at least at availability.

## 5.1 Documentary Evidence:

The Achievement Report in excel format that includes inter alia:

- Revised goals for any remaining gaps in representation, and
- New short term and long-term goals based on the updated workforce analysis

## 5.2 Commentary – Short Term Goals

- In the Achievement Report and in our commentary below, we identify the short-term goals that AstraZeneca has already achieved and measure the progress being made to achieve others. We revised and/ or established new goals in a) all EEOGs for which goals had been previously established and where gaps remained in representation and in b) EEOGs where new areas of underrepresentation were identified in the 2018 workforce analysis and where hiring opportunities are anticipated over the 3-year goal setting period.

Goals are the percentage share of hires the underrepresented designated group is expected to achieve in the EEOG in which it is underrepresented. Hires are external or internal i.e. promotions. Key determinants of the share of hires are a) anticipated growth in workforce; b) the total number of hires anticipated in the EEOG; c) the hire rate of the underrepresented group in the EEOG and d) the EE (Employment Equity) or Utilization rate when hiring opportunities are limited.

AstraZeneca estimates 128 hiring opportunities over the next 3 years, 41 are hires due to growth and the other 87 are replacement hires. We have not established long term goals where full representation is expected to be achieved in the short term. AstraZeneca shall adjust its goals if more hiring opportunities become available in the goal setting period. Should hiring opportunities be available, AstraZeneca will hire at least at the availability rate especially where underrepresentation currently exists. Additionally, within one year AstraZeneca shall assess its progress and impact of its efforts in achieving its new and revised short term goals.

We follow the ESDC-prescribed Achievement Report instructions to establish goals. Here are the percentage share and number of hires anticipated for each designated group in the EEOGs in which they are underrepresented during the goal setting period.

- Aboriginal Peoples: - Anticipated share of hires is 5 or 3.9%
- Persons with Disabilities: - Anticipated share of hires is 11 or 8.6%
- Visible Minorities: - Anticipated share of hires is 13 or 10.2%.

To achieve these numerical goals, the designated groups are expected to receive 29 or 22.7% of the 128 hires anticipated over the next three years.

### 5.3 Revised Goals

Based on the current workforce analysis, changes in the number of employees in the EEOGs and the availability rates, the all goals previously established have been revised:

- EEOG: 02- Middle and Other Managers
  - \*Aboriginal Peoples | Visible Minorities
  - \*The goal for Aboriginal Peoples is set above availability
- EEOG: 01/02- Managers
  - Persons with Disabilities
- EEOG: 03- Professionals
  - Aboriginal Peoples | Persons with Disabilities
- EEOG: 07- Administrative & Senior Clerical Personnel
  - \*Persons with Disabilities | \*Visible Minorities
  - \*These goals have been set above availability
- EEOG: 08 – Skilled Sales and Service Personnel
  - \*Aboriginal Peoples | Persons with Disabilities | Visible Minorities
  - \*The goal for Aboriginal Peoples has been set above availability
- EEOG: 11 – Intermediate Sales & Service Personnel
  - Persons with Disabilities | Visible Minorities

### 5.4 New Goals

- EEOG: 04 – Semi-Professionals and Technicians
  - Persons with Disabilities
- No hires are anticipated in EEOG: 04 – Semi-Professionals and Technicians, and EEOG: 11 – Intermediate Sales and Service Personnel. However, goals for Persons with Disabilities in both EEOGs and Visible Minorities in EEOG: 11 are set at availability, in case hiring opportunities arise in the short term.

## 5.5 Commentary

These new and revised goals are in Tables 11 – 15 of the 'Goals' worksheet in the Achievement Report. Here are highlights of the workforce data that provide context.

- In 2018 there was a net increase in staff by 47 from 613 employees to 660. The group that benefited most was Women where there was no underrepresentation.
- The representation of Aboriginal Peoples decreased from 0.5% to 0.3%.
- The representation of Visible Minorities increased from 89 to 131 or from 14.5% to 19.9%
- The representation of Persons with Disabilities decreased from 1.3% to 1.0%.
- Over the next 3 years special emphasis will be given to sourcing and recruiting Aboriginal Peoples and Persons with Disabilities.
- AstraZeneca will determine why there was a decrease in the representation of Persons with Disabilities and Aboriginal persons.

