



s.24(1)

Labour Program  
Federal Contractors Program

## Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization MEDICAGO INC.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [REDACTED] 50001
Organization's North American Industry Classification System (NAICS) Code N° 325411 MEDICINAL @ BOTANICAL MANUF.	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 185 To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02-eng.htm</a>

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 1020 ROUTE DE L'EGLISE, #600	City QUÉBEC	Province QC	Postal Code G1V 3V9
	Telephone Number 418-658-9393	Fax Number 418-658-6699	

EMPLOYMENT EQUITY CONTACT	
Name (print) ROBERGE JOANNE	Title SR DIRECTOR ADMINISTRATION & HR
Telephone Number 418-658-9393, #121	E-mail Address ROBERGEJ@MEDICAGO.COM

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

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) ANDREW J. SHELDON	Title PRESIDENT AND CEO
Telephone Number 418-658-9393	E-mail Address SHEDONA@MEDICAGO.COM
Signature	Date 2015-02-09

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



Medicago Inc. (Certificate # 10000036)

EMPLOYMENT EQUITY: EMPLOYER IDENTIFICATION, SUMMARY REPORT AND CERTIFICATION

Period covered by this report: 2019-09-30

Geographic regions

(INDICATE THE NUMBER OF EMPLOYEES IN EACH REGION).

	Province				Census Metropolitan Area	
	Permanent full time	Permanent part-time	Temporary	Total number of employees		
Ontario	6	0	0	6	Montreal	0 3
Quebec	274	0	0	274	Toronto	0 2
<b>Total number of employees in Canada</b>				<b>280</b>	Quebec	0 228
					Hamilton	0 2
					Ont. minus 20 CMAs	0 2
					Qc minus RMRS	0 43
					<b>Total number of employees as of Canada</b>	<b>280</b>



Medicago Inc. (Certificate # 10000036)

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / National

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

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Management</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	9	5	4				1		1			
	<b>Total</b>	9	5	4				1		1			
<b>Middle management and other directors</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	48	27	21							1	1	
	<b>Total</b>	48	27	21							1	1	
<b>Professionals</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	70	28	42							8	2	6
	<b>Total</b>	70	28	42							8	2	6
<b>Semi-professional and technical staff</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	114	42	72	1		1	2		2	12	6	6
	<b>Total</b>	114	42	72	1		1	2		2	12	6	6



FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / National

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

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Supervisors</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	4	3	1									
	<b>Total</b>	4	3	1									
<b>Administrative and main office staff</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	14	1	13									
	<b>Total</b>	14	1	13									
<b>Clerical staff</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	12	5	7							2	1	1
	<b>Total</b>	12	5	7							2	1	1
<b>Skilled Manual Workers</b>  Upper value: Less than \$5,000  Lower value: Less than \$5,000	4												
	3												
	2												
	1	9	1	8							1		1
	<b>Total</b>	9	1	8							1		1



Medicago Inc. (Certificate # 10000036)

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES

Full time / National

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

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total number of employees</b>		<b>280</b>	<b>112</b>	<b>168</b>	<b>1</b>		<b>1</b>	<b>3</b>		<b>3</b>	<b>24</b>	<b>10</b>	<b>14</b>



**CONTRACT PROGRAMS: SALARY PROFILE**

Full time / National

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

Salary Range	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Less than \$15,000	280	112	168	1		1	3		3	24	10	14
<b>Total number of employees</b>	<b>280</b>	<b>112</b>	<b>168</b>	<b>1</b>		<b>1</b>	<b>3</b>		<b>3</b>	<b>24</b>	<b>10</b>	<b>14</b>



CONTRACT PROGRAMS: RECRUITMENTS

Full time / National

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

Occupational Category	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior 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										
<b>Total number of employees hired</b>	<b>137</b>	<b>64</b>	<b>73</b>				<b>2</b>		<b>2</b>	<b>15</b>	<b>4</b>	<b>11</b>



Medicago Inc. (Certificate # 10000036)

**FEDERAL CONTRACTING PROGRAMS: PROMOTIONS**  
Full time / National

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

Occupational Category	Promoted employees (employees promoted during the year should be reported only in the occupational groups in which or to which they were last promoted.)											
	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior 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
<b>Total number of employees promoted</b>	<b>91</b>	<b>33</b>	<b>58</b>				<b>1</b>		<b>1</b>	<b>9</b>	<b>4</b>	<b>5</b>
<b>Total number of promotions</b>	<b>98</b>	<b>35</b>	<b>63</b>				<b>1</b>		<b>1</b>	<b>10</b>	<b>4</b>	<b>6</b>





CONTRACT PROGRAMS: CEASES OF EMPLOYMENT

Full time / National

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

Occupational Category	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior 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



Workplace Equity Information Management System - Medicago Inc.  
**Default Workforce Analysis System - Summary Report**  
 Date: 2019-09-30

**Women**

Employment Equity Occupational Group	All employees #	Representation		Women Availability		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
<b>Total</b>	<b>280</b>	<b>168</b>	<b>60.0 %</b>	<b>48.6 %</b>	<b>135</b>	<b>33</b>

The total does not necessarily equal the sum of the components due to rounding.



