s.19(1)

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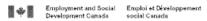
PROTECTED WHEN COMPLETED - B

OFFICIAL USE ONLY Agreement N°:

Labour Program Federal Contractors Program

4	greement	to Im	plement	Employ	vment	Equity
٦,	MI COMEMI	W IIII	DICHICHL	LINDIO	AIIICIIL	Luuity

New Agreement	(All sections r	nust be complet	ted)							
☐ Revised Agreement										
		(NII 7 A TION)								
Legal Name of Organization	UKG/	ANIZATION	Parent company	is located outside	Canada					
AbbVie Corporation										
				▼ Yes [	No					
Operating Name (if different from Legal Name	of Organization)	······································	Business Numl	per						
				employees in Can -Time and/or Part-		Ę	496			
Organization's North American Industry Classif		e Number	Federally I							
To find your organization's four-digit NAICS co- http://www.statcan.gc.ca/subjects-sujets/standa		st-liste-eng.htm								
54171			✓ ProvincialI	y Regulated						
	HEA	D OFFICE	<u> </u>	***************************************		***************************************				
Address (building number, street, suite, etc.)		City	***************************************	Province	Postal	Code				
8401 Trans-Canada Highway		Saint-Laurent Quebec H4S 1Z1								
		Telephone Number								
		514-906-9700	)							
	EMPLOYMENT	EQUITY CONT	ACT							
Name (print)		Title	,							
Nancy Thomassin Telephone Number	E-mail Address	Manager, Bus		n Resources Preferred Languag	a of Corr	asnandar				
· '		N. N					···c			
514-832-7054	nancy.thomassin@a	DDVIE.COM		English	山山	French				
The above-named organization:	CERT	IFICATION								
intending to bid on, or being in receipt Supply Arrangement, valued at \$1,000 hereby certifies its commitment to implements instrument, in keeping with the Federal Coplease refer to: <a href="http://www.esdc.gc.ca/eng">http://www.esdc.gc.ca/eng</a> Important note: If an audit of the Agreem the procurement instrument(s) with the Go	0,000 or more (including all ent or maintain employme ontractors Program require /labour/equality/fcp/index. ent to Implement Employn	oplicable taxes)  nt equity on an on- ements. For more i shtml:  nent Equity uncove	going basis, bey nformation on h	ond the period cow to implement	of the pro employi	ocuremer ment equ	nt vity			
the procurement instrument(s) with the GC						***************************************				
NOTE: TO SECURE		NATORY			** **					
NOTE: The signatory must be the Chief E contract on behalf of the organiza		*	an executive po	osition with legal	authority	to sign :	3			
Name (print) Stephane Lassignardie		Title General Mana	mor							
Telephone Number	E-mail Address	Octional Hand	.ger	Preferred Langua	age of Co	rresponde	ence			
514-832-7	stephane.lassign	ardie@abbvie.	com	☐ Englis	- h √	French	1			
Signature	]	Date (YYYY-MM-DE								
		2016-07-19	•							
Privacy Noti				***************************************	•					
The information you provide on this form is colle Contractors Program (FCP).	ected under the authority of se	ection 42 of the Emplo	oyment Equity Ac	to determine your	eligibility	for the Fe	deral			
Completion of this form is mandatory. Refusal to Bid List, loss of the right to bid on federal gov	o provide personal information	n will result in the org	anization's name	being placed on the	a FCP Lin	nited Eligi	bility			
The information you provide may be used and/o	or disclosed for policy analysis	s, research and/or eve	aluation purposes				or			
disclosures of your personal information will nev Your personal information is administered in ac	cordance with the Privacy Aci	and other applicable	laws. You have to	he right to the prote	ection of,	and acces	ss to.			
your personal information, which is described in government publication entitled <i>Info Source</i> , wh accessed online at any Service Canada Centre.	Personal Information Bank E ich is available at the followin	:SUU PPU /21. INStr	actions for obtaining	ng this information	are outiin	ed in the				
	RETURN I	NSTRUCTIONS								
IMPORTANT										
The signed Agreement to Implement e-mail at: ee-eme@hrsdc-rhdcc.gc.		m must be sent to	o the Labour P	rogram by						



