

Labour Program Federal Contractors Program

OFFICIAL USE ONLY	
Agreement N°:	

## **Agreement to Implement Employment Equity**

New Agreement				
Revised Agreement				
	ORGANIZATION			
Legal Name of Organization MEDICAGO INC.		Parent company is	s located outsic	le Canada
MEDICAGO INC.		Į.	Yes	☐ No
Operating Name (if different from Legal Name of Organization)		Procurement Bus	siness Numbe	r
				30001
		Total number of e		
Organization's North American Industry Classification System (N	IAICS) Codo Nº	(Full-Time/Part-Tir		S Code Number please
325411 MEDICINAL @ BOTANICAL MANUF.	A100) 0000 A		tatcan.gc.ca/su	ibjects-sujets/standard-
Official use only (if information above is incorrect)				
	I number of employees in Cana	ıda	Organization'	s NAICS Code No
	HEAD OFFICE			
Address (building number, street, suite, etc.)	City		Province	Postal Code
1020 ROUTE DE L'EGLISE, #600	QUÉBEC		QC	GIV 3V9
	Telephone Numb	er	Fax Number	r
	418-658-93	93	418-658	-6699
EMPL	OYMENT EQUITY CON	TACT		
Name (print)	Title			
ROBERGE JOANNE	SR DIRECTOR	R ADMINISTRAT	ION & HR	
Telephone Number	E-mail Address	2070300 004		
418-658-9393,#121	ROBERGEJ@ME	DICAGO.COM		
	CERTIFICATION			
The above-named organization:  • having a combined workforce of 100 or more perman 12 weeks or more in Canada, AND		•		_
<ul> <li>intending to bid on, or being in receipt of, a federal go Supply Arrangement, valued at \$1,000,000 or more (i</li> </ul>	•	s contract, standing	offer or conti	ract issued under a
Hereby certifies its commitment to implement or maintain instrument, in keeping with the Federal Contractors Prog please refer to: http://www.esdc.gc.ca/eng/labour/equality	ram requirements. For more			
Important note: If an audit of the Agreement to Implement the procurement instrument(s) with the Government of Ca		vers misrepresenta	tion on the pa	art of the organization,
	SIGNATORY	•••••		
NOTE: The signatory must be the Chief Executive Office contract on behalf of the organization.	or <b>OR</b> an authorized person	in an executive pos	sition with leg	al authority to sign a
Name (print)	Title			
ANDREW J. SHELDON	PRESIDENT A	AND CEO		
Telephone Number 418-658-9393	E-mail Address SHEDONA@MEI	TCAGO.COM		
Signature	Date			
	2015-02-09			
R	ETURN INSTRUCTIONS	······································		
	LI JIM HOTROUTON	-		
IMPORTANT				



at: (819) 953-8768 or by e-mail at: ee-eme@hrsdc-rhdcc.gc.ca

• The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax,

#### Medicago Inc. (Certificate # 10000036)

# EMPLOYMENT EQUITY: EMPLOYER IDENTIFICATION, SUMMARY REPORT AND CERTIFICATION Period covered by the 2010 Text Co. 2019-09-30

## Geographic regions

(INDICATE THE NUMBER OF EMPLOYEES IN EACH REGION).

	F	Province			Census Metropolitan Area		
	Permanent full time	Permanent part- time	Temporary	Total number of employees			
Ontario6		0	0		Montreal30	0	
Quebec274		0	0	074	Toronto20	0	2
Total number of em	ployees			274_	Quebec2280	0	228
in Canada				280	Hamilton20	0	2
					Ont. minus20 CMAs	0	2
					Qc minus RMRs430	0	43
					Total number of employees as of		28



Employment and Social Emploi et Développement Development Canada social Canada

#### Medicago Inc. (Certificate # 10000036)

# FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES Full time / National

#### Reporting period 2017-02-02 to 2019-09-30

Occupational Category			employees			Aboriginal		4	ns with disat		4	of Visible M	
Salary Range Col. 1	Quarte r	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Management	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	9	5	4				1		1			
	Total	9	5	4				1		1			
Middle management and other directors	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	48	27	21							1	1	
	Total	48	27	21							1	1	
Professionals	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	70	28	42							8	2	6
	Total	70	28	42							8	2	6
Semi-professional and technical staff	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	114	42	72	1		1	2		2	12	6	6
	Total	114	42	72	1		1	2		2	12	6	6

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Employment and Social Emploi et Développement Development Canada social Canada

#### Medicago Inc. (Certificate # 10000036)

# FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES Full time / National

#### Reporting period 2017-02-02 to 2019-09-30

Occupational Category		All	employees			Aboriginal			ons with disa	bilities		of Visible M	linorities
Salary Range	Quarte		Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1	r	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Supervisors	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	4	3	1									
	Total	4	3	1									
Administrative and main office staff	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	14	1	13									
	Total	14	1	13									
Clerical staff	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	12	5	7							2	1	1
	Total	12	5	7							2	1	1
Skilled Manual Workers	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	9	1	8							1		1
	Total	9	1	8							1		1

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Employment and Social Emploi et Développement Development Canada social Canada

#### Medicago Inc. (Certificate # 10000036)

#### Form 2 A

#### FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES Full time / National

Reporting period 2017-02-02 to 2019-09-30

Occupational Category		All	employees			Aboriginal		Perso	ns with disat	oilities	Members	of Visible Mi	inorities
Salary Range	Quarte	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1	r	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Total number of employees		280	112	168	1		1	3		3	24	10	14

#### Medicago Inc. (Certificate # 10000036) FEDERAL

#### **CONTRACT PROGRAMS: SALARY PROFILE**

#### Full time / National

#### Reporting period 2017-02-02 to 2019-09-30

	Al	employees			Aboriginal		Pers	ons with disabi	lities	Members	s of Visible Min	orities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Less than \$15,000	280	112	168	1		1	3		3	24	10	14
Total number of employees	280	112	168	1		1	3		3	24	10	14

#### Medicago Inc. (Certificate # 10000036) FEDERAL

#### **CONTRACT PROGRAMS: RECRUITMENTS**

#### Full time / National

#### Reporting period 2017-02-02 to 2019-09-30

	Al	l employees			Aboriginal		Pers	ons with disab	ílities	Member	s of Visible Min	orities
Occupational Category	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 Management	5	2	3				1		1			
Middle management and other directors	27	19	8							1		1
Professionals	34	12	22							6	1	5
Semi-professional and technical staff	55	24	31				1		1	8	3	5
Supervisors	2	1	1									
Administrative and main office staff	8	1	7									
Clerical staff	5	4	1									
Skilled Manual Workers	1	1										
Total number of employees hired	137	64	73				2		2	15	4	11

Medicago Inc. (Certificate # 10000036)

#### FEDERAL CONTRACTING PROGRAMS: PROMOTIONS

Full time / National

	Dromotod (	mplayoos (om	ployees promo	eporting peri	od 2017-02-02	to 2019-09-30	n the ecounatio	nol groupe in a	which or to which	sh thou word la	et promotod	
	Fromoted	ampioyees (em	pioyees promo	ted during the	year should be	reported orny	iii iiie occupatic	mai groups in v	WINCIT OF TO WING	an uney were ia	si promoted.	
Occupational Category	Al	l employees			Aboriginal		Pers	ons with disab	ilities	Member 1	s of Visible Min	orities
Occupational Category	Total	Men Col.	Women	Total	Men Col.	Women	Total	Men Col.	Women	Total	Men Col.	Women
	Col. 1	2	Col. 3	Col. 4	5	Col. 6	Col. 7	8	Col. 9	Col. 10	11	Col. 12
		_			1	1	1		1	1	1	1
Senior Management	3	1	2				1		1			
Middle management and other directors	9	3	6									
Professionals	25	11	14							1		1
Semi-professional and technical staff	40	15	25							6	3	3
Supervisors	2	2										
Administrative and main office staff	7		7									
Clerical staff	5	1	4							2	1	1
Total number of employees promoted	91	33	58				1		1	9	4	5
Total number of promotions	98	35	63				1		1	10	4	6

#### Medicago Inc. (Certificate # 10000036) FEDERAL

#### **CONTRACT PROGRAMS: CEASES OF EMPLOYMENT**

#### Full time / National

#### Reporting period 2017-02-02 to 2019-09-30

	Al	l employees			Aboriginal		Pers	ons with disab	ílities	Member	s of Visible Min	orities
Occupational Category	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Senior Management	3	2	1							1		1
Middle management and other directors	8	3	5							2	1	1
Professionals	20	8	12							4	3	1
Semi-professional and technical staff	29	10	19							5	1	4
Administrative and main office staff	2		2									
Clerical staff	4	3	1							1	1	
Skilled Manual Workers	1		1									
Total number of employees whose employment was terminated	67	26	41							13	6	7

### Default Workforce Analysis System - Summary Report

Date: 2019-09-30

#### Women

			,	Women			
Employment Equity Occupational Group	All employees	Repres	entation	Avail	ability	Differ	
	#	#	%	%	#	ence#	
01: Senior Management	9	4	44.4 %	27.6 %	2	2	
02: Middle management and other directors	48	21	43.8 %	39.4 %	19	2	
03: Professionals	70	42	60.0 %	49.4 %	35	7	
04: Semi-professional and technical staff	114	72	63.2 %	51.2 %	58	14	
05: Supervisors	4	1	25.0 %	53.4 %	2	-1	
07: Administrative and Senior Clerical Staff	14	13	92.9 %	80.9 %	11	2	
10 : Office staff	12	7	58.3 %	59.6 %	7	0	
12: Skilled Manual Workers	9	8	88.9 %	12.5 %	1	7	
Total	280	168	60.0 %	48.6 %	135	33	
* 10 1001		100				~~	



#### **Default Workforce Analysis System - Summary Report**

Date: 2019-09-30

#### Aboriginal

			Abe	original			
Employment Equity Occupational Group	All employees	Repres	sentation	Availat	oility	Differ	
	#	#	%	%	#	ence#	
01: Senior Management	9	0	0.0 %	3.2 %	0	0	
02: Middle management and other directors	48	0	0.0 %	2.7 %	1	-1	
03: Professionals	70	0	0.0 %	1.6 %	1	-1	
04: Semi-professional and technical staff	114	1	0.9 %	1.5 %	2	-1	
05: Supervisors	4	0	0.0 %	2.4 %	0	0	
07: Administrative and Senior Clerical Staff	14	0	0.0 %	1.5 %	0	0	
10 : Office staff	12	0	0.0 %	2.1 %	0	0	
12: Skilled Manual Workers	9	0	0.0 %	1.6 %	0	0	
Total	280	4	0.4 %	1.8 %	4 🖹	3	
: Utal	200		U.7 76	1.0 76	→ ·	-0	