Workplace Equity Information Management System - Medicago Inc.  
**Default Workforce Analysis System - Summary Report**  
 Date: 2019-09-30

**Aboriginal**

Employment Equity Occupational Group	All employees #	Aboriginal Representation		Aboriginal Availability		Difference #
		#	%	%	#	
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
<b>Total</b>	<b>280</b>	<b>1</b>	<b>0.4%</b>	<b>1.8%</b>	<b>4</b>	<b>-3</b>

The total does not necessarily equal the sum of the components due to rounding.



Workplace Equity Information Management System - Medicago Inc.  
**Default Workforce Analysis System - Summary Report**  
 Date: 2019-09-30

**Members of Visible Minorities**

Employment Equity Occupational Group	All employees #	Members of Visible Minorities Representation		Availability		Difference #
		#	%	%	#	
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
<b>Total</b>	<b>280</b>	<b>24</b>	<b>8.6 %</b>	<b>16.3 %</b>	<b>44</b>	<b>-20</b>

The total does not necessarily equal the sum of the components due to rounding.



Workplace Equity Information Management System - Medicago Inc.  
**Default Workforce Analysis System - Summary Report**  
 Date: 2019-09-30

**Persons with disabilities**

Employment Equity Occupational Group	All employees #	Persons with disabilities Representation		Availability		Difference #
		#	%	%	#	
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
<b>Total</b>	<b>280</b>	<b>3</b>	<b>1.1 %</b>	<b>8.0 %</b>	<b>22</b>	<b>-19</b>

The total does not necessarily equal the sum of the components due to rounding.



Workplace Equity Information Management System - Medicago Inc.  
**Default Workforce Analysis System - Summary Report**  
Date: 2019-09-30

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

<b>Employment Equity Occupational Group</b>	<b>Perform an analysis by</b>	<b>Place of recruitment</b>
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	CMA
12: Skilled Manual Workers	EEOG	CMA



Workplace Equity Information Management System - Medicago Inc.  
**Default Workforce Analysis System - Summary Report**  
Date: 2019-09-30

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

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

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Medicago Inc.**

**2019-11-07**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2017	02	02

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	09	30

**Table 1: Women**

**First/Previous Workforce Analysis**

<b>Employment Equity Occupational Group (EEOG)</b>		<b>All Employees</b>		
		<b>Women</b>		<b>Availability*</b>
		<b>Representation</b>	<b>Availability*</b>	
<b>#</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
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
<b>Total</b>		<b>209</b>	<b>136</b>	<b>47.9</b>

**Table 5: Women**

**Subsequent/Current Workforce Analysis**

<b>Employment Equity Occupational Group (EEOG)</b>		<b>All Employees</b>		
		<b>Women</b>		<b>Availability*</b>
		<b>Representation</b>	<b>Availability*</b>	
<b>#</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
		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
<b>Total</b>		<b>280</b>	<b>168</b>	<b>0.0</b>

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

**\* Source:**  
2016 Census



# Federal Contractors Program Achievement Report

## Part 1: Workforce Analysis

**Medicago Inc.**

**2019-11-07**

### Data from First/Previous Workforce Analysis

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2017	02	02

### Data from Subsequent/Current Workforce Analysis

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	09	30

**Table 2: Aboriginal Peoples**

#### First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			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
<b>Total</b>		<b>209</b>	<b>1</b>	<b>1.6</b>

**\* Source:**

2011 National Household Survey

**Table 6: Aboriginal Peoples**

#### Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
		9	0	3.2
		48	0	2.7
		70	0	1.6
		114	1	1.5
		4	0	2.4
		0	0	0.0
		14	0	1.5
		0	0	0.0
		0	0	0.0
		12	0	2.1
		0	0	0.0
		9	0	1.6
		0	0	0.0
		0	0	0.0
<b>Total</b>		<b>280</b>	<b>1</b>	<b>0.0</b>

**\* Source:**

2016 Census

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Medicago Inc.**

**2019-11-07**

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2017	02	02

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	09	30

**Table 3: Members of Visible Minorities**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees		
		Members of Visible Minorities		Availability*
		#	Representation	
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	0	0.0
10	Clerical Personnel	12	3	2.0
11	Intermediate Sales & Service Personnel	0	0	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
<b>Total</b>		<b>209</b>	<b>22</b>	<b>14.6</b>

**Table 7: Members of Visible Minorities**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees		
		Members of Visible Minorities		Availability*
		#	Representation	
		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
<b>Total</b>		<b>280</b>	<b>24</b>	<b>0.0</b>

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

**\* Source:**  
2016 Census

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Medicago Inc.**  
**2019-11-07**

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2017	02	02

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	09	30

Employment Equity Occupational Group (EEOG)		Table 4: Persons with Disabilities First/Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	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	0	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	0	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
<b>Total</b>		<b>209</b>	<b>2</b>	<b>4.5</b>