2017-06-22

Workplace Equity Information Management System - AbbVie Corporation

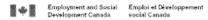
# Default Workforce Analysis System - Detailed Report Date: 2017-06-22

#### Women

			Women					
	nternal ocation	All employees	•	entation	Availa	-	Differ ence <sub>st</sub>	Place of recruitment
		#	#	%	%u	#	#	
01: Senior ManagementNational		16	10	62.5 %	27.4 %	4	6	National
02; Middle and Other ManagersNational		100	53	53.0 %	38.9 %	39	14	National
03: Professionals		189	138	73.0 %	47.3 %	89	49	
1112: Financial and Investment AnalystsNational		9	6	66.7 %	50.1 %	5	1	National
1114: Other Financial AgentsNational		7	7	100.0 %	44.1 %	3	4	National
1121: Human Resources ProfessionalsNational		5	5	100.0 %	71.1 %	4	1	National
1122; Business Management Consulting ProfessionalsNational		54	44	81.5 %	42.0 %	23	21	National
2121 : Biologists and related scientific personnel		70	48	68.6 %	50.9 %	36	12	National
2171 : Analysts and consultants in computer scienceNational		12	2	16.7 %	28.3 %	3	•1	National
2175; WebNational Designers and Developers		1	1	100.0 %	32.9 %	0	1	National
4112: Lawyers (across Canada) and notaries (in Quebec)National		2	2	100.0 %	42.5 %	1	1	National
4163: Economic Development Officers, Marketing Researchers and Consultants National		21	15	71.4 %	50.7 %	11	4	National
4165; Health Policy Researchers, Consultants and Program OfficersNational		1	1	100.0 %	73.5 %	1	0	National
5124: NOC 2006 - Public Relations and National Communications Professionals		6	6	100.0 %	55.0 %	3	3	National
5125: Translators, Terminologists and InterpretersNational		1	1	100.0 %	69.9 %	1	0	National
05: Supervisors		5	4	80.0 %	55.6 %	3	1	
Employment Equity Occupational CategoryMontreal		2	1	50.0 %	50.8 %	1	0	Montreal
Employment Equity Occupational CategoryQ	c minus CMAs	3	3	100.0 %	58.8 %	2	1	Qc minus CMAs
07: Administrative and Senior Clerical Staff		25	25	100.0 %	84.9 %	21	4	
Employment Equity Occupational CategoryMontreal		9	9	100.0 %	80.8 %	7	2	Montreal
Employment Equity Occupational CategoryQ	c minus CMAs	15	15	100.0 %	87.5 %	13	2	Qc minus CMAs
Employment Equity Occupational CategoryQuébec		1	1	100.0 %	80.9 %	1	0	Quebec
08: Specialized sales and service personnel		95	59	62.1 %	27.6 %	26	33	
6221: Technical Sales Specialists - WholesaleAlberta		8	1	12.5 %	20.5 %	2	-1	Alberta
<b>,</b>								

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# Default Workforce Analysis System - Detailed Report Date: 2017-06-22

#### Women

Employment Equity Occupational Group	Internal location	All employees #	•	sentation %	Availa %	ability #	Differ ence <sub>#</sub>	Place of recruitment
6221: Technical Sales Specialists - Wholesale Trade	British Columbia	11	6	54.5 %	26.3 %	3	3	British Columbia
6221: Technical Sales Specialists - Wholesale Trade	Manitoba	4	4	100.0 %	27.8 %	1	3	Manitoba
6221: Technical Sales Specialists - Wholesale Trade	New Brunswick	1	1	100.0 %	26.1 %	0	1	New Brunswick
6221: Technical Sales Specialists - Wholesale Trade	Nova Scotia	6	5	83.3 %	24.9 %	1	4	Nova Scotia
6221; Technical Sales Specialists - Wholesale Trade	Ontario	37	21	56.8 %	28.7 %	11	10	Ontario
6221: Technical Sales Specialists - Wholesale Trade	Quebec	27	21	77.8 %	29.1 %	8	13	Quebec
6221: Technical Sales Specialists - Wholesale Trade	Saskatchewan	1	0	0.0 %	28.0 %	0	0	Saskatchewan
10 : Office staff		13	11	84.6 %	65.2 %	8	3	
Employment Equity Occupational Group	Montreal	5	4	80.0 %	62.5 %	3	1	Montreal
Employment Equity Occupational Group	Qc minus CMAs	8	7	87.5 %	66.8 %	5	2	Qc minus CMAs
11: Intermediate sales and service personnel		8	7	87.5 %	68.6 %	5	2	
Employment Equity Occupational Group	Alta. minus CMAs	1	1	100.0 %	74.2 %	1	0	Alta. minus CMAs
Employment Equity Occupational Group	Ont. minus CMAs	1	0	0.0 %	72.4 %	1	-1	Ont. minus CMAs
Employment Equity Occupational Group	Qc minus CMAs	3	3	100.0 %	70.2 %	2	1	Qc minus CMAs
Employment Equity Occupational Group	Toronto	2	2	100.0 %	63.9 %	1	1	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	64.2 %	1	0	Vancouver
Total		451	307	68.1 %	43.7 %	195	112	