#### **Default Workforce Analysis System - Summary Report**

Date: 2019-09-30

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

		N	lembers of	Visible Mind	orities		
Employment Equity Occupational Group	All employees	Repres	entationAv	ailability		Differ	
	#	#	%	%	#	ence#	
01: Senior Management	9	0	0.0 %	11.5 %	1	1	
02: Middle management and other directors	48	1	2.1 %	17.6 %	8	7	
03: Professionals	70	8	11.4 %	30.9 %	22	-14	
04: Semi-professional and technical staff	114	12	10.5 %	11.5 %	13	-1	
05: Supervisors	4	0	0.0 %	2.7 %	0	0	
07: Administrative and Senior Clerical Staff	14	0	0.0 %	3.2 %	0	0	
10 : Office staff	12	2	16.7 %	3.6 %	0	2	
12: Skilled Manual Workers	9	1	11.1%	3.9 %	0	1	
Total	280	24	8.6 %	16.3 %	44	-20	



#### **Default Workforce Analysis System - Summary Report**

Date: 2019-09-30

#### Persons with disabilities

Employment Equity Occupational Group	All employees	Ranrasa	Persons entationAva	with disabili	ities	Differ	
Employment Equity Occupational Group	All employees #	#	%	%	#	ence,	
01/02 : Executives	57	1	1.8 %	5.0 %	3	2	
03: Professionals	70	0	0.0 %	8.9 %	6	-6	
04: Semi-professional and technical staff	114	2	1.8 %	7.6 %	9	-7	
05: Supervisors	4	0	0.0 %	27.5 %	1	-1	
07: Administrative and Senior Clerical Staff	14	0	0.0 %	10.0 %	1	-1	
10 : Office staff	12	0	0.0 %	9.3 %	1	-1	
12: Skilled Manual Workers	9	0	0.0 %	10.3 %	1	-1	
Total	280	3	1.1 %	8.0 %	22	-10	



#### **Default Workforce Analysis System - Summary Report**

Date: 2019-09-30

#### Default Data for Workforce Analysis - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01: Senior Management	EEOG	National
02: Middle management and other directors	EEOG	National
03: Professionals	CNP	National
04: Semi-professional and technical staff	CNP	Provincial
05: Supervisors	EEOG	CMA
07: Administrative and Senior Clerical Staff	EEOG	CMA
10 : Office staff	EEOG	СМА
12: Skilled Manual Workers	EEOG	CMA



#### **Default Workforce Analysis System - Summary Report**

Date: 2019-09-30

#### Default Data for Workforce Analysis - Persons with Disabilities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01/02 : Executives	CPEME	National
3. : Professionals	CPEME	National
4.: Semi-professional and technical staff 05 :	СРЕМЕ	National
Supervisors	CPEME	National
07: Administrative and Senior Clerical Staff 10:	CPEME	National
Clerical Staff	СРЕМЕ	National
12: Skilled Manual Workers	CPEME	National
	СРЕМЕ	
	СРЕМЕ	
	СРЕМЕ	



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

Data from Fi	st/Previous Workf	orce Analysis
YYYY	MM	DD
2017	02	02

Data from Sul	osequent/Curre Analysis	ent Workforce
1	1	1

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2019	09	30

Table 5: Women

		,	Гable 1: Women	l
		First/Pr	evious Workforce /	<b>Analysis</b>
F1	oursent Faults Occumentional Custom (FFOC)	All Employees	Wor	nen
cmpa	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	7	2	27.4
02	Middle & Other Managers	29	19	38.9
03	Professionals	57	33	44.4
04	Semi-Professionals & Technicians	86	59	53.1
05	Supervisors	2	0	52.6
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	8	8	80.9
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	12	7	61.6
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	8	8	13.2
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		209	136	47.9

Subsequent	/Current Workford	e Analysis
All Employees	Won	nen
	Representation	Availability*
#	#	%
9	4	27.6
48	21	39.4
70	42	49.4
114	72	51.2
4	1	53.4
0	0	0.0
14	13	80.9
0	0	0.0
0	0	0.0
12	7	59.6
0	0	0.0
9	8	12.5
0	0	0.0
0	0	0.0
280	168	0.0

* Source:			
2011 Natio	nal Househo	ld Survey	

rce:	rce:
	sus

Data from Firs	t/Previous Wor	kforce Analysis
<b>\</b>	1	1

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2017	02	02

Data II olii Su	Analysis	iit workioree
<b>↓</b>	<b>↓</b>	<b>\</b>

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2019	09	30

		Table 2: Aboriginal Peoples		
Employment Family Occupational Court (FFOC)		First/Previous Workforce Analysis		
		All Employees	Aborigina	l Peoples
Embir	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	7	0	2.9
02	Middle & Other Managers	29	0	2.2
03	Professionals	57	0	1.2
04	Semi-Professionals & Technicians	86	1	1.9
05	Supervisors	2	0	1.2
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	8	0	0.7
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	12	0	0.6
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	8	0	0.8
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		209	1	1.6

Table 6: Aboriginal Peoples Subsequent/Current Workforce Analysis				
	Representation	Availability*		
#	#	%		
9	0	3.2		
48	0	2.7		
70	0	1.6		
114	1	1.5		
4	ol	2.4		
0	0	0.0		
14	0	1.5		
0	0	0.0		
0	0	0.0		
12	0	2.1		
0	ol	0.0		
9	0	1.6		
0	0	0.0		
0	0	0.0		
280	1	0.0		

* Source:	
2011 National	ousehold Survey

2016 Census	* Source:

Data from First	/Previous Wor	kforce Analysis
Ţ	1	Ţ

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2017	02	02

•	•	•	•	•	•
Data from Fir	st/Previous Work	cforce Analysis	Data from Subse	quent/Current W	orkforce Analysis
		<del>-</del>		•	· · · · · · · · · · · · · · · · · · ·
YYYY	MM	l DD l	YYYY	MM	l DD

		Table 3: Members of Visible Minorities		
Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
rmbio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	7	1	10.1
02	Middle & Other Managers	29	1	15.0
03	Professionals	57	6	29.4
04	Semi-Professionals & Technicians	86	10	9.4
05	Supervisors	2	0	2.3
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	8	0	1.5
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	o	0.0
10	Clerical Personnel	12	3	2.0
11	Intermediate Sales & Service Personnel	0	o	0.0
12	Semi-Skilled Manual Workers	8	1	2.3
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		209	22	14.6

* Source:					
004.00	* Som	rce:			

Table 7: Members of Visible Minorities					
Subsequent/Current Workforce Analysis					
All Employees	Members of Vis	ible Minorities			
	Representation	Availability*			
#	#	%			
9	0	11.5			
48	1	17.6			
70	8	30.9			
114	12	11.5			
4	0	2.7			
0	0	0.0			
14	0	3.2			
0	0	0.0			
0	0	0.0			
12	2	3.6			
0	0	3.9			
9	1	0.0			
0	0	0.0			
0	0	0.0			
280	24	0.0			

Data from Subsequent/Current Workforce Analysis

09

2019

2016.6			

30

Data from First	t/Previous Wor	kforce Analysis
<b>V</b>	Ţ	1

Data from Fi	rst/Previous Workf	orce Analysis
YYYY	MM	DD
2017	02	02

YYYY	MM	DD	YY
		00	

		Table 4: Persons with Disabilities			
	First/Previous V		evious Workforce A	Workforce Analysis	
F1-		All Employees	Persons with	ersons with Disabilities	
Embio	yment Equity Occupational Group (EEOG)	Representation		n Availability*	
		#	#	%	
01/02	Managers	36	0	4.3	
03	Professionals	57	0	3.8	
04	Semi-Professionals & Technicians	86	2	4.6	
05	Supervisors	2	0	13.9	
06	Supervisors: Crafts & Trades	0	ol	0.0	
07	Administrative & Senior Clerical Personnel	8	0	3.4	
08	Skilled Sales & Service Personnel	0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	
10	Clerical Personnel	12	ol	7.0	
11	Intermediate Sales & Service Personnel	0	0	0.0	
12	Semi-Skilled Manual Workers	8	0	4.8	
13	Other Sales & Service Personnel	0	0	0.0	
14	Other Manual Workers	0	0	0.0	
Total		209	2	4.5	

* Source:			
2012 Canad	ian Survey on E	Disability	

Data from S	Subsequent/Curro Analysis	ent Workforce
Ţ	Ţ	Ţ

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2019	09	30

Table 8: Persons with Disabilities							
Subsequent	Subsequent/Current Workforce Analysis						
All Employees	Persons with Disabilities						
	Representation	Availability*					
#	#	%					
57	1	5.0					
70	0	8.9					
114	2	7.6					
4	0	27.5					
0	0	0.0					
14	0	10.0					
0	0	0.0					
0	0	0.0					
12	0	9.3					
0	0	0.0					
9	0	10.3					
0	0	0.0					
0	0	0.0					
280	3	0.0					

* Source:			
2017 Canadia	n Survey on Disa	ability	

#### Part 2: Flow Data Analysis

Medicago Inc.

2019-11-07

Start	Date of Flov	Data
YYYY	MM	DD
2017	02	02

2019	09	30
YYYY	MM	DD
End I	Date of Flow	Data

### Data from Form 4 - Employees Hired

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### Data from Form 5 - Employees Promoted

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		Table 1: Women			
	Full-time /	National	ional Part-time / Nationa		
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired	
	#	#	#	#	
01 Senior Managers	5	3	0	0	
02 Middle & Other Managers	27	8	0	(	
03 Professionals	34	22	0	(	
04 Semi-Professionals & Technicians	55	31	0	(	
05 Supervisors	2	1	0	(	
06 Supervisors: Crafts & Trades	0	0	0	(	
07 Administrative & Senior Clerical Personnel	8	7	0	(	
08 Skilled Sales & Service Personnel	0	0	0	(	
09 Skilled Crafts & Trades Workers	0	0	0	(	
10 Clerical Personnel	5	1	0	(	
11 Intermediate Sales & Service Personnel	0	0	0	(	
12 Semi-Skilled Manual Workers	1	0	0	(	
13 Other Sales & Service Personnel	0	0	0	(	
14 Other Manual Workers	0	0	0	(	
Total	137	73	0	(	

Table 5: Women			
Full-time	National	Part-time	/ National
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
3	2	0	0
9	6	0	0
25	14	0	C
40	25	0	C
2	0	0	0
0	0	0	0
7	7	0	0
0	0	0	0
0	0	0	0
5	4	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
91	58	0	0

Ψ	Ψ	Ψ	Ψ
	1.	1	1
	Term	inated	
Data		n o - Emp	ioyees

rabie 9: women			
Full-time / National		Part-time	/ National
All Employees Terminated	Employees Women	All Employees Terminated	Women Terminated
#	#	#	#
3	1	0	0
8	5	0	0
20	12	0	0
29	19	0	0
0	0	0	0
0	0	0	0
2	2	0	0
0	0	0	0
0	0	0	0
4	1	0	0
0	0	0	0
1	1	0	0
0	0	0	0
0	0	0	0
67	41	0	0

#### Part 2: Flow Data Analysis

Medicago Inc.