Table 4: Persons with Disabilities First/Previous Workforce Analysis		
All Employees	Persons with Disabilities	
	Representation	Availability*
#	#	%
36	0	4.3
57	0	3.8
86	2	4.6
2	0	13.9
0	0	0.0
8	0	3.4
0	0	0.0
0	0	0.0
12	0	7.0
0	0	0.0
8	0	4.8
0	0	0.0
0	0	0.0
<b>209</b>	<b>2</b>	<b>4.5</b>

Table 8: Persons with Disabilities 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
<b>280</b>	<b>3</b>	<b>0.0</b>

**\* Source:**  
2012 Canadian Survey on Disability

**\* Source:**  
2017 Canadian Survey on Disability

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Medicago Inc.**

**2019-11-07**

Start Date of Flow Data		
YYYY	MM	DD
2017	02	02

End Date of Flow Data		
YYYY	MM	DD
2019	09	30

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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

	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	0
	40	25	0	0
	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
<b>Total</b>	<b>91</b>	<b>58</b>	<b>0</b>	<b>0</b>

	Table 9: Women			
	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	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
<b>Total</b>	<b>67</b>	<b>41</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Medicago Inc.**

**2019-11-07**

Start Date of Flow Data		
YYYY	MM	DD
2017	02	02

End Date of Flow Data		
YYYY	MM	DD
2019	09	30

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
	01 Senior Managers	5	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
<b>Total</b>	<b>137</b>	<b>0</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
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
<b>91</b>	<b>0</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
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
<b>67</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Medicago Inc.**

**2019-11-07**

Start Date of Flow Data		
YYYY	MM	DD
2017	02	02

End Date of Flow Data		
YYYY	MM	DD
2019	09	30

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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↓ ↓ ↓ ↓

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**Table 3: Persons with Disabilities**

**Table 7: Persons with Disabilities**

**Table 11: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
	01 Senior Managers	5	1	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
<b>Total</b>	<b>137</b>	<b>2</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
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
<b>91</b>	<b>1</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
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
<b>67</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Medicago Inc.**

**2019-11-07**

Start Date of Flow Data		
YYYY	MM	DD
2017	02	02

End Date of Flow Data		
YYYY	MM	DD
2019	09	30

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 4: Members of Visible Minorities**

**Table 8: Members of Visible Minorities**

**Table 12: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	5	0	0	0	3	0	0	0	3	1	0	0
02 Middle & Other Managers	27	1	0	0	9	0	0	0	8	1	0	0
03 Professionals	34	5	0	0	25	1	0	0	20	1	0	0
04 Semi-Professionals & Technicians	55	5	0	0	40	3	0	0	29	4	0	0
05 Supervisors	2	0	0	0	2	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	8	0	0	0	7	0	0	0	2	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	5	0	0	0	5	1	0	0	4	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0	0	0	0	0	1	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>137</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>91</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>67</b>	<b>7</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Medicago Inc.**

**2019-11-07**

**Data for First/Previous Goals**

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

**Table 1: Women**

Employment Equity Occupational Group (EOG)		First/Previous Short-term Goals																		
		All Employees								Women										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
		2017-02-02	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2017-02-02	Annually	Over 3 Years	#	%	#	%	%	#	#	%
#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%		
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	18.3%		0	20.8%		0	0	19	0.0%	0	-8	0	38.9%	8	8	65.5%	65.5%	
03	Professionals	57	7.1%		0	31.5%		0	0	33	0.0%	0	-8	0	44.4%	8	8	57.9%	57.9%	
04	Semi-Professionals & Tech	86	9.9%		0	29.0%		0	0	59	0.0%	0	-13	0	53.1%	13	13	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	0.0%		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!	
Total		209	10.2%		0	27.4%		0	0	136	0.0%	0	-36	0	47.9%	36	36	65.1%	65.1%	

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

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

**Table 2: Women**

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



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Medicago Inc.**

**2019-11-07**

14	Other Manual Workers	0	0.0	0	0.0
<b>Total</b>		<b>0</b>	<b>0.0</b>	<b>1</b>	<b>0.0</b>

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Medicago Inc.**

**2019-11-07**

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**

**First/Previous Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees										Aboriginal Peoples									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years						From - To
	2017-02-02	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-02-02	Annually	Over 3 Years	2017	2020								
	#	%	%	#	%	%	#	#	%	#	#	%	%							
01 Senior Managers	7	8.7%		0	37.5%		0	0	0	0.0%	0	0	0	2.9%	0	0	0	0.0%	0.0%	
02 Middle & Other Managers	29	18.3%		0	20.8%		0	0	0	0.0%	0	1	0	2.2%	-1	-1	0	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%	0.0%	
04 Semi-Professionals & Tech	86	9.9%		0	29.0%		0	0	1	0.0%	0	1	0	1.9%	-1	-1	0	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%	0.0%	
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!	#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%	0.0%	
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!	#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!	#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%	0.0%	
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!	#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%	0.0%	
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!	#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!	#DIV/0!	
<b>Total</b>	<b>209</b>	<b>10.2%</b>		<b>0</b>	<b>27.4%</b>		<b>0</b>	<b>0</b>	<b>1</b>	<b>0.0%</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1.6%</b>	<b>-2</b>	<b>-2</b>		<b>0.5%</b>	<b>0.5%</b>	