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

Sources: 2011 National Household Survey and internal employer data

Canada

2017-06-22



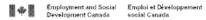
# Default Workforce Analysis System - Detailed Report Date: 2017-06-22

#### Aboriginal

		Aboriginal						
Employment Equity Occupational Group Internal location		All employees	Represe	entation	Availabi	-	Differ	Place of recruitment
	location	#	#	%	%	#	ence#	
01: Senior ManagementNational		16	0	0.0 %	2.9 %	0	0	National
02: Middle and Other ManagersNational		100	2	2.0 %	2.2 %	2	0	National
03: Professionals		189	2	1.1 %	1.7 %	3		
1112: Financial and Investment AnalystsNational		9	0	0.0 %	0.9 %	0	0	National
1114: Other Financial AgentsNational		7	0	0.0 %	1.3 %	0	0	National
1121: Human Resources ProfessionalsNational		5	0	0.0 %	2.7 %	0	0	National
1122; Business Management Consulting ProfessionalsNational		54	0	0.0 %	1.6 %	1	-1	National
2121 : Biologists and related scientific personnel		70	1	1,4 %	1.7 %	1	0	National
2171 : Analysts and consultants in computer scienceNational		12	0	0.0 %	1.1 %	0	0	National
2175: WebNational Designers and Developers		1	0	0.0 %	1.5 %	0	0	National
4112: Lawyers (across Canada) and notaries (in Quebec)National		2	0	0.0 %	1.6 %	0	0	National
4163: Economic Development Officers, Marketing Researchers and Consultants National		21	1	4.8 %	2.0 %	0	1	National
4165: Health Policy Researchers, Consultants and Program OfficersNational		1	0	0.0 %	4.4 %	0	0	National
5124: NOC 2006 - Public Relations and National Communications Professionals		6	0	0.0 %	2.1 %	0	0	National
5125: Translators, Terminologists and InterpretersNational		1	0	0.0 %	2.9 %	0	0	National
05; Supervisors		5	0	0.0 %	2.0 %	0	0	
Employment Equity Occupational CategoryMontreal		2	0	0.0 %	0.8 %	0	0	Montreal
Employment Equity Occupational Catego	ryQc minus CMAs	3	0	0.0 %	2.8 %	0	0	Qc minus CMAs
07: Administrative and Senior Clerical Staff		25	0	0.0 %	2.0 %	1	-1	
Employment Equity Occupational CategoryMontreal		9	0	0.0 %	0.7 %	0	0	Montreal
Employment Equity Occupational Catego	ryQc minus CMAs	15	0	0.0 %	2.9 %	0	0	Qc minus CMAs
Employment Equity Occupational CategoryQuébec		1	0	0.0 %	0.7 %	0	0	Quebec
08; Specialized sales and service personnel		95	1	1.1 %	1.6 %	2	1	
6221: Technical Sales Specialists - WholesaleAlberta		8	0	0.0 %	2.0 %	0	0	Alberta

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# Default Workforce Analysis System - Detailed Report Date: 2017-06-22