2019-11-07

2017	02	02
YYYY	MM	DD
Start	Date of Flov	Data

2019	09	30
YYYY	ММ	DD
End l	Date of Flow	Data

### **Data from Form 4 - Employees** Hired

### Data from Form 5 - Employees Promoted

Terminated T Ţ

	Tal	ole 2: Abor	iginal Pec	ples
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
01 Senior Managers	5	0	0	0
02 Middle & Other Managers	27	0	0	0
03 Professionals	34	0	0	0
04 Semi-Professionals & Technicians	55	0	0	0
05 Supervisors	2	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	8	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	5	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	137	0	0	0

Full-time / National		Part-time	/ National
All Aboriginal Employees Peoples Promoted Promoted		All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
3	0	0	0
9	0	0	0
25	0	0	0
40	0	0	0
2	0	0	0
0	0	0	0
7	0	0	0
0	0	0	0
0	0	0	0
5	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
91	0	0	0

Table 10: Aboriginal Peoples			
Full-time / National		Part-time	/ National
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
3	0	0	0
8	0	0	0
20	0	0	0
29	0	0	0
0	0	0	0
0	0	0	0
2	0	0	0
0	0	0	0
0	0	0	0
4	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
67	0	0	0

Data from Form 6 - Employees

#### Part 2: Flow Data Analysis

Medicago Inc.

2019-11-07

2017	02	02
YYYY	MM	DD
Start	Date of Flov	Data

2019	09	30
YYYY	ММ	DD
End l	Date of Flow	Data

### **Data from Form 4 - Employees** Hired

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### Data from Form 5 - Employees Promoted

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	Table	3: Persons	with Disa	bilities
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
01 Senior Managers	5	1	0	0
02 Middle & Other Managers	27	0	0	0
03 Professionals	34	0	0	0
04 Semi-Professionals & Technicians	55	1	0	0
05 Supervisors	2	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	8	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	5	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	137	2	0	0

Full-time	/ National	Part-time	/ National
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
3	1	0	0
9	0	0	0
25	0	0	0
40	0	0	0
2	0	0	0
0	0	0	0
7	0	0	0
0	0	0	0
0	0	0	0
5	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
91	1	0	0

Table 1	1: Person	s with Disa	abilities
Full-time	/ National	Part-time	/ National
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
3	0	0	0
8	0	0	0
20	0	0	0
29	0	0	0
0	0	0	0
0	0	0	0
2	0	0	0
0	0	0	0
0	0	0	0
4	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
67	0	0	0

#### Part 2: Flow Data Analysis

Medicago Inc.

2019-11-07

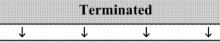
2017	02	02
VVVV	MM	DD
Start	Date of Flov	v Data

YYYY	Date of Flow MM	Data DD
2019	09	30

### Data from Form 4 - Employees Hired

# Hired ↓ ↓ ↓ ↓

# Data from Form 5 - Employees Promoted



Data from Form 6 - Employees

	Table 4: Members of Visible Minorit								
	Full-time	/ National	Part-time	/ National					
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired					
	#	#	#	#					
01 Senior Managers	5	0	0	0					
02 Middle & Other Managers	27	1	0	0					
03 Professionals	34	5	0	0					
04 Semi-Professionals & Technicians	55	5	0	0					
05 Supervisors	2	0	0	o					
06 Supervisors: Crafts & Trades	0	0	0	0					
07 Administrative & Senior Clerical Personnel	8	0	0	0					
08 Skilled Sales & Service Personnel	0	0	0	o					
09 Skilled Crafts & Trades Workers	0	0	0	o					
10 Clerical Personnel	5	0	0	o					
11 Intermediate Sales & Service Personnel	0	0	0	o					
12 Semi-Skilled Manual Workers	1	0	0	0					
13 Other Sales & Service Personnel	0	0	0	0					
14 Other Manual Workers	0	0	0	0					
Total	137	11	0	0					

Full-time	/ National	Part-time	/ National
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
3	0	0	0
9	0	0	0
25	1	0	0
40	3	0	0
2	0	0	0
0	0	0	0
7	0	0	0
0	0	0	0
0	0	0	0
5	1	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
91	5	0	0

Table 12:	Table 12: Members of Visible Minorities												
Full-time	/ National	Part-time	/ National										
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated										
#	#	#	#										
3	1	0	0										
8	1	0	0										
20	1	0	0										
29	4	0	0										
0	0	0	0										
0	0	0	0										
2	0	0	0										
0	0	0	0										
0	0	0	0										
4	0	0	0										
0	0	0	0										
1	0	0	0										
0	0	0	0										
0	0	0	0										
67	7	0	0										

									Data f	or First/F	revious (	Goals							
AB	C	D	E	F	G	H	1	J	K	L	M	N	0	P	Q	R	S	<b>T</b>	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis		K ÷ C	(K - M + O) + (C + F)
***************************************		Ţ	Ţ	Ţ	J.	Ţ	Ţ	Ţ	Ţ	Ţ	Ų.	ţ	Ţ	Ļ	Ţ	Ţ	Ţ	Ţ	<u> </u>
										Table 1:									
									First/	Previous Sh	iort-term G	ioals		***					
		1		All Em	ployees					ı					omen				1
	Number	Gree	wth (New Posi	tions)	Turnover (Re	placement of Employees)	f Terminated		Number	Turnover (R	eplacement of	Hires		r Goals n - To					
Employment Equity	VVVV-MM-00	Actual	Peni	ected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- 7777	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)		Actual	110	Y	Actua	1101	Over 3	Years	1111-111-110		0.3	Over 3 Years			Availability		Gap	Representation	Years
	2017-02-02	Annually	Annually	Over 3 Years	Annually	Annually	Years		2017-02-02	Annually	Over 3 Years	1000	2017	2020					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	7	8.7%		0	37.5%		0	0	2	0.0%	0	0	0		27.4%	0	0	28.6%	28.6%
02 Middle & Other Managers	29	1		0	20.8%		0	0	19	0.0%	0	-8	0		38.9%	8	8	65.5%	65.5%
03 Professionals	57	1		0	31.5%		0	0	33	0.0%	0	-8	0		44.4%	8	8	57.9%	57.9%
04 Semi-Professionals & Tech	86	1		0	29.0%		0	0	59		0	-13	0		53.1%	13	1	68.6%	68.6%
05 Supervisors	2	26.0%		0	0.0%		0	0	0	0.0%	0	1	0		52.6%	-1	-1	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	8	20.5%		0	18.2%		0	0	8	0.0%	0	-2	0		80.9%	2	2	100.0%	100.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	12	1		0	33.3%		0	0	7	0.0%	0	0	0		61.6%	0	0	58.3%	58.3%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	8	4.0%		0	11.8%		0	0	8	0.0%	0	-7	0		13.2%	7	7	100.0%	100.0%
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!

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.

27.4%

209

10.2%

Total

136

0.0%

	WORKIOICC Allarysis) · 2) X IV	το.				
						Table 2: Women
	Paralle	"	omen			
	oyment Equity pational Group (EEOG)	Short-term Goals	Lon	g-term Goa	als	Comments
		%		9/1	Ð	
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	
04	Semi-Professionals & Tech	0 0	.0	0	0.0	
0.5	Supervisors	0 (	0.1	1	0.0	
06	Supervisors: Crafts & Trades	0 0	.0	0	0,0	
07	Administrative & Sr Clerical	0 0	0.1	0	0.0	
08	Skilled Sales & Service	0 (	0.1	0	0.0	
09	Skilled Crafts & Trades	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	005396
13	Other Sales & Service	0 0	.0	0	0.0	003390

65.1%

65.1%

47.9%

36

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

	Federal Contractors Program Achievement Report
	Part 3: Goals
	Medicago Inc.
	2019-11-07
14 Other Manual Workers	0 0.0 0 0.0
Total	0 0.0 1 0.0

									Data f	or First/F	revious (	loals							
АВ	C	D	E	F	G	H	L	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	СхНх3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)
	1	1	Ţ	Į.	1	Ţ	Ţ	Ţ	Ţ	Ţ	1	ţ	Ţ	Ţ	Ţ	Ţ	Ţ	1	↓
									Table 3: Aboriginal Peoples										
									First/	Previous SI	iort-term G	oals							
				All En	ployees										nal Peoples				
B 1	Number	Gres	Growth (New Positions)  Turnover (Replacement of Terminated Employees)				Anticipated	Number		eplacement of (Employees)	3 Year Goals Hires From - To						Present	Projected	
Employment Equity Occupational Group (EEOG)	YYYY-MM-00	Actual	Proj	ected	Actual Projected			Hires Over 3				Required Over 3			Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Occupational Group (12000)	2017-02-02	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2017-02-02	Annually	Over 3 Years	Years	2017	2020					Years
	#	9%	%	#	9/6	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	7	8.7%		0	07,0070		0	0	0	0.0%	0	0	0		2.9%	0	0	0.0%	0.0%
02 Middle & Other Managers	29	ŧ		0	20.8%		0	0	0	0.0%	0	1	0		2.2%	-1	-1	0.0%	0.0%
03 Professionals	57	7.1%		0	31.5%		0	0	0	0.0%	0	1	0		1.2%	-1	-1	0.0%	0.0%
04 Semi-Professionals & Tech	86	9.9%		0	29.0%		0	0	1	0.0%	0	1	0		1.9%	-1	-1	1.2%	1.2%
05 Supervisors	2	26.0%		0	0.0%		0	0	0	0.0%	0	0	0		1.2%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	8	20.5%		0	18.2%		0	0	0	0.0%	0	0	0		0.7%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	()	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	12	0.0%		0	33.3%		0	0	0	0.0%	0	0	0		0.6%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	8	4.0%		0	11.8%		0	0	0	0.0%	0	0	0		0.8%	0	0	0.0%	0.0%
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	()	0.0%		1 0	0.0%		0	0	()	0.0%	1 0	0	0		0.0%	()	1 0	#DIV/0!	#DIV/0!

<sup>†</sup> 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.