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

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

**Table 4: Aboriginal Peoples**

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

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**Medicago Inc.**

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14	Other Manual Workers	0	0.0	0	0.0
Total		0		3	

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**Part 3: Goals**

**Medicago Inc.**

**2019-11-07**

**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EOG)		First/Previous Short-term Goals																		
		All Employees								Persons with Disabilities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		YYYY - YYYY						
		2017-02-02	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-02-02	Annually	Over 3 Years	2017	2020							
#	%	%	#	%	%	#	#	%	#	#	%	%								
01/02	Managers	36	13.5%		0	29.1%		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!
Total		209	10.2%		0	27.4%		0	0	2	0.0%	0	7	0		4.5%	-7	-7	1.0%	1.0%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>13</sup> - 1) x 100.

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

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01/02	Managers	0	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	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		0		8		

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**Data for First/Previous Goals**

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

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)		First/Previous Short-term Goals																		
		All Employees									Members of Visible Minorities									
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years					
		2017-02-02	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2017-02-02	Annually	Over 3 Years	#	%	#	%	%	#	#	%
#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%		
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	15.0%	-3	-3	3.4%	3.4%		
03	Professionals	57	7.1%		0	31.5%		0	0	6	0.0%	0	11	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	9.4%	2	2	11.6%	11.6%		
05	Supervisors	2	26.0%		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	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	8	20.5%		0	18.2%		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	#DIV/0!	#DIV/0!		
10	Clerical Personnel	12	0.0%		0	33.3%		0	0	3	0.0%	0	-3	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	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	8	4.0%		0	11.8%		0	0	1	0.0%	0	-1	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	#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	#DIV/0!	#DIV/0!		
<b>Total</b>		209	10.2%		0	27.4%		0	0	22	0.0%	0	9	14.6%	-9	-9	10.5%	10.5%		

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

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.0	4	0.0	
03	Professionals	2	0.0	15	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	

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14	Other Manual Workers	0	0.0	0	0.0
Total		2		19	

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**Data for Subsequent/Current Goals**

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

**Table 9: Women**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)		All Employees							Women											
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		From - To						
		2019-09-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-09-30	Annually	Over 3 Years	Hires Required Over 3 Years	2019	2022						
		#	%	%	#	%	%	#	#	%	#	#	#	%	%					
01	Senior Managers	9	8.7%		0	37.5%		0	0	4	0.0%	0	-2	0		27.6%	2	2	44.4%	44.4%
02	Middle & Other Managers	48	18.3%		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	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%		0	29.0%		0	0	72	0.0%	0	-14	0		51.2%	14	14	63.2%	63.2%
05	Supervisors	4	26.0%		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%		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	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	0.0%	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	7	0.0%	0	0	0		59.6%	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	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!
<b>Total</b>		<b>280</b>	<b>10.2%</b>		<b>0</b>	<b>27.4%</b>		<b>0</b>	<b>0</b>	<b>168</b>	<b>0.0%</b>	<b>0</b>	<b>-168</b>	<b>0</b>		<b>0.0%</b>	<b>168</b>	<b>168</b>	<b>60.0%</b>	<b>60.0%</b>

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

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

**Table 10: Women**

Employment Equity Occupational Group (EOG)		Women			Comments
		Short-term Goals	Long-term Goals		
		%	%	%	
01	Senior Managers	0.0		0.0	
02	Middle & Other Managers	0.0		0.0	
03	Professionals	0.0		0.0	
04	Semi-Professionals & Tech	0.0		0.0	
05	Supervisors	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	
13	Other Sales & Service	0.0		0.0	



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**Medicago Inc.**

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14	Other Manual Workers		0.0		0.0
<b>Total</b>			<b>0.0</b>		<b>0.0</b>