## 6.0 A Completed Achievement Report

### Assessment Factor

The completed Achievement Report measures the progress that AstraZeneca has made in meeting its goals.

### 6.1 Documentary Evidence

See attached Achievement Report - Results

### 6.2 Commentary- The Report Card

The Results worksheets quantifies the progress AstraZeneca has made.

Aboriginal Peoples – Goals were established in 3 EEOGs. Here are the results.

- EEOG: 02- Middle and Other Managers.
  - No reasonable progress. 0.0% of goal achieved.
- EEOG: 03- Professionals:
  - No progress. With no hires or promotions and the termination of 1 Aboriginal employee in this EEOG there was a negative flow data resulting in a negative goal achievement. -95.2% of the goal was achieved.
- EEOG: 08 – Skilled Sales and Service Personnel
  - No progress. There were no hires or promotions and the termination of 1 Aboriginal employee in this EEOG. There was a negative flow data resulting in a negative goal achievement. -113.0% of the goal was achieved.

Persons with Disabilities– Goals were established for all 5 EEOGs. Here are the results.

- EEOG: 01/02 – Managers.
  - Reasonable progress made with the hire of 1 PWD in this EEOG and 1 promotion. Although there was 1 termination. 164.2% of goal achieved.
- EEOG: 03- Professionals
  - No reasonable progress. With no hires or promotions and with 1 termination, the result was negative flow data. This was responsible for the negative goal achievement of -95.2%

- EEOG: 07 – Administrative & Senior Clerical Personnel
  - No progress made. 0.0% of goal achieved as there was no representation in 2015 and there were no hires or promotions over the last 3 years
- EEOG: 08 – Skilled Sales and Service Personnel
  - No progress. 0.0% of the goal achieved. (Although there were no terminations, there were no hires or promotions in this EEOG).
- EEOG: 11- Intermediate Sales and Service
  - No progress. 0.0% of goal achieved. (Again, although there were no terminations, there were no hires or promotions in this EEOG in which there was no representation of PWD in 2015).

Visible Minorities – Goals were established in 4 EEOGs. Here are the results.

- EEOG: 02 – Middle and Other Managers
  - No progress made. 0.0% of goal achieved. Although there were 6 hires and 1 promotion in this EEOG, there were 7 terminations.
- EEOG: 07- Administrative and Senior Clerical Personnel
  - Reasonable progress made. 191.1% of goal achieved. 5 hires, 1 promotion and only 2 terminations
- EEOG: 08 – Skilled Sales and Service Personnel
  - Reasonable progress made. 155.5% of goal achieved. 16 hires, 3 promotions and 9 terminations
- EEOG: 11- Intermediate Sales & Service Personnel
  - No progress. Negative Flow Data for all employees in this EEOG resulted in negative goal achievement of -131.6% in this EEOG where there was no representation in 2015. 1 hire, no promotions or terminations.

## CONCLUSION

AstraZeneca needs to do much more to ensure that reasonable progress is made over the next 3 years.

## 7.0 Reasonable Efforts

### Assessment Factor- The Definition

Where short-term goals were not met by at least 80 percent, the contractor can demonstrate that reasonable efforts to meet its goals were made.

### 7.1 Documentary Evidence

See completed Achievement Report - Reasonable Efforts attached

### 7.2 Commentary

In the completed Reasonable Efforts form, AstraZeneca acknowledges that the company will increase its efforts to effectively implement Employment Equity, considering its resources and constraints. To ensure that its revised and newly established goals are met and progress achieved, AstraZeneca undertakes to:

- Establish an accountability framework and accountability mechanisms

- Complete a targeted review of its employment systems to provide a reasonable explanation for the underrepresentation of the three designated groups. AstraZeneca will use these results to undertake evidence-based initiatives to increase representation of the underrepresented designated groups in its workforce
- Put in place a strategy to ensure a barrier free workplace,
- Review its employment equity program at least once during the goal setting period to assess progress and where required adjust its strategies, and,
- Update if necessary, its short-term numerical goals

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