27.4%

209

10.2%

Total

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

0.0%

Workforce Analysis) · 2) x 10			Table 4: Aboriginal Peoples
	Aboriginal Peop	oles	
Employment Equity Occupational Group (EEOG)	Short-term Goals Lo	ng-term Goals	Comments
·	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	1 0.0	
03 Professionals	0,0	1 0.0	
04 Semi-Professionals & Tech	0.0	1 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	0.0	-005390

0.5%

0.5%

1.6%

	Federal Contractors Program Achievement Report
	Part 3: Goals
	Medicago Inc.
	2019-11-07
14 Other Manual Workers Total	0 0.0 0 0.0

									Data f	or First/F	revious (	Goals							
A B	C	D	E	F	G	H	I		K	L	M	N	O	P	Q	R	S	<b>T</b>	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis		K÷C	(K - M + O) + (C + F)
- incompany and a second a second and a second a second and a second a second and a second and a second and a	Ţ	1	<u> </u>	<u> </u>	<u> </u>	1	, T	1	Ţ	Ţ	<u> </u>	<u>.</u>	Ţ	į.	<b>.</b>	<u> </u>	<u> </u>	<u> </u>	<b></b>
											with Disa								
									First/	Previous SI	iort-term G	ioals							
				All En	aployees									Persons wi	th Disabilitie	S			
	Number	Gree	wth (New Posi	tions)		Turnover (Replacement of Terminated			Number	Number Turnover (Replacement of			3 Year Goals						
Employment Equity						Employees)		Anticipated			(Employees)	Hires Required	From	n - To	Present		Projected	Present	Projected
Occupational Group (FEOG)	YYYY-MM-DD	Actual	Pro	ected	Actual	Projected		Hires Over 3 Years	YYYY-MM-DD			Over 3	7717	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2017-02-02	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	rears	2017-02-02	Annually	Over 3 Years	Years	2017	2020					Tears
	#	%	%	#	%	%	#	#	#	%	#	#	#	6/6	%	#	#	%	%
01/02 Managers	36	·		0	·		0	0	0	0.0%	0	2	0		4.3%	-2	-2	0.0%	0.0%
03 Professionals	57	7.1%		0	31.5%		0	0	0	0.0%	0	2	0		3.8%	-2	-2	0.0%	0.0%
04 Semi-Professionals & Tech	86	9.9%		0	29.0%		0	0	2	0.0%	0	2	0		4.6%	-2	-2	2.3%	2.3%
05 Supervisors	2	26.0%		0	0.0%		0	0	0	0.0%	0	0	0		13.9%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	8	20.5%		0	18.2%		0	0	0	0.0%	0	0	0		3.4%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	12	0.0%		0	33.3%		0	0	0	0.0%	0	1	0		7.0%	-1	-1	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	8	4.0%		0	11.8%		0	0	0	0.0%	0	0	0		4.8%	0	0	0.0%	0.0%
13 Other Sales & Service	0	0.0%		] 0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#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!

† 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.

27.4%

209

10.2%

Total

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

0.0%

0

0

4.5%

0

						Table 6: Persons with Disabilities
F	oyment Equity	Person	is with	Disabilities		
	pational Group (EEOG)	Short-term G	oals	Long-term	Goals	Comments
			%		%	
01/02	Managers	0	0.0	2	0.0	
03	Professionals	0	0.0	2	0.0	
04	Semi-Professionals & Tech	0	0.0	3	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	1	0.0	
1.1	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0,0	0	0.0	005400
Total		0		8		003400

1.0%

-7

1.0%

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									Data f	or First/F	revious (	Joals							
A B		D	E	F	G	H	<u>I</u>	J	K	L	M	N	0	P	Q	R	S	T	U.
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	СхНхЗ	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
		Ţ	1	Ţ	Į.	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	ţ	Ţ	Ţ	Ţ	Ţ	1	Ţ	↓
								Table 7: Members of Visible Minorities											
									First/	Previous SI	iort-term G	oals							
				All En	aployees								M	embers of <b>V</b>	isible Minori	ities			
Employment Equity	Number	Grev	wth (New Posit	tions)	Turnover (Replacement of Terminated Employees)			Anticipated	Over 3 YYYY-MM-DD			3 Year Goals  Hires From - To  Required Over 3 YYYY - YYYY			Present		Projected	Present	Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual Projected			Hires Over 3						Availability	Present Gap	Gap	Representation	Representation in 3 Years	
0.00pm.mm 0.00p	2017-02-02	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2017-02-02	Annually	Over 3 Years	Years	2017	2020			,	•	Years
	#	%	%	#	9/0	%	#	#	#	%	#	#	#	9/0	%	#	#	%	%
01 Senior Managers	7	8.7%		0	37.5%		0	0	1	0.0%	0	0	0		10.1%	0	0	14.3%	14.3%
02 Middle & Other Managers	29	18.3%		0	20.8%		0	0	1	0.0%	0	3	0		15.0%	-3	-3	3.4%	3.4%
03 Professionals	57	7.1%		0	31.5%		0	0	6	0.0%	0	11	0		29.4%	-11	-11	10.5%	10.5%
04 Semi-Professionals & Tech	86	9.9%		0	29.0%		0	0	10	0.0%	0	-2	0		9.4%	. 2	2	11.6%	11.6%
05 Supervisors	2	26.0%		0	0.0%		0	0	0	0.0%	0	0	0		2.3%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	8	20.5%		0	18.2%		0	0	0	0.0%	0	0	0		1.5%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	()	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	12	0.0%		0	33.3%		0	0	3	0.0%	0	-3	0		2.0%	3	3	25.0%	25.0%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	8	4.0%		0	11.8%		0	0	1	0.0%	0	-1	0		2.3%	1	1	12.5%	12.5%
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%		1 0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!

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

27.4%

209

10.2%

0.0%

Working Strangers 25 A Fe				Table 8: Members of Visible Minorities
	Members of Vi	sible Minorities	S	
Employment Equity Occupational Group (EEOG)	Short-term Goals	Long-term	Goals	Comments
01 Senior Managers	0 0.0	0	0.0	
02 Middle & Other Managers	0.0	) 4	0.0	
03 Professionals	2 0.0	) 15	0.0	
04 Semi-Professionals & Tech	0.0	) 0	0.0	
05 Supervisors	0 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	0.0	
12 Semi-Skilled Manual	0,0	0 0	0.0	005402
13 Other Sales & Service	0 0.0	) 0	0.0	003402

10.5%

14.6%

10.5%

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

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14 Other Manual Workers	0 0.0 0 0.0
Total	2 19

									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	E	F	G	H		J	K	L	M	N	O	P	Q	R	S	T	L. L.
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
	Ţ	1	Ţ	J.	Ţ	Ţ	<u> </u>	Ţ	J	Ţ	1	l l	Ţ	Ţ	Ţ	Ţ	1	<u> </u>	<b>1</b>
										Table 9:									
									Subseque	ent/Current	t Short-terr	n Goals							
				All En	nployees										omen				
	Number	Gre	Growth (New Positions)			Turnover (Replacement of Terminated			Number		Turnover (Replacement of			3 Year Goals From - To					
Employment Equity			1			Employees)		Anticipated			(Employees)	Hires Required			Present		Projected	Present	Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	1111	- 7777	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2019-09-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Vears		2019-09-30	Annually	Over 3 Years	Years	2019	2022					
	#	%	%	#	%	9/6	#	£	ii	9,	#	#	Ħ	9/0	9/0	#	##	%	%
01 Senior Managers	9	8.7%		(	37.5%		. 0	. 0	4	0.0%	0	-2	()	/6	27.6%	2	2	44.4%	44,4%
02 Middle & Other Managers	48	18.3%	o l	0	20.8%		0	0	21	0.0%	0	-2	0		39,4%	2	2	43.8%	43.8%
03 Professionals	70	7.1%	0	0	31.5%		0	0	42	0.0%	0	-7	0		49.4%	7	7	60.0%	60.0%
04 Semi-Professionals & Tech	114	9.9%	6	0	29.0%		0	0	72	0.0%	0	-14	0		51.2%	14	14	63.2%	63.2%
05 Supervisors	4	26.0%	6	0	0.0%		0	0	1	0.0%	0	1	0	50.0%	53.4%	-1	-1	25.0%	25.0%
06 Supervisors: Crafts & Trades	0	0.0%	6	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	14	20.5%	0	0	18.2%		0	0	13	0.0%	0	-2	0		80.9%	2	2	92.9%	92.9%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.070	0	0	0		0.0%	0	0		#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.070		0	0	0	0.0%	0	0	0		0.0%	0	0		#DIV/0!
10 Clerical Personnel	12	0.0%		0	22.270		0	0	7	0.0%	0	0	0		59.6%	0	0	30.370	58.3%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	9	4.0%		0	11.8%		0	0	8	0.0%	0	-7	0		12.5%	7	7	88.9%	88.9%
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	280	10.2%	o l	0	27.4%		0	0	168	0.0%	0	-168	0		0.0%	168	168	60.0%	60.0%

<sup>†</sup> 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	Won	ien	
Occupational Group (EEOG)	Short-term Goals	Long-term Goals	Comments
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	50.0	50.0	
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	207404
13 Other Sales & Service	0.0	0.0	005404

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14 Other Manual Workers		
Total	0.0	