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**Medicago Inc.**

**2019-11-07**

**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees										Aboriginal Peoples									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2019
	2019-09-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-09-30	Annually	Over 3 Years	Annually	Over 3 Years	2019	2022						
	#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%			
01 Senior Managers	9	8.7%		0	37.5%		0	0	0	0.0%	0	0	0	0	3.2%	0	0	0.0%	0.0%	
02 Middle & Other Managers	48	18.3%		0	20.8%		0	0	0	0.0%	0	1	0	2.7%	2.7%	-1	-1	0.0%	0.0%	
03 Professionals	70	7.1%		0	31.5%		0	0	0	0.0%	0	1	0	1.6%	1.6%	-1	-1	0.0%	0.0%	
04 Semi-Professionals & Tech	114	9.9%		0	29.0%		0	0	1	0.0%	0	1	0	1.5%	1.5%	-1	-1	0.8%	0.8%	
05 Supervisors	4	26.0%		0	0.0%		0	0	0	0.0%	0	0	0	2.4%	0	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	14	20.5%		0	18.2%		0	0	0	0.0%	0	0	0	1.5%	0	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	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	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	12	0.0%		0	33.3%		0	0	0	0.0%	0	0	0	2.1%	0	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	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	9	4.0%		0	11.8%		0	0	0	0.0%	0	0	0	1.6%	0	0	0	0.0%	0.0%	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>280</b>	<b>10.2%</b>		<b>0</b>	<b>27.4%</b>		<b>0</b>	<b>0</b>	<b>1</b>	<b>0.0%</b>	<b>0</b>	<b>-1</b>	<b>0</b>		<b>0.0%</b>	<b>1</b>	<b>1</b>	<b>0.3%</b>	<b>0.3%</b>	

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

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

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EOG)	Aboriginal Peoples			Comments
	Short-term Goals	Long-term Goals		
	%		%	
01 Senior Managers	0.0		0.0	
02 Middle & Other Managers	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	
13 Other Sales & Service	0.0		0.0	

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**Part 3: Goals**

**Medicago Inc.**

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14	Other Manual Workers		0.0		0.0
<b>Total</b>			<b>0.0</b>		<b>0.0</b>

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Medicago Inc.**

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**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)		All Employees							Persons with Disabilities												
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		YYYY - YYYY							
		2019-09-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-09-30	Annually	Over 3 Years	2019	2022								
		#	%	%	#	%	%	#	#	%	#	#	%	%							
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%	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	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	14	20.5%		0	18.2%		0	0	0	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%	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%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	12	0.0%		0	33.3%		0	0	0	0.0%	0	1	0	9.3%	9.3%	-1	-1	0.0%	0.0%	
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12	Semi-Skilled Manual	9	4.0%		0	11.8%		0	0	0	0.0%	0	1	0	10.3%	10.3%	-1	-1	0.0%	0.0%	
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total		280	10.2%		0	27.4%		0	0	3	0.0%	0	-3	0		0.0%	3	3	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>13</sup> - 1) x 100.

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01/02	Managers		5.0		5.0	
03	Professionals		8.9		8.9	
04	Semi-Professionals & Tech		7.6		7.6	
05	Supervisors		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	
Total			0.0		0.0	

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**Part 3: Goals**

**Medicago Inc.**

**2019-11-07**

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)		All Employees							Members of Visible Minorities												
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
		2019-09-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-09-30	Annually	Over 3 Years	2019	2022								
		#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%			
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	9.9%		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%	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	14	20.5%		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%	0.0%	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%	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	-1	0	0.0%	0.0%	1	1	11.1%	11.1%	
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total		280	10.2%		0	27.4%		0	0	24	0.0%	0	-24	0	0.0%	0.0%	24	24	8.6%	8.6%	

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

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

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)		Members of Visible Minorities		Comments
		Short-term Goals	Long-term Goals	
		%	%	
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	
13	Other Sales & Service	0.0	0.0	

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**Part 3: Goals**

**Medicago Inc.**

**2019-11-07**

14	Other Manual Workers		0.0		0.0
<b>Total</b>			<b>0.0</b>		<b>0.0</b>

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Medicago Inc.**

**2019-11-07**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	%	#	#	#	%	#	#	#			
01 Senior Managers	2017	7	2	28.6	27.4	2	0	104.3																	
	2019	9	4	44.4	27.6	2	2	161.0	5	3	60.0	1	2	3	2	66.7	1	1	3	1	33.3	1	0	0	
02 Middle & Other Managers	2017	29	19	65.5	38.9	11	8	168.4																	
	2019	48	21	43.8	39.4	19	2	111.0	27	8	29.6	11	-3	9	6	66.7	6	0	8	5	62.5	5	0	0	
03 Professionals	2017	57	33	57.9	44.4	25	8	130.4																	
	2019	70	42	60.0	49.4	35	7	121.5	34	22	64.7	17	5	25	14	56.0	14	0	20	12	60.0	12	0	0	
04 Semi-Professionals & Technicians	2017	86	59	68.6	53.1	46	13	129.2																	
	2019	114	72	63.2	51.2	58	14	123.4	55	31	56.4	28	3	40	25	62.5	27	-2	29	19	65.5	20	-1	0	
05 Supervisors	2017	2	0	0.0	52.6	1	-1	0.0																	
	2019	4	1	25.0	53.4	2	-1	46.8	2	1	50.0	1	0	2	0	0.0	0	0	0	0	0.0	0	0	0	
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0.0	0	0	0.0																	
	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	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	%				
01 Senior Managers	2019	5	5	100.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	5	5	100.0			0.0	0.0			0.0	0.0	0.0	
02 Middle & Other Managers	2019	28	14	50.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	28	14	50.0			0.0	0.0			0.0	0.0	0.0	
03 Professionals	2019	39	36	92.3	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	39	36	92.3			0.0	0.0			0.0	0.0	0.0	
04 Semi-Professionals & Technicians	2019	66	56	84.8	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	66	56	84.8			0.0	0.0			0.0	0.0	0.0	
05 Supervisors	2019	4	1	25.0	0	0.0	0.0	0.0	0.0	1	100.0	0.0	0.0	
	2022	4	1	25.0			50.0	50.0			50.0	50.0	50.0	
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Medicago Inc.**