#### Aboriginal

Employment Equity Occupational Group	Internal location	All employees	#	Represe #	ntation %	Availab %	ility #	Differ ence#	Place of recruitment
6221: Technical Sales Specialists - Wholesale Trade	British Columbia		11	0	0.0 %	2.5 %	0	0	British Columbia
,								_	
6221: Technical Sales Specialists - Wholesale Trade	Manitoba		4	0	0.0 %	6.3 %	0	0	Manitoba
6221: Technical Sales Specialists - Wholesale Trade	New Brunswick		1	0	0.0 %	0.0 %	0	0	New Brunswick
6221: Technical Sales Specialists - Wholesale Trade	Nova Scotia		6	0	0.0 %	2.3 %	0	0	Nova Scotia
6221; Technical Sales Specialists - Wholesale Trade	Ontario		37	0	0.0 %	1.0 %	0	0	Ontario
6221: Technical Sales Specialists - Wholesale Trade	Quebec		27	1	3.7 %	1.0 %	0	1	Quebec
6221: Technical Sales Specialists - Wholesale Trade	Saskatchewan		1	0	0.0 %	8.2 %	0	0	Saskatchewan
10 : Office staff			13	0	0.0 %	2.3 %	0	0	
<b>Employment Equity Occupational Group</b>	Montreal		5	0	0.0 %	0.8 %	0	0	Montreal
<b>Employment Equity Occupational Group</b>	Qc minus CMAs		8	0	0.0 %	3.2 %	0	0	Qc minus CMAs
11: Intermediate sales and service personnel			8	0	0.0 %	3.2 %	0	0	
<b>Employment Equity Occupational Group</b>	Alta. minus CMAs		1	0	0.0 %	7.7 %	0	0	Alta. minus CMAs
<b>Employment Equity Occupational Group</b>	Ont. minus CMAs		1	0	0.0 %	4.9 %	0	0	Ont. minus CMAs
<b>Employment Equity Occupational Group</b>	Qc minus CMAs		3	0	0.0 %	3.1 %	0	0	Qc minus CMAs
<b>Employment Equity Occupational Group</b>	Toronto		2	0	0.0 %	0.6 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver		1	0	0.0 %	2.3 %	0	0	Vancouver
Total			451	5	1.1 %	1.9 %	8	-3	

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

Sources: 2011 National Household Survey and internal employer data

Canada



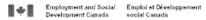
#### Default Workforce Analysis System - Detailed Report Date: 2017-06-22

#### Members of Visible Minorities

			N					
Employment Equity Occupational Group	Internal location	All employees	-	entationAva	•	,,	Differ ence <sub>st</sub>	Place of recruitment
		#	#	%	%	#	#	
01: Senior Management	National	16	0	0.0 %	10.1 %	2	2	National
02: Middle management and other directors	National	100	4	4.0 %	15.0 %	15	-11	National
03: Professionals		189	32	16.9 %	20.9 %	40	-8	
1112: Financial and investment analysts	National	9	3	33.3 %	35.4 %	3	0	National
1114; Other financial agents	National	7	2	28.6 %	21.7 %	2	0	National
1121: Human Resources Professionals	National	5	0	0.0 %	14.1 %	1	-1	National
1122: Business Management Consulting Professionals	National	54	13	24.1 %	21.6 %	12	1	National
2121 : Biologists and related scientific personnel	National	70	12	17.1 %	17.2 %	12	0	National
2171 : IT Analysts and Consultants	National	12	0	0.0 %	31.4 %	4	-4	National
2175 : Web Designers and Developers	National	1	0	0.0 %	22.8 %	0	0	National
4112: Lawyers (across Canada) and notaries (in Quebec)	National	2	1	50.0 %	12.5 %	0	1	National
4163: Economic Development Officers, Marketing Researchers and Consultants	National	21	1	4.8 %	21.9 %	5	-4	National
4165: Health Policy Researchers, Consultants and Program Officers	National	1	0	0.0 %	21.0 %	0	0	National
5124: NOC 2006 - Public Relations and Communications Professionals	National	6	0	0.0 %	19.9 %	1	- 1	National
5125: Translators, Terminologists and Interpreters	National	1	0	0.0 %	22.2 %	0	0	National
05; Supervisors		5	0	0.0 %	7.1 %	0	0	
Employment Equity Occupational Group	Montreal	2	0	0.0 %	16.7 %	0	0	Montreal
Employment Equity Occupational Group	Qc minus CMAs	3	0	0.0 %	0.7 %	0	0	Qc minus CMAs
07: Administrative and Senior Clerical Staff		25	1	4.0 %	4.8 %	1	0	
Employment Equity Occupational Group	Montreal	9	1	11.1 %	12.2 %	1	0	Montreal
Employment Equity Occupational Group	Qc minus CMAs	15	0	0.0 %	0.6 %	0	0	Qc minus CMAs
Employment Equity Occupational Group	Quebec	1	0	0.0 %	1.5 %	0	0	Quebec
08: Specialized sales and service personnel		95	7	7.4 %	14.8 %	14	-7	
6221: Technical Sales Specialists - Wholesale Trade	Alberta	8	2	25.0 %	11.3 %	1	1	Alberta