1									Data for	Subsequer	nt/Curre	nt Goals							
A B	I C	D	E	F	I G	H	I	J	K	L	M	N	O	P	<u>Q</u>	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	CxHx3	$\mathbf{F} + \mathbf{I}$	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis		K ÷ C	(K - M + O) + (C + F)
			1	<u> </u>	Į į	1	<u> </u>	<u> </u>	Ţ		<u> </u>	<u> </u>	1	<u> </u>	Į.	<u> </u>	1	<u> </u>	<u> </u>
and the second s										e 11: Abori	<del></del>								
				10.5					Subseque	ient/Current	. Short-tern	a Goals		4.4	1.Domelee				
	<del></del>			All Ell	mployees			I		T			15.0		inal Peoples	T	ı	1	
	Number	Number Growth (New Positions)				eplacement of Employees)	of Terminated 1	Anticipated	Number	Number Turnover (Replacemen		Hires		ir Goals m - To	4	1			
Employment Equity	VVVV-MM-DD	(YYY-MM-DD Actual Projected		Actual				YYYY-MM-00		Terminated Employees)			- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3	
Occupational Group (EEOG)		Attua		Over 3			Over 3  Over 3  Vears				Over 3	Over 3 Years		1	Availability		Gap	Representation	Years
	2019-09-30	Annually	Annually	Years	Annually	Annually	Years		2019-09-30	Annually	Years		2019	2022					
,	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	Ħ	%	%
01 Senior Managers	9	0.770		0	0 07.0070	1	0	C	) 0	0.0%	, 0'	01	0	/	3.2%	1 1	0	0.0%	0.0%
02 Middle & Other Managers	48		0	A e	0 20.8%	1	0'	- 0	0 (د	0.0%	. 0'	. 11	0	2.7%	888		-1	0.0%	0.0%
03 Professionals	70			A c	0 31.5%	í	0'	.[ 0	) 0	0.0%	.[ 0'	11	0	1.6%	84	1	-1	0.0%	0.0%
04 Semi-Professionals & Tech	114			e	0 29.0%	(	0'	1 0	) 1	1 0.0%	.[ 0'	11	0	1.5%			-1	0.8%	0.8%
05 Supervisors	1 41	26.0%		0	0.0%	į.	0'	1 0	0	0.0%	.[ 0'	01	0		2.4%		0	0.0%	0.0%
06 Supervisors: Crafts & Trades	1 :	0.0%		4 0	0.0%	į.	0'	1 0	) 0	0.0%	.[ 0'	01	0		0.0%	1	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	14		1	0	0 18.2%	i	0'	1 0	٥ إد	0.0%	. 0'	01	0		1.5%	-	0	0.0%	0.0%
08 Skilled Sales & Service	1 01	0.0%		e	0.0%	1	0'	1 0	) 0	0.0%	.[ 0'	01	0		0.0%		0	#DIV/0!	
09 Skilled Crafts & Trades	1 01	0.0%		4 0	0.0%	i	0'	1 0	) 0	0.0%	.[ 0'	01	0		0.0%		0	#DIV/0!	#DIV/0!
10 Clerical Personnel	12			0	0 55570	Ĺ	0'	1 0	0	0.0%	.[ 0'	01	0		2.1%		0.	0.0%	0.0%
11 Intermediate Sales & Service	1 01	0.0%		0	0.0%	i	0'	1 0	1 0	0.0%	0'	01	0		0.0%		0	#DIV/0!	1
12 Semi-Skilled Manual	1 91	4.0%		4 0	0 11.8%	1	0'	1 0	0	0.0%	0'	01	0		1.6%		0	0.0%	0.0%
13 Other Sales & Service	1 01	0.0%		0	0.0%	į.	0'	1 0	1 0	0.0%	. 0'	01	0.		0.0%		0	#DIV/0!	
14 Other Manual Workers	1 01	0.0%		0	0.0%		0'	10	1 0	0.0%	1 0'	01	0		0.0%		0	) #DIV/0!	#DIV/0!
Total	280	) 10.2%	J.	0	0 27.4%		<u> 0</u> '	1 0	<u>月</u> 1	1 0.0%	1 0'	-1	T 0.		0.0%	1'	1	0.3%	0.3%

<sup>†</sup> 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) ÷ ((Total number of employees from Previous Workforce Analysis) + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

				Table 12: Aboriginal Peoples
Employment Equity	Aboriginal	Peoples		
Occupational Group (EEOG)	Short-term Goals	Long-term (	Goals	Comments
·	9/6		%	
01 Senior Managers	0.0		0.0	
02 Middle & Other Managers	2.7		2.7	
03 Professionals	1.6		1.6	
04 Semi-Professionals & Tech	1.5		1.5	
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	005406
13 Other Sales & Service	0.0		0.0	005406

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14 Other Manual Workers	0.0		
Total	0.0		

									D. c. f.	C1									
									Data for	Subseque	nt/Currei	n Goais							
A B	C	D	E	F	G	H	<u> </u>	J	K	L	<u>M</u>	N	0	P	Q	R	S	r	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)
		1	<u> </u>	<u> </u>	1	<u> </u>	1	↓	J.	<u>_</u>	<u> </u>	<u> </u>	↓	<u> </u>	1	↓	1	<u> </u>	<u> </u>
											with Disa								
				111.12	•				Subsequ	ent/Curren	t Short-tern	a Goals		<b>.</b>	at the second				
				All En	ployees			ı		1					th Disabilitie	1			1
Employment Equity -	Number	Number Growth (New Positions			Turnover (Replacement of Terminated Employees)				Number	Number Turnover (Replacement of		Hires		3 Year Goals					
		Anticipated						Terminated Employees)   Rec				From - To		Present			Present	Projected Representation in 3	
Occupational Group (FEOG)	YYYY-MM-DO				<del>                                      </del>			Years	YYYY-MM-DD			Over 3	1111	- 1 1 1 1	Availability Trescue G	rresent Gap	Gap	Representation	Years
	2019-09-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2019-09-30	Annually	Over 3 Years	Years	2019	2022					
	#	%	%	#	%	%	#	#	#	0/4	#	#	#	%	%	#	#	%	%
01/02 Managers	57	13.5%		0	29.1%		0	0	1	0.0%	0	2	0	5.0%	5.0%	-2	-2		1.8%
03 Professionals	70	7.1%		0	31.5%		0	0	0	0.0%	0	6	0	8.9%	8.9%	-6	-6	0.0%	0.0%
04 Semi-Professionals & Tech	114	9.9%		0	29.0%		0	0	2	0.0%	0	7	0	7.6%	7.6%	-7	-7	1.8%	1.8%
05 Supervisors	4	26.0%		0	0.0%		0	0	0	0.0%	0	1	0	27.5%	27.5%	-1	-1	0.0%	0.0%
06 Supervisors: Crafts & Trades	1 1	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	14	20.5%		0	18.2%		0	0	9	0.0%	0	1	0	10.0%	10.0%	-1	-1	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		1 0	0.0%		0	0	0	0.0%	0	0	0		0.0%	()	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	12	0.0%		1 0	33.3%		0	0		0.0%	0	1	0	9.3%	9.3%	-1	-1	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		1 0	0.0%		0	0		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	9	4.0%		1 0	11.8%		0	0	] ,	0.0%	1 ,		0	10.3%	10.3%	-1	-1	0.0%	0.0%
13 Other Sales & Service	1 0	0.0% 0.0%		1 0	0.0%		0	0	1 0	0.0%	0	0	0		0.0% 0.0%	0	0	#DIV/0! #DIV/0!	#DIV/0!
14 Other Manual Workers	280	10.2%		1 0	27.4%		<u> </u>	0	1 2	0.0%	0	2	0		0.0%	2	2	#DIV/0! 1.1%	#DIV/0! 1.1%
Total	280	10.276	<u> </u>	1 0	27,470		1 0	U	1 3	1 0.0%	<u>u</u>	-3	U	<u> </u>	0.0%		د	1.1%	1.1%

† 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) + 2) x 100.

workforce Analysis) = 2) x 10	v.		
			Table 14: Persons with Disabilities
P	Persons with Disabilities		
Employment Equity Occupational Group (EEOG)	Short-term Goals Long-te	rm Goals	Comments
Occupational Group (EFOG)	9/6	%	
01/02 Managers	5.0	5.0	
03 Professionals	8.9	8.9	
04   Semi-Professionals & Tech	7.6	7.6	
05 Supervisors	27.5	27.5	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	10.0	10.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	9.3	9,3	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	10.3	10.3	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	005408
Total	0.0	0.0	005408

# Federal Contractors Program Achievement Report Part 3: Goals Medicago Inc. 2019-11-07

									Data for :	Subseque	nt/Currei	nt Goals							
A B	C	D	E	F	G	H	L	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	СхНхЗ	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
		1	1	Ų.	1	J.	1	Ţ	Ţ	1	1	<b>↓</b>	Ţ	ţ	<b>1</b>	1	Ţ	Ţ	<u> </u>
									Table 15: N				<u>'S</u>						
									Subseque	ent/Current	t Short-tern	n Goals							
				All En	ployees										isible Minori	ties			
	Number	Grev	vth (New Posit	tions)	Turnover (Ro		Terminated		Number	Turnayer (D	eplacement of			r Goals					
Employment Equity						Employees)		Anticipated			(Employees)	Hires Required		n - To	Present		Projected	Present	Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD		*	Over 3	YYYY	- 7777	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2019-09-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	icars	2019-09-30	Annually	Over 3 Years	Years	2019	2022					16413
	#	9/6	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	9	8.7%		0	37.5%		0	0	0	0.0%	0	1	0	11.5%	11.5%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	48	18.3%		0	20.8%		0	0	1	0.0%	0	7	0	17.6%	17.6%	-7	-7	2.1%	2.1%
03 Professionals	70	7.1%		0	31.5%		0	0	8	0.0%	0	14	0	30.9%	30.9%	-14	-14	11.4%	11.4%
04 Semi-Professionals & Tech	114	1		0	29.0%		0	0	12	0.0%	0	1	0	11.5%	11.5%	-1	-1	10.5%	10.5%
05 Supervisors	4	26.0%		0	0.0%		0	0	0	0.0%	0	0	0	2.7%	2.7%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	14			0	18.2%		0	0	0	0.0%	0	0	0	3.2%	3.2%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	()	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	12	0.0%		0	33.3%		0	0	2	0.0%	0	-2	0	3.6%	3.6%	2	2	16.7%	16.7%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	3.9%	3.9%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	9	4.0%		0	11.8%		0	0	1	0.0%	0	-!	0		0.0%	1	!	11.1%	11.1%
13 Other Sales & Service	0	0.0%		1 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%		1 0	0.0%		0	0	1 0	0.0%	1 0	0	0		0.0%	0	1 0	#DIV/0!	#DIV/0!

<sup>†</sup> 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.

27.4%

280

Total

10.2%

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

0.0%

				Table 16: Members of Visible Minorities
Employment Equity	1	ers of Visible M		
Occupational Group (EEOG)	Short-term	Goals Loi	ng-term Goals	Comments
01 Senior Managers		11.5	11.5	
02 Middle & Other Managers		17.6	17.6	
03 Professionals		30.9	30.9	
04 Semi-Professionals & Tech		11.5	11.5	
05 Supervisors		2.7	2.7	
06 Supervisors: Crafts & Trades		0.0	0.0	
07 Administrative & Sr Clerical		3.2	3.2	
08 Skilled Sales & Service		0.0	0.0	
09 Skilled Crafts & Trades		0.0	0.0	
10 Clerical Personnel		3.6	3.6	
11 Intermediate Sales & Service		3.9	3.9	
12 Semi-Skilled Manual		0.0	0.0	005400
13 Other Sales & Service		0.0	0.0	005409

8.6%

8.6%

24

		Federal Contractors Program Achieven	nent Report
		Part 3: Goals	
		Medicago Inc.	
		2019-11-07	
14 Other Manual Workers	0.0		
Total	0.0		