**2019-11-07**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#					
07 Administrative & Senior Clerical	2017	8	8	100.0	80.9	6	2	123.6																
	2019	14	13	92.9	80.9	11	2	114.8	8	7	87.5	6	1	7	7	100.0	7	0	2	2	100.0	2	0	
08 Skilled Sales & Service Personnel	2017	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	0	0	0	0.0	0	0	0	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2017	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	0	0	0	0.0	0	0	0	0	0.0	0	0	
10 Clerical Personnel	2017	12	7	58.3	61.6	7	0	94.7																
	2019	12	7	58.3	59.6	7	0	97.9	5	1	20.0	3	-2	5	4	80.0	3	1	4	1	25.0	2	-1	
11 Intermediate Sales & Service Personnel	2017	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	0	0	0	0.0	0	0	0	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2017	8	8	100.0	13.2	1	7	757.6																
	2019	9	8	88.9	12.5	1	7	711.1	1	0	0.0	0	0	0	0	0.0	0	0	1	1	100.0	1	0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants										Goals										Comments
		Flow Data					Short-term Goals					Long-term Goals										
		All Employees	Women				All Employees	Women				All Employees	Women									
			Actual	Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met									
#	#	%	%	#	%	%	#	%	%	#	%	%	#	%	%							
07 Administrative & Senior Clerical	2019	13	14	107.7	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0						
	2022	13	14	107.7			0.0	0.0			0.0	0.0	0.0	0.0	0.0	0.0						
08 Skilled Sales & Service Personnel	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						
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	0.0	0.0	0.0						
09 Skilled Crafts & Trades Workers	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						
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	0.0	0.0	0.0						
10 Clerical Personnel	2019	6	5	83.3	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0						
	2022	6	5	83.3			0.0	0.0			0.0	0.0	0.0	0.0	0.0	0.0						
11 Intermediate Sales & Service Personnel	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						
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	0.0	0.0	0.0						
12 Semi-Skilled Manual Workers	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						
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	0.0	0.0	0.0						



**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Medicago Inc.**

**2019-11-07**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#		
13 Other Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
	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	0	0
14 Other Manual Workers	2017	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
	2019	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total	2017	209	136	65.1	47.9	100	36	135.8																
	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 sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Women		Women				Women					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	%	#	%	%	%				
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2019	161	131	81.4	0	0.0	0.0	0.0	1	13100.0	0.0	0.0		
	2022	161	131	81.4			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Medicago Inc.**

**2019-11-07**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference					
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#		
01 Senior Managers	2017	7	0	0.0	2.9	0	0	0.0																		
	2019	9	0	0.0	3.2	0	0	0.0	5	0	0.0	0	0	0	3	0	0.0	0	0	3	0	0.0	0	0	0	0
02 Middle & Other Managers	2017	29	0	0.0	2.2	1	-1	0.0																		
	2019	48	0	0.0	2.7	1	-1	0.0	27	0	0.0	1	-1	9	0	0.0	0	0	8	0	0.0	0	0	0	0	0
03 Professionals	2017	57	0	0.0	1.2	1	-1	0.0																		
	2019	70	0	0.0	1.6	1	-1	0.0	34	0	0.0	1	-1	25	0	0.0	0	0	20	0	0.0	0	0	0	0	0
04 Semi-Professionals & Technicians	2017	86	1	1.2	1.9	2	-1	61.2																		
	2019	114	1	0.8	1.5	2	-1	52.6	55	0	0.0	1	-1	40	0	0.0	0	0	29	0	0.0	0	0	0	0	0
05 Supervisors	2017	2	0	0.0	1.2	0	0	0.0																		
	2019	4	0	0.0	2.4	0	0	0.0	2	0	0.0	0	0	2	0	0.0	0	0	0	0	0	0.0	0	0	0	0
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0.0	0	0	0.0																		
	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	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2019	5	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	5	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2019	28	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	28	0	0.0			2.7	0.0			2.7	0.0		
03 Professionals	2019	39	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	39	0	0.0			1.6	0.0			1.6	0.0		
04 Semi-Professionals & Technicians	2019	66	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	66	0	0.0			1.5	0.0			1.5	0.0		
05 Supervisors	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	4	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	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**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples					All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#						
07 Administrative & Senior Clerical	2017	8	0	0.0	0.7	0	0	0.0																	
	2019	14	0	0.0	1.5	0	0	0.0	8	0	0.0	0	0	0	7	0	0.0	0	0	2	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2017	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	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2017	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	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
10 Clerical Personnel	2017	12	0	0.0	0.6	0	0	0.0																	
	2019	12	0	0.0	2.1	0	0	0.0	5	0	0.0	0	0	0	5	0	0.0	0	0	4	0	0.0	0	0	0
11 Intermediate Sales & Service Personnel	2017	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	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2017	8	0	0.0	0.8	0	0	0.0																	
	2019	9	0	0.0	1.6	0	0	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	1	0	0.0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2019	13	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0			
	2022	13	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0			
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0			
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	6	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0			
	2022	6	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0			
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0			
	2022	0	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**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires					Promotions					Terminations				
		All Employees	Aboriginal Peoples				EE Result	All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples									
			Representation	Availability	Gap	Actual			Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	%	#	#	%	#	#	#	%	#	#	%	#	%	#	#	%	#	#				
13 Other Sales & Service Personnel	2017	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	0	0	0	0	0	0	0	0	0	0	0	0		
14 Other Manual Workers	2017	0	0	0.0	0.0	0	0	0	0.0																	
	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		
Total	2017	209	1	0.5	1.6	3	-2	29.9																		
	2019	280	1	0.3	0.0	0	1	0.0	137	0	0.0	0	0	0	91	0	0.0	0	0	0	67	0	0.0	0		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2019	161	0	0.0	0	0.0	0.0	0.0	3	0.0	0.0	0.0		
	2022	161	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**Medicago Inc.**