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# Default Workforce Analysis System - Detailed Report Date: 2017-06-22

#### Members of Visible Minorities

	Internal All employees location #			Members of				
Employment Equity Occupational Group			•	sentationAv %	allability %		ffer ice <sub>#</sub>	Place of recruitment
6221: Technical Sales Specialists - Wholesale Trade	British Columbia	11	1	9.1 %	24.7 %	3	-2	British Columbia
6221: Technical Sales Specialists - Wholesale Trade	Manitoba	4	0	0.0 %	7.8 %	0	0	Manitoba
6221: Technical Sales Specialists - Wholesale Trade	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
6221: Technical Sales Specialists - Wholesale Trade	Nova Scotia	6	0	0.0 %	2.7 %	0	0	Nova Scotia
6221: Technical Sales Specialists - Wholesale Trade	Ontario	37	3	8.1 %	20.8 %	8	-5	Ontario
6221: Technical Sales Specialists - Wholesale Trade	Quebec	27	1	3.7 %	8.5 %	2	-1	Quebec
6221; Technical Sales Specialists - Wholesale Trade	Saskatchewan	1	0	0.0 %	2.7 %	0	0	Saskatchewan
10 : Office staff		13	0	0.0 %	7.1 %	1	-1	
Employment Equity Occupational Group	Montreal	5	0	0.0 %	17.4 %	1	-1	Montreal
<b>Employment Equity Occupational Group</b>	Qc minus CMAs	8	0	0.0 %	0.6 %	0	0	Qc minus CMAs
11: Intermediate sales and service personnel		8	2	25.0 %	19.7 %	2	0	
Employment Equity Occupational Group	Alta. minus CMAs	1	0	0.0 %	6.7 %	0	0	Alta. minus CMAs
<b>Employment Equity Occupational Group</b>	Ont. minus CMAs	1	1	100.0 %	2.3 %	0	1	Ont. minus CMAs
<b>Employment Equity Occupational Group</b>	Qc minus CMAs	3	1	33.3 %	0.9 %	0	1	Qc minus CMAs
<b>Employment Equity Occupational Group</b>	Toronto	2	0	0.0 %	48.9 %	1	-1	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	47.5 %	0	0	Vancouver
Total		451	46	10.2 %	16.5 %	75	-29	

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

Sources: 2011 National Household Survey and internal employer data

Canada



# Default Workforce Analysis System - Detailed Report Date: 2017-06-22

#### Persons with disabilities

Employment Equity Occupational Group	Internal	All employees	Represe	entationAva	illability	Di	ffer Place of recruitment
	location	#	#	%	%	# er	ice <sub>#</sub>
01/02 : Executives	National	116	1	0.9 %	4.3 %	5	-4 National
03: Professionals	National	189	1	0.5 %	3.8 %	7	-6 National
05: Supervisors	National	5	0	0.0 %	13.9 %	1	-1 National
07: Administrative and Senior Clerical Staff	National	25	1	4.0 %	3.4 %	1	0 National
08: Specialized sales and service personnel	National	95	0	0.0 %	3.5 %	3	-3 National
10 : Office staff	National	13	0	0.0 %	7.0 %	1	-1 National
11: Intermediate sales and service personnel	National	8	0	0.0 %	5.6 %	0	0 National
Total		451	3	0.7 %	4.1 %	18	••

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

Sources: 2012 Canadian Disability Survey and internal employer data

2017-06-22



### Default Workforce Analysis System - Detailed Report Date: 2017-06-22

Reasons why an occupational category or area of recruitment has been changed.