#### Federal Contractors Program Achievement Report Part 4: Results - Women Medicago Inc. 2019-11-07 T V В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 O U W Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U|_{\mathbf{X}}$ $\mathbf{E} + \mathbf{D}$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow $Q \oplus P \times$ E-H K x G ÷ 100 P x F + 100 Q-S U x F ÷ 100 V-X Data sources Workforce Workforce Workforce Flow Data L - N Flow Data Flow Data x 100 - 100 x 100 Data Analysis $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ Ţ 1 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Women Women All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % % % % 2017 28.6 27.4 104.3 2 01 Senior Managers 2019 44.4 27.6 161.0 60.0 66.7 33.3 Middle & Other 2017 29 19 65.5 38.9 11 168.4 02 Managers 2019 48 21 43.8 39.4 19 111.0 27 29.6 11 6 66.7 5 62.5 57 25 33 2017 57.9 44.4 130.4 03 Professionals 2019 70 42 60.0 49.4 35 34 22 25 60.0 121.5 64.7 14 56.0 20 12 12 2017 86 59 68.6 53.1 46 13 129.2 Semi-Professionals & 04 Technicians 2019 114 72 63.2 51.2 58 14 123.4 55 31 56.4 28 40 25 62.5 27 29 19 65.5 20 2017 0 0.0 52.6 0.0 05 Supervisors 2019 25.0 53.4 46.8 50.0 1 0 0.0 0 0.0 Supervisors: Crafts & 2017 0 0.0 0.0 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 0 0 Part 2: E = D xPart 2: Flow $E = G \times$ F ÷ I x 100 ≟ Part 3: Goals - M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met \*/6 % % % % 2019 5 100.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 2022 100.0 0.0 0.0 0.0 0.0 5 2019 28 50.0 0.0 0.0 0.0 0.0 Middle & Other 14 0.0 0.0 Managers 2022 28 0.0 0.0 14 50.0 0.0 0.0 2019 39 36 92.3 0.0 0.0 0.0 0.0 0.0 0.0 03 Professionals 2022 39 92.3 0.0 0.0 0.0 0.0 36 56 84.8 66 0.0 0.0 0.0 0.0 Semi-Professionals & 2019 0.0 0.0 Technicians 2022 56 84.8 0.0 0.0 0.0 0.0 0.0 2019 25.0 0.0 0.0 100.0 0.0 1 0.0 05 Supervisors 2022 1 25.0 50.0 50.0 50.0 50.0 Supervisors: Crafts & 2019 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 2022 0.0 0.0 0.0 0.0 0.0 0

#### Federal Contractors Program Achievement Report Part 4: Results - Women Medicago Inc. 2019-11-07 В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 O U W Part 1: Part 1: Part 2: Part 2: $V + U|_{\mathbf{X}}$ $\mathbf{E} + \mathbf{D}$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow $Q \oplus P \times$ Part 2: Flow E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F + 100 Q - S Flow Data V-X x 100 - 100 x 100 Data Analysis $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ Ţ 1 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Women Women All All All All (EEOG) Employees Employees Availability Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # % % % % % % 2017 100.0 80.9 123.6 Administrative & 8 Senior Clerical 2019 14 13 92.9 80.9 11 114.8 87.5 100.0 100.0 Skilled Sales & 2017 0 0.0 0.0 0 0.0 Service Personnel 2019 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2017 0 0.0 0.0 0 0.0 Trades Workers 2019 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0 2017 12 58.3 61.6 94.7 10 Clerical Personnel 2019 12 58.3 59.6 97.9 20.0 80.0 25.0 2017 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 2019 0.0 0 0.0 0.0 0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2017 8 100.0 13.2 757.6 12 Workers 88.9 12.5 0.0 100.0 711.1 0.0 0 Part 2: Part 2: Flow E = D x $E = G \times$ F ÷ I x 100 ≟ Part 3: Goals \* M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Goal Met Goal Met Goal Met Goal Met \*/6 % % ٠, % 2019 Administrative & 14 107. 0.0 0.0 0.0 0.0 Senior Clerical 2022 107.7 0.0 0.0 0.0 0.0 13 14 2019 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 0.0 Service Personnel 2022 0.0 0 0.0 0.0 0.0 0.0 Skilled Crafts & 2019 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 2022 0.0 0.0 0.0 0.0 0.0 0 5 83.3 0.0 0.0 0.0 0.0 2019 0.0 0.0 Clerical Personnel 2022 83.3 0.0 0.0 0.0 0.0 2019 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 0 0.0 Service Personnel 2022 0 0.0 0.0 0.0 0.0 0.0 2019 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual Workers 0.0 2022 0.0 0.0 0.0 0.0 0

									Feder	al Contr	actors	Progra	m Achie	vement	Report									
										I	'art 4: l	Results	- Wome	n										
					***************************************						Me	edicago	Inc.											
											2	019-11-	-07											
A	В	C	D	E	F	G	Н	I	J	K	L	М	N	O	P	Q	R	S	T	U	V	W	X	Y
Data so	urces:	***********	Part 1: Workforce Analysis		E ÷ D x 100	Part 1: Workforce Analysis	D x G + 100	Е-Н	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ⊕ U x 100	U x F ÷ 100	V- X
			Ţ	<b></b>	Ţ	L L	Ţ	Ų	Ţ	Į	<u> </u>	ı l	<u> </u>	T T	Ţ	, <u>†</u>	Ų.	·	\	<u> </u>	<u> </u>	<b>V</b>	<u> </u>	·
				W	orkfo	orce An	alysis									Flow D	ata Ai	nalysis						
	loyment Equity pational Group	Year			W	orkforce						Hires				Pr	omotio				Te	rminati		
(EEC			All Employees	Representa	ntian	Won Availa		Gap	EE Result	All Employees	- Ac	tual	Expected	Difference	All Employees	Actu		omen Expected	Difference	All Employees	Art	ual V	emen Expected	Difference
		#	#	± ±	%	%	#	e e	%	#	#	%	#	#	ü	#	%	#	#	#	#	%	#	# #
		2017	0	0	0.0	0.0	0	0	0.0															
P	ersonnel	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	()	0	0	0.0	0	0
144	Other Manual Vorkers	2017 2019	0	0	0.0	0.0	0	0	0.0	n	0	0.0	n	Λ		0	0.0	0	r	1	0	0,0	0	n
		2017	209	136	65.1	47.9	100	36	135.8			9.0	· ·	0	v		0.0	V		1	V	0.0	0	
Total		2019	280	168	60.0	0.0	0	168	0.0	137	73	53.3	0	73	91	58	63.7	59	-1	67	41	61.2	44	-3
Data so	surces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷1x100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F+M x 100											
				1	1	1	1	Į.	1	↓	1	1												
				Entrant	S					oals	-													
	loyment Equity pational Group	Year	FI	low Data Women	n	,	hort-te Wo	m Goals			Long-ter							-	ommen					
(EEC			All Employees	Actual			Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					·	ommen	its				
		#	#	#	%	#	%	%	%	#	%	%	%											
	Other Sales & Service Personnel	2019 2022	0	0	0.0	0	0.0	0.0 0.0	0.0	<b>k</b>	0.0	0.0	0.0											
-	Other Manual	2019	0	0	0.0	0	0.0	0.0	0.0		0.0		-											
141	Vorkers	2022	0	0	0.0			0.0	0.0			0.0	0.0											
Total		2019 2022	161 161	131 131	81.4 81.4	0	0.0	0.0 0.0	0.0 0.0		13100.0	0.0 0.0	0.0											

#### Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Medicago Inc. 2019-11-07 V В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 O U W Part 1: Part 1: Part 2: Part 2: $\mathbf{E} + \mathbf{D}$ DxG Part 2: Flow Part 2: Flow $Q \oplus P \times$ Part 2: Flow $V \oplus U \mathbf{x}$ E-H K x G ÷ 100 U x F ÷ 100 V-X Data sources Workforce Workforce Workforce Flow Data L - N Flow Data P x F + 100 Q - S Flow Data x 100 - 100 x 100 Data Analysi $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group **Aboriginal Peoples** Aboriginal Peoples Aboriginal Peoples **Aboriginal Peoples** All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % % 2017 0.0 2.9 0 0.0 01 Senior Managers 2019 0 0.0 3.2 0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2017 29 0 0.0 2.2 -1 0.0 02 Managers 2019 48 0 0.0 2.7 0.0 27 0 0.0 0 0.0 0 0.0 0.0 2017 0 1.2 -1 0.0 03 Professionals 2019 70 0 0.0 1.6 0.0 34 25 0 0.0 0 0.0 20 0 0.0 2017 86 1 1.2 1.9 -1 61.2 Semi-Professionals & 04 Technicians 2019 114 0.8 1.5 52.6 55 0 0.0 40 0 0.0 29 0 0.0 2017 0 0.0 1.2 0.0 05 Supervisors 2019 0 2.4 0.0 0.0 0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2017 0 0.0 0.0 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 0 0 Part 2: E = D xPart 2: Flow $E = G \times$ F ÷ I x 100 ≟ Part 3: Goals - M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Mei Goal Met \*/6 % % ٠. ٠, % 2019 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 2022 0.0 0.0 0.0 0.0 0.0 0 2019 28 0.0 0.0 0.0 0.0 0.0 Middle & Other 0 0.0 0.0 Managers 2022 28 2.7 2.7 0 0.0 0.0 0.0 39 2019 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 03 Professionals 2022 39 0 0.0 1.6 0.0 1.6 0.0 0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & 2019 0.0 0.0 Technicians 2022 0 0.0 1.5 0.0 0.0 2019 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 05 Supervisors 2022 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 2019 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 2022 0.0 0.0 0.0 0.0 0.0 0

#### Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Medicago Inc. 2019-11-07 В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 O U W Part 1: Part 1: Part 2: Part 2: $\mathbf{E} + \mathbf{D}$ DxG Part 2: Flow Part 2: Flow O \* P x Part 2: Flow $V \oplus U \mathbf{x}$ E-H U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data K x G ÷ 100 L - N Flow Data P x F + 100 Q - S Flow Data V-X x 100 - 100 x 100 Data Analysis $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group **Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples** Aboriginal Peoples All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % % 2017 0.0 Administrative & 0 0.7 0.0 Senior Clerical 2019 14 0 0.0 1.5 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2017 0 0.0 0.0 0 0.0 Service Personnel 2019 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2017 0 0.0 0.0 0 0.0 Trades Workers 2019 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2017 12 0 0.0 0.6 0 0.0 10 Clerical Personnel 2019 12 0 0.0 2.1 0.0 0 0.0 0 0.0 0 0.0 2017 0 0.0 0.0 0 0.0 Intermediate Sales & Service Personnel 2019 0 0.0 0.0 0.0 0 0 0.0 a 0.0 0 0.0 Semi-Skilled Manual 2017 0 0.0 0.8 0 0.0 12 Workers 0.0 0.0 1.6 0.0 0 0.0 0.0 Part 2: Part 2: Flow E = D x $E = G \times$ F ÷ I x 100 ≟ Part 3: Goals - M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met \*/6 % % ٠. ٠, % 2019 Administrative & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 2022 0.0 0.0 0.0 0.0 13 0 0.0 2019 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 2022 0.0 0 0.0 0.0 0.0 0.0 2019 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 2022 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 2019 0.0 0.0 0.0 Clerical Personnel 2022 0.0 0.0 0.0 0 0.0 0.0 2019 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 0 0.0 Service Personnel 2022 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 2019 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 2022 0.0 0.0 0.0 0.0 0.0 0