**2019-11-07**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Persons with Disabilities					All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities							
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	%	#	#	#		
01&02 Managers	2017	36	0	0.0	4.3	2	-2	0.0																
	2019	57	1	1.8	5.0	3	-2	35.1	32	1	3.1	2	-1	12	1	8.3	0	1	11	0	0.0	0	0	0
03 Professionals	2017	57	0	0.0	3.8	2	-2	0.0																
	2019	70	0	0.0	8.9	6	-6	0.0	34	0	0.0	3	-3	25	0	0.0	0	0	20	0	0.0	0	0	0
04 Semi-Professionals & Technicians	2017	86	2	2.3	4.6	4	-2	50.6																
	2019	114	2	1.8	7.6	9	-7	23.1	55	1	1.8	4	-3	40	0	0.0	1	-1	29	0	0.0	1	-1	
05 Supervisors	2017	2	0	0.0	13.9	0	0	0.0																
	2019	4	0	0.0	27.5	1	-1	0.0	2	0	0.0	1	-1	2	0	0.0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0.0	0	0	0.0																
	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	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%			
01&02 Managers	2019	33	2	6.1	0	0.0	0.0	0.0	2	100.0	0.0	0.0		
	2022	33	2	6.1			5.0	121.2		5.0	121.2			
03 Professionals	2019	39	0	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0		
	2022	39	0	0.0			8.9	0.0		8.9	0.0			
04 Semi-Professionals & Technicians	2019	66	1	1.5	0	0.0	0.0	0.0	3	33.3	0.0	0.0		
	2022	66	1	1.5			7.6	19.9		7.6	19.9			
05 Supervisors	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	4	0	0.0			27.5	0.0		27.5	0.0			
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0		0.0	0.0			

**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**Medicago Inc.**

**2019-11-07**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference									
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2017	8	0	0.0	3.4	0	0	0.0		8	0	0.0	1	-1		7	0	0.0	0	0		2	0	0.0	0	0
	2019	14	0	0.0	10.0	1	-1	0.0																		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0	0.0	0	0		0	0	0.0	0	0
	2019	0	0	0.0	0.0	0	0	0.0																		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0	0.0	0	0		0	0	0.0	0	0
	2019	0	0	0.0	0.0	0	0	0.0																		
10 Clerical Personnel	2017	12	0	0.0	7.0	1	-1	0.0		5	0	0.0	0	0	0	5	0	0.0	0	0		4	0	0.0	0	0
	2019	12	0	0.0	9.3	1	-1	0.0																		
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0	0.0	0	0		0	0	0.0	0	0
	2019	0	0	0.0	0.0	0	0	0.0																		
12 Semi-Skilled Manual Workers	2017	8	0	0.0	4.8	0	0	0.0		1	0	0.0	0	0	0	0	0	0.0	0	0		1	0	0.0	0	0
	2019	9	0	0.0	10.3	1	-1	0.0																		

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	13	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	13	0	0.0			10.0	0.0				10.0	0.0	
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0				0.0	0.0	
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0				0.0	0.0	
10 Clerical Personnel	2019	6	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	6	0	0.0			9.3	0.0				9.3	0.0	
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0				0.0	0.0	
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			10.3	0.0				10.3	0.0	

**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**Medicago Inc.**

**2019-11-07**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference					
#	#	%	%	#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	#	#			
13 Other Sales & Service Personnel	2017	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	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2017	0	0	0.0	0.0	0	0	0.0	0.0																	
	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	0.0	0	0
Total	2017	209	2	1.0	4.5	9	-7	21.3																		
	2019	280	3	1.1	0.0	0	3	0.0	137	2	1.5	0	2	91	1	1.1	1	0	67	0	0.0	1	-1			