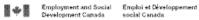
- -02: Middle and Other Managers: Are not being recruited in other provinces (not relocation when hiring at that level). Change from National to Provincial.
- -03: Professionnals: Are not being recruited in other provinces (not relocation when hiring at that level). Change from National to Provincial.

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

Perform an analysis by	Place of recruitment
CPEME	National
СРЕМЕ	National
CNP	
EEOG	CMA
EEOG	CMA
CNP	Provincial
EEOG	CMA
EEOG	CMA
	CPEME CPEME CNP EEOG EEOG CNP EEOG

Canada

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

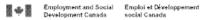
Date: 2017-06-22

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

Perform an analysis by	Place of recruitment
CPEME	National
CPEME	
CPEME	
CPEME	
	CPEME CPEME CPEME CPEME CPEME CPEME CPEME CPEME CPEME

Canada

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# Default Workforce Analysis System - Summary Report Date: 2017-05-31

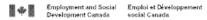
#### Women

		Women						
Employment Equity Occupational Group	All employees	Repres	sentation	Availa	ability	Differ		
	#	#	%	%	#	ence <sub>#</sub>		
01: Senior Management	16	10	62.5 %	27.4 %	4	6		
02: Middle management and other directors	100	53	53.0 %	38.9 %	39	14		
03: Professionals	189	138	73.0 %	47.3 %	89	49		
05: Supervisors	5	4	80.0 %	55.6 %	3	1		
07: Administrative and Senior Clerical Staff	25	25	100.0 %	84.9 %	21	4		
08: Specialized sales and service personnel	95	59	62.1 %	27.6 %	26	33		
10 : Office staff	13	11	84.6 %	65.2 %	8	3		
11: Intermediate sales and service personnel	8	7	87.5 %	68.6 %	5	2		
Total	451	307	68.1 %	43.7 %	195	112		