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A	D				F	• •		<u> </u>	<b></b>	<u></u>	<u> </u>		<u> </u>		<u> </u>	<u> </u>	K	<u> </u>	<u> </u>	<u> </u>		······································	A	<u> </u>
Data s	ources:		Part 1: Workforce Analysis		E÷D x 100	Part 1: Workforce Analysis	D x G + 100	E-H	E+H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L+K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q-S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ⊕ U x 100	U x F ÷ 100	V-X
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				И	orkfo	orce An	alysis									Flow D	ata A	nalysis						
	oloyment Equity	Year			W	orkforce						Hires				Pr	omotio				Ter	minati	ons	
(EE	upational Group OG)		All Employees			Aborigina Availa			Terra a	All Employees		Aborig tual	inal Peoples		All Employees	Actu		nal Peoples	T area	All Employees	Actu		nal Peoples	1
	-	#	#	Represent.	anon %	Avaita %	ouny #	Gap #	EE Result	#	# 44	tuai 	Expected	Difference #	#	Actu	## %	Expected	Difference #	#	Actu	%	Expected #	Difference
1 1 1	Other Sales & Service Personnel	2017 2019	0	0	0.0	0.0	0	0	0.0	I														
<del>  </del>	Other Manual	2019	0	0	0.0	0.0	0	0	0.0	<u> </u>	0	0.0	0	U	U	0	0.0		1	, ,	0	0.0	ξ.	
1 10.1	Workers	2019	0	0	0.0	0.0	0	0	I	I	0	0.0	0	0	0	0	0.0	0	(	0	0	0.0	0	(
Tota	l	2017 2019	209 280	1	0.5 0.3	1.6 0.0	3	-2 1	29.9 0.0	<b>4</b>	0	0.0	0	0	91	0	0.0	0	(	67	0	0.0	0	) (
		************	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,							£	<b></b>					<b></b>	•••••	Ł	. <b></b>		£	•••••	L	
Data s	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷1x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F = M x 100											
<u>.</u>	**************************************	×*×******		L	L	LI	J	i	iL	<u>.</u>	II	l	<u>.</u>											
			New	Entrant	S	·	•		·	loals	•	*												
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Occ	upational Group	Year	All	Aboriginal I	eoples :		Aborigin	al Peoples			Aborigina	d Peoples						(	Commen	its				
(EE	OG)		Employees	Actua		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
-	01 01 00 1	#	# ^	#	*/4	# 0	9/6	%	%	#	%	9/6	%											
1 1 1 1	Other Sales & Service Personnel	2019 2022	0	0	0.0	U	0.0	0.0	<b>‡</b>	<b>k</b>	0.0	0.0	0.0											
14	Other Manual	2019	0	0	0.0	0	0.0	0.0	<u> </u>		0.0	0.0	4											
17	Workers	2022	0	0	0.0			0.0				0.0	0.0											
Total	1	2019 2022	161 161	0	0.0	0	0.0	0.0		L.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	0.0	0.0	0.0											

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A B	С	D	<b>E</b>	F	G	Н	I	I	K	L	М	l N	О	P	O	R	S	T	i U	· · · · · ·	W	X	Y
***************************************		Part 1:	Part I:		Part I:				**********************	Part 2:	***************************************	***************************************		***************************************	Part 2:			·*····································	·*····································	Part 2:	**************		
Data sources:	~~~~~	Workforce Analysis	Workforce Analysis	E+D x 100	Workforce Analysis	DxG +100	E-H	E + H x 100	Part 2; Flow Data Analysis	Flow Data Analysis	L+K x 100	K x G + 100	L-N	Part 2: Flow Data Analysis	Flow Data Analysis	Q ~ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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Employment Equity					orce An						Hires			T		Data A romotio	nalysis		1	77			
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(EEOG)		Employees	Repres		Avail	ability	Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Ac		Expected	-	Employees	Ac		Expected	Difference
516	2017	# 26	# 0	**	**	#	# 2	0.0	#	#	9%	ii ii	#	Ħ	#	%	#	#	#	#	%	#	¥
01& Managers	2017	36 57	<b>1</b>			\$	-2 -2	35.1	32	1	3.1	2	-1	12	1	8.3	0	)	1 11	0	0.0	0	(
03 Professionals	2017	57	<b></b>	÷	<b>1</b>	\$	-2	0.0			<u> </u>												
Comi Brofossionals R	2019 2017	70 86	<u></u>	*	·· <b>.</b>	ž	-6 -2	0.0 50.6	34	0	0.0	3	-3	25	0	0.0	0	) (	20	0	0.0	0	(
04 Technicians	2017	114	1	*	. 🛊	\$ <b>1</b>	-£ -7	23.1	55	1	1.8	4	-3	40	0	0.0	1	1	1 29	0	0.0	1	-1
05 Supervisors	2017	2	Į	İ	.1	t	0	0.0															
Supervisore: Crafte &	2019 2017	4	0		<del></del>	·	-1 0	0.0	2	0	0.0	1	-1	2	0	0.0	0	) (	0	0	0.0	0	0
06 Trades	2019	0	ļ				0	0.0	0	0	),0	0	0	0	0	0.0	0	) (	0	0	0.0	0	0
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Occupational Group (EEOG)		All Employees	Disal Ac	oilities	Goal	Persons with Percent of Goal Met	Goal	Percent of Goal Met	Goal	Persons with Percent of Goal Met	Goal	Percent of Goal Met					(	Commen	nts				
	H	Ħ	#	%	#	Goar Met	%	Goar Mer	#	Goat Met	9/4	Goar ster											
01& Managers	2019	33	<b></b>	ž	0	0.0	0.0	0.0	2	100.0	0.0												
02	2022	33 39	<u> </u>	<del></del>		0.0	5.0 0.0	121.2 0.0	2	0.0	5.0	<b></b>											
03 Professionals	2022	39	<b></b>		-	0.0	8.9	0.0	2	0.0	8.9												
04 Semi-Professionals &	2019	66	<b></b>	\$	* Recommendation of the contract of the contra	0.0	0.0	0.0	3	33.3	0,0												
Technicians	2022	66 4	1 0	<u> </u>	-	0.0	7.6 0.0	19.9 0.0	n	0.0	7.6												
05 Supervisors	2022	4	0	<del>}</del>	· <b>L</b>	V. (/	27.5	0.0	V	0.0	27.5												
06 Supervisors: Crafts &	2019	0	ļ	<u> </u>	0	0.0	0.0	0.0	0	0.0	0.0												
Trades	2022	0	0	0.0	l .		0.0	0.0			0.0	0.0											

#### Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities Medicago Inc. 2019-11-07 В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 O U W Part 1: Part 1: Part 2: Part 2: $\mathbf{E} + \mathbf{D}$ DxG Part 2: Flow Part 2: Flow O \* P x Part 2: Flow V + UxE-H U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data K x G ÷ 100 L-N Flow Data P x F + 100 Q - S Flow Data V-X x 100 - 100 x 100 Data Analysis $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % % 2017 0.0 3.4 Administrative & 0 0.0 Senior Clerical 2019 14 0 0.0 10.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2017 0 0.0 0.0 0 0.0 Service Personnel 2019 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2017 0 0.0 0.0 0.0 Trades Workers 2019 0.0 0.0 0 0.0 0 0.0 0.0 0 0.0 0 2017 12 0 0.0 7.0 -1 0.0 10 Clerical Personnel 2019 12 0 0.0 9.3 0.0 0 0.0 0 0.0 0 0.0 2017 0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 2019 0.0 0 0.0 0.0 0 0.0 a 0.0 0 0.0 Semi-Skilled Manual 2017 0 0.0 4.8 0 0.0 12 Workers 10.3 0.0 0.0 0.0 0.0 0 0.0 Part 2: Part 2: Flow E = D x $E = G \times$ F ÷ I x 100 ≟ Part 3: Goals - M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Persons with Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities All (EEOG) Employees Percent of Percent o Percent of Percent o Goal Goal Goal Goal Actual Goal Met Goal Met Goal Met Goal Met % 9/4 % % % % 2019 0 0.0 0.0 0.0 0.0 0.0 0.0 Administrative & 13 0.0 Senior Clerical 2022 13 0 0.0 10.0 0.0 10.0 0.0 2019 Skilled Sales & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Service Personnel 2022 0 0.0 0.0 0.0 0.0 0.0 0.0 2019 0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 2022 0 0.0 0.0 0.0 0.0 0.0 2019 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0 10 Clerical Personnel 2022 0 0.0 9.3 0.0 9.3 0.0 2019 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 2022 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 2019 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 Workers 2022 0 0.0 10.3 0.0 10.3 0.0