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0				0.0	0.0	
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0				0.0	0.0	
Total	2019	161	3	1.9	0	0.0	0.0	0.0	8	37.5	0.0	0.0		
	2022	161	3	1.9			0.0	0.0				0.0	0.0	

**Federal Contractors Program Achievement Report**

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

**Medicago Inc.**

**2019-11-07**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Visible Minorities					All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	%	#	#	%	#	#		
01 Senior Managers	2017	7	1	14.3	10.1	1	0	141.4																
	2019	9	0	0.0	11.5	1	-1	0.0	5	0	0.0	1	-1	3	0	0.0	0	0	3	1	33.3	0	1	
02 Middle & Other Managers	2017	29	1	3.4	15.0	4	-3	23.0																
	2019	48	1	2.1	17.6	8	-7	11.8	27	1	3.7	5	-4	9	0	0.0	0	0	8	1	12.5	0	1	
03 Professionals	2017	57	6	10.5	29.4	17	-11	35.8																
	2019	70	8	11.4	30.9	22	-14	37.0	34	5	14.7	11	-6	25	1	4.0	3	-2	20	1	5.0	2	-1	
04 Semi-Professionals & Technicians	2017	86	10	11.6	9.4	8	2	123.7																
	2019	114	12	10.5	11.5	13	-1	91.5	55	5	9.1	6	-1	40	3	7.5	5	-2	29	4	13.8	3	1	
05 Supervisors	2017	2	0	0.0	2.3	0	0	0.0																
	2019	4	0	0.0	2.7	0	0	0.0	2	0	0.0	0	0	2	0	0.0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0.0	0	0	0.0																
	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	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
01 Senior Managers	2019	5	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	5	0	0.0			11.5	0.0			11.5	0.0		
02 Middle & Other Managers	2019	28	1	3.6	0	0.0	0.0	0.0	4	25.0	0.0	0.0		
	2022	28	1	3.6			17.6	20.3			17.6	20.3		
03 Professionals	2019	39	6	15.4	2	300.0	0.0	0.0	15	40.0	0.0	0.0		
	2022	39	6	15.4			30.9	49.8			30.9	49.8		
04 Semi-Professionals & Technicians	2019	66	8	12.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	66	8	12.1			11.5	105.4			11.5	105.4		
05 Supervisors	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	4	0	0.0			2.7	0.0			2.7	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		



**Federal Contractors Program Achievement Report**

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

**Medicago Inc.**

**2019-11-07**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative & Senior Clerical	2017	8	0	0.0	1.5	0	0	0.0																	
	2019	14	0	0.0	3.2	0	0	0.0	8	0	0.0	0	0	0	7	0	0.0	0	0	2	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2017	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	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2017	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	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
10 Clerical Personnel	2017	12	3	25.0	2.0	0	3	1,250.0																	
	2019	12	2	16.7	3.6	0	2	463.0	5	0	0.0	0	0	0	5	1	20.0	1	0	4	0	0.0	1	-1	
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	3.9	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2017	8	1	12.5	2.3	0	1	543.5																	
	2019	9	1	11.1	0.0	0	1	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	1	0	0.0	0	0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2019	13	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0			
	2022	13	0	0.0			3.2	0.0			3.2	0.0		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0			
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0			
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	6	1	16.7	0	0.0	0.0	0.0	0	0.0	0.0			
	2022	6	1	16.7			3.6	463.0			3.6	463.0		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0			
	2022	0	0	0.0			3.9	0.0			3.9	0.0		
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0			
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**Medicago Inc.**

**2019-11-07**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference								
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#			
13 Other Sales & Service Personnel	2017	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	0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2017	0	0	0.0	0.0	0	0	0	0.0																	
	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	0	0
Total	2017	209	22	10.5	14.6	31	-9	72.1																		
	2019	280	24	8.6	0.0	0	24	0.0	137	11	8.0	0	11	91	5	5.5	10	-5	67	7	10.4	7	0			

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2019	161	16	9.9	2	800.0	0.0	0.0	19	84.2	0.0	0.0		
	2022	161	16	9.9			0.0	0.0			0.0	0.0		

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

## Efforts

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

### Required measures:

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

### Other measures:

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

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

### Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

### **Additional Details**

Please provide any additional information (optional):

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** Medicago Inc.

**Primary Location:** Quebec (Quebec)

**Number of Employees:** 280

• Ontario	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:

Yes  No

Comments: None

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

Yes  No

Comments: None

**ASSESSMENT OF REASONABLE PROGRESS**

- 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)
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## 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**

- 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		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	%	%	%
05	Supervisors	-1	50.0	50.0	25.0	53.4

Observations: None

**Aboriginal Peoples**

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

in compliance     in non-compliance

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

- 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 Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by 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 under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

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



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