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

2017-05-31





# Default Workforce Analysis System - Summary Report Date: 2017-05-31

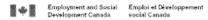
#### Aboriginal

# # % % # ency 201: Senior Management 16 0 0.0% 2.9% 0 0 202: Middle management and other directors 100 2 2.0% 2.2% 2 0 303: Professionals 189 2 1.1% 1.7% 3 1 205: Supervisors 5 0 0.0% 2.0% 0 0 207: Administrative and Senior Clerical Staff 208: Specialized sales and service personnel 109: Office staff 110: Office staff 120: Office staff 130: 0.0% 2.3% 0 0 111: Intermediate sales and service personnel 120: Office staff 130: O.0% 2.3% 0 0 140: Office staff 150: Office staff 160: Office staff 170: Office staff 180: O.0% 2.3% 0 0 180: Office staff 180: Office staff 180: O.0% 2.3% 0 0 180: Office staff 1		•					
# # % % # ency   16   16   0   0.0 %   2.9 %   0   0   0.2 Middle management and other directors   100   2   2.0 %   2.2 %   2   0   0.3 Professionals   189   2   1.1 %   1.7 %   3   1.7 %   3   1.7 %   3   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   1.7 %   3   3   1.7 %   3   3   1.7 %   3   3   1.7 %   3   3   3   3   3   3		Aboriginal					
16 0 0.0% 2.9% 0 0 12: Middle management and other directors 100 2 2.0% 2.2% 2 0 103: Professionals 189 2 1.1% 1.7% 3 1 105: Supervisors 5 0 0.0% 2.0% 0 0 107: Administrative and Senior Clerical Staff 189 2 1.1% 1.7% 3 1 108: Specialized sales and service personnel 180: Specialized sales and service personnel 181: Office staff 182 0 0.0% 2.0% 1 1 183: Specialized sales and service personnel 183: Office staff 184: Office staff 185: Office staff 186: Office staff 187: Office staff 188: Office staff 189: Office staff 189: Office staff 189: Office staff 189: Office staff 180: Office st	Employment Equity Occupational Group	All employees	Represe	entation	Availab	ility	
02: Middle management and other directors       100       2       2.0 %       2.2 %       2       0         03: Professionals       189       2       1.1 %       1.7 %       3       -1         05: Supervisors       5       0       0.0 %       2.0 %       0       0         07: Administrative and Senior Clerical Staff       25       0       0.0 %       2.0 %       1       -1         08: Specialized sales and service personnel       95       1       1.1 %       1.6 %       2       -1         10: Office staff       13       0       0.0 %       2.3 %       0       0         11: Intermediate sales and service personnel       8       0       0.0 %       3.2 %       0       0		#	#	%	%	#	ence#
03: Professionals       189       2       1.1 %       1.7 %       3       -1         05: Supervisors       5       0       0.0 %       2.0 %       0       0         07: Administrative and Senior Clerical Staff       25       0       0.0 %       2.0 %       1       -1         08: Specialized sales and service personnel       95       1       1.1 %       1.6 %       2       -1         10: Office staff       13       0       0.0 %       2.3 %       0       0         11: Intermediate sales and service personnel       8       0       0.0 %       3.2 %       0       0	01: Senior Management	16	0	0.0 %	2.9 %	0	0
05: Supervisors       5       0       0.0 %       2.0 %       0       0         07: Administrative and Senior Clerical Staff       25       0       0.0 %       2.0 %       1       -1         08: Specialized sales and service personnel       95       1       1.1 %       1.6 %       2       -1         10: Office staff       13       0       0.0 %       2.3 %       0       0         11: Intermediate sales and service personnel       8       0       0.0 %       3.2 %       0       0	02: Middle management and other directors	100	2	2.0 %	2.2 %	2	0
07: Administrative and Senior Clerical Staff       25       0       0.0 %       2.0 %       1       -1         08: Specialized sales and service personnel       95       1       1.1 %       1.6 %       2       -1         10: Office staff       13       0       0.0 %       2.3 %       0       0         11: Intermediate sales and service personnel       8       0       0.0 %       3.2 %       0       0	03: Professionals	189	2	1.1 %	1.7 %	3	•
08: Specialized sales and service personnel       95       1       1.1 %       1.6 %       2       -1         10: Office staff       13       0       0.0 %       2.3 %       0       0         11: Intermediate sales and service personnel       8       0       0.0 %       3.2 %       0       0	05: Supervisors	5	0	0.0 %	2.0 %	0	0
10 : Office staff       13       0       0.0 %       2.3 %       0       0         11: Intermediate sales and service personnel       8       0       0.0 %       3.2 %       0       0	07: Administrative and Senior Clerical Staff	25	0	0.0 %	2.0 %	1	-1
11: Intermediate sales and service personnel 8 0 0.0 % 3.2 % 0 0	08: Specialized sales and service personnel	95	1	1.1 %	1.6 %	2	-1
	10 : Office staff	13	0	0.0 %	2.3 %	0	0
Fotal 451 5 11% 10% R	11: Intermediate sales and service personnel	8	0	0.0 %	3.2 %	0	0
TO 1.170 1.070 0 M	Total	451	5	1.1 %	1.9 %	8	

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

2017-05-31

Canada



# Default Workforce Analysis System - Summary Report Date: 2017-05-31

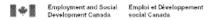
#### Members of Visible Minorities

		Members of Visible Minorities					
Employment Equity Occupational Group	Ail employees	Repres	entationAv	ailability		Differ	
	#	#	%	%	#	ence#	
01: Senior Management	16	0	0.0 %	10.1 %	2	2	
02: Middle management and other directors	100	4	4.0 %	15.0 %	15	-11	
03: Professionals	189	32	16.9 %	20.9 %	40	-8	
05: Supervisors	5	0	0.0 %	7.1 %	0	0	
97: Administrative and Senior Clerical Staff	25	1	4.0 %	4.8 %	1	0	
08: Specialized sales and service personnel	95	7	7.4 %	14.8 %	14	•7	
10 : Office staff	13	0	0.0 %	7.1 %	1	-1	
11: Intermediate sales and service personnel	8	2	25.0 %	19.7 %	2	0	
Total	451	46	10.2 %	16.5 %	75	-29	

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

2017-05-31





# Default Workforce Analysis System - Summary Report Date: 2017-05-31

### Persons with disabilities

	Persons with disabilities						
Employment Equity Occupational Group	All employees	Repres	entationAva	iilability		Differ	
	#	#	%	%	#	ence#