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Data sources:		Part 1: Workforce Analysis		E+D x 100	Part 1: Workforce Analysis	D x G + 100	E-H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L+K x 100	K x G + 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ~ P x 100	P x F ÷ 100	Q-S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V-X
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			W		orce An	•									Flow	Data A	nalysis						
Employment Equity Occupational Group	pational Group										Hires				P	rometio				Te	rminati		
(EEOG)		All Employees	Representa		Persons with Availa		Gap	EE Result	All Employees	Act		th Disabilities Expected	Difference	All Employees	Ac		ith Disabilitie Expected	Difference	All Employees	Aei		th Disabilitie Expected	Difference
	H	¥	#	%	%	#	ji.	%	#	#	%	и	#	#	4	%	#	#	#	#	%	#	#
Other Sales & Service	2017	0	0	0.0	0.0	0	0	0.0	I														
Personnel Other Manual	2019 2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14 Workers	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total	2017	209	2	1.0	4.5	9	-7	21.3															
1.000	2019	280	3	1.1	0.0	0	3	0.0	137	2	1.5	0	2	91	1	1.1	<u> </u>	1 0	67	0	0.0	1	-1
Data sources:	***************************************	Part 2: Flow Data Analysis		÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷1x 100	Part 3: Goals	E÷K× 100	Part 3: Goals	F M x 100											
	×***********	J	ii	T.	İ	J	iJ	i	<u></u>	II	lJ	j											
		New	Entrants	\$				(	loals			-											
Employment Equity		Fl	low Data		Ş	Short-te	rm Goal	š		Long-ter	m Goals												
Occupational Group	Year	All	Persons w Disabiliti		I	Persons wit	h Disabilities		1	Persons with	Disabilities						(	Commen	its				
(EEOG)		Employees	Actual			Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
1	#	#	g o	**	#	%	%	*6	#	%	%	*/4											
13 Other Sales & Service Personnel	2019 2022	0	0	0.0	0	0.0	0.0	0.0 0.0	B-12000-1200-1200-1200-1200	0.0	0.0 0.0												
14 Other Manual	2019	0	0	0.0	0	0.0	0.0	0.0	<b>4</b>	0.0	0.0	<b></b>											
Workers Workers	2022	0	0	0.0			0.0	0.0	<del> </del>		0.0	4											
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#### Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities Medicago Inc. 2019-11-07 В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 O U W Part 1: Part 1: Part 2: Part 2: $\mathbf{E} + \mathbf{D}$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow O \* P x Part 2: Flow $V \oplus U \mathbf{x}$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F + 100 Q - S Flow Data V-X x 100 - 100 x 100 Data Analysis $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # % % % % % 2017 0.0 Administrative & 0 1.5 0.0 Senior Clerical 2019 14 0 0.0 3.2 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2017 0 0.0 0.0 0 0.0 Service Personnel 2019 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 2017 Skilled Crafts & 0 0.0 0.0 0 0.0 Trades Workers 2019 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 2017 12 3 25.0 2.0 0 1.250.0 10 Clerical Personnel 2019 12 16.7 3.6 463.0 0 0.0 20.0 0 0.0 2017 0 0.0 0.0 0 0.0 Intermediate Sales & Service Personnel 2019 3.9 0.0 0 0.0 0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2017 12.5 2.3 0 543.5 12 Workers 11.1 0.0 0.0 0.0 0.0 0.0 0 Part 2: Part 2: Flow E = D x $E = G \times$ F ÷ I x 100 ≟ Part 3: Goals \* M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met \*/6 % % % ٠, % 2019 Administrative & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 2022 13 0.0 3.2 0.0 0.0 0 3.2 2019 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 2022 0.0 0.0 0.0 0 0.0 0.0 Skilled Crafts & 2019 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 2022 0.0 0.0 0.0 0.0 0.0 0 2019 16.7 0.0 0.0 0.0 0.0 -1 0.0 0.0 Clerical Personnel 2022 3.6 463.0 3.6 463.0 16.7 2019 0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 0.0 0.0 Service Personnel 2022 0 0.0 3.9 0.0 3.9 0.0 2019 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual Workers 0.0 2022 0.0 0.0 0.0 0.0 0

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Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Medicago Inc.
2019-11-07

# **Efforts**

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

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Contrac	ctors Program.
Requi	red measures:
$\checkmark$	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
<b>✓</b>	Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
$\checkmark$	Adjusted survey results to reflect hires, promotions and terminations.
<b>√</b>	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.
<b>7</b>	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).
[J]	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
$\checkmark$	Ensured that any new gaps identified are addressed accordingly.
$\checkmark$	Maintained appropriate records in all required areas.
Other	measures:
<b>\</b>	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.
<b>/</b>	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
$\checkmark$	Ensured ongoing senior-level support for employment equity and its implementation.
	Established accountability mechanisms to ensure that the short-term goals would be met.
	Communicated the goals to relevant managers as well as monitored and recorded the results.
<b>V</b>	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.

	equity, the steps taken to implement it and the progress made in its implementation.
<b>y</b>	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.
<b>4</b>	Other (please describe):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance nent.
	Impact of economic and industrial conditions on the organization.
	Any reorganization or other corporate structural changes.
	Acquisitions, mergers or transfers of employees.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

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

# **Federal Contractors Program Report of the Subsequent Compliance Assessment**

Employer Name: Medicago Inc.

Primary Location: Quebec (Quebec)

**Number of Employees: 280** 

<ul> <li>Ontario</li> </ul>	6
• Québec	274

# **Organization Overview:**

NAICS 3254 - Pharmaceutical and Medicine Manufacturing

Medico Inc. is a biopharmaceutical company manufacturing plat-based vaccines and therapeutics. They developed technology for producing vaccines, antibodies, protein-based products and therapeutic proteins inside plants.

## Key Dates - First Year Assessment

Initiated: 2016-11-18 Received: 2017-02-13 Closed: 2017-02-20 Workforce Analysis: 2017-02-02

## **Key Dates – Subsequent Assessment**

Initiated: 2019-10-01 Received: 2019-11-14 Workforce Analysis: 2019-09-30

#### **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:

$\times$	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:

$\boxtimes$	Yes	No

Comments: None



## **ASSESSMENT OF REASONABLE PROGRESS**

• The previous compliance assessment revealed 10 gaps and one goal was set. The previous assessment accepted that the company be found in compliance without setting goals for all the area of under-representation.

#### Women

05	Supervisors	No goal set (gap -1)
-	, ouper risors	110 8001 000 (Bup 1)

## Assessment/Observations

None

## **Aboriginal Peoples**

02	Middle & Other Managers	No goal set (gap -1)
03	Professionals	No goal set (gap -1)
04	Semi-Professionals & Technicians	No goal set (gap -1)

## Assessment/Observations

• None

## Persons with Disabilities

01/02	Managers	No goal set (gap -2)
03	Professionals	No goal set (gap -2)
04	Semi-Professionals & Technicians	No goal set (gap -2)
10	Clerical Personnel	No goal set (gap -1)

## Assessment/Observations

None

## Members of Visible Minorities

02	Middle & Other Managers	No goal set (gap -3)
03	Professionals	Goal met at 300%

## Assessment/Observations

• None

## **ASSESSMENT OF REASONABLE EFFORTS**

- $\boxtimes$ An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
  - The organisation set one goal and it was achieved at 300%.

## **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

	Workforce Analysis Results		Goals				
			Short-	Long-	Representation	LMA	
Empley	Franksyment Faulty Occupational Crays (FFOC)		term	term	Representation	EIVI/A	
Embio	Employment Equity Occupational Group (EEOG)	Gap	Gap	(1 to 3	(+3		
			years)	years)			
#	Description	#	%	%	%	%	
05	Supervisors	-1	50.0	50.0	25.0	53.4	

Observations: None

# **Aboriginal Peoples**

	Workforce Analysis Results		Goals			
rl	Franklaum aut Fauitu Occumational Crown (FFOC)		Short- term	Long- term	Representation	LMA
Employ	ment Equity Occupational Group (EEOG)	Gap	(1 to 3	(+3		
			years)	years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-1	2.7	2.7	0.0	2.7
03	Professionals	-1	1.6	1.6	0.0	1.6
04	Semi-Professionals & Technicians	-1	1.5	1.5	0.9	1.5

Observations: None

## Persons with Disabilities

	Workforce Analysis Results			als		
			Short-	Long-	Representation	LMA
Fmales	Employee ant Envite Conventional Convention	C	term	term	Representation	L. V // \
Employ	ment Equity Occupational Group (EEOG)	Gap	(1 to 3	(+3		
			years)	years)		
#	Description	#	%	%	%	%

01/02	Managers	-2	5.0	5.0	1.8	5.0
03	Professionals	-6	8.9	8.9	0.0	8.9
04	Semi-Professionals & Technicians	-7	7.6	7.6	1.8	7.6
05	Supervisors	-1	27.5	27.5	0.0	27.5
07	Admin & Senior Clerical Personnel	-1	10.0	10.0	0.0	10.0
10	Clerical Personnel	-1	9.3	9.3	0.0	9.3
12	Semi-Skilled Manual Workers	-1	10.3	10.3	0.0	10.3

Observations: None

## Members of Visible Minorities

Workforce Analysis Results			Goals			
Employment Equity Occupational Group (EEOG)		Gap	Short- term	Long- term	Representation	LMA
			(1 to 3	(+3		
			years)	years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	11.5	11.5	0.0	11.5
02	Middle & Other Managers	-7	17.6	17.6	2.1	17.6
03	Professionals	-14	30.9	30.9	11.4	30.9
04	Semi-Professionals & Technicians	-1	11.5	11.5	10.5	11.5

Observations: None

#### RECOMMENDATION

I recommend that the employer be found:  $\boxtimes$  in compliance  $\square$  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:

- The workforce analysis revealed a good representation of women in the organization, who represent 60% of the workforce for a labour market availability of 48.6%. Members of visible minorities represent 8.6% for a labour market representation of 16.3%. As for persons with disabilities, the representation is 1.1% for a labour market availability of 8.0%. For Aboriginal peoples, the representation is 0.4% for a labour market availability of 1.8%.
- Medicago Inc. could focus on the early stages of the recruitment process to ensure that there are no barriers in place that prevent the achievement of full representation of designated group members. The organization could consider conducting an

employment systems review to identify potential barriers to the recruitment and retention of under-represented designated group members in the organization. Guidance on how to conduct an employment systems review is available on the Workplace Equity Information Management System help page (Step 2-2 of the training modules).

• We also encourage Medicago Inc. to implement special measures to ensure the achievement of the objectives set out in this assessment and thereby increase the representation of designated group members.

Name of Analyst: Maurice N. Yakibonge

Date: 2020-01-17

De: Yakibonge, Ntambwe Maurice N [NC]

Envoyé: 20 mars 2020 14h30

À l'adresse suivante : "sheldona@medicago.com

Cc: "robergej@medicago.com

Subject: Government of Canada Agreement Number: 10000036 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

#### Dear Andy Sheldon:

I am writing to inform you that the subsequent compliance assessment initiated on October 1, 2019, has been completed. As a result of the assessment, Medicago Inc. has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

The purpose of this 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 Medicago Inc. for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of its employment equity program.

- The workforce analysis revealed a good representation of women in the organization, who represent 60% of the workforce for a labour market availability of 48.6%. Members of visible minorities represent 8.6% for a labour market representation of 16.3%. As for persons with disabilities, the representation is 1.1% for a labour market availability of 8.0%. For Aboriginal peoples, the representation is 0.4% for a labour market availability of 1.8%.
- Medicago Inc. could focus on the early stages of the recruitment process to ensure that there are no barriers in place that prevent the achievement of full representation of designated group members. The organization could consider conducting an employment systems review to identify potential barriers to the recruitment and retention of under-represented designated group members in the organization. Guidance on how to conduct an employment systems review is available on the Workplace Equity Information Management System help page (Step 2-2 of the training modules).
- We also encourage Medicago Inc. to implement special measures to ensure the achievement of the objectives set out in this assessment and thereby increase the representation of designated group members.

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 October 1, 2022. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When Medicago Inc. 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, Medicago 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 underrepresented; 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 <a href="Workplace Equity Information Management System">Workplace Equity Information Management System</a> (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 <a href="mailto:ee-eme@hrsdc-rhdcc.gc.ca">ee-eme@hrsdc-rhdcc.gc.ca</a>.

Your cooperation during the course of this compliance assessment was appreciated and we wish Medicago 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



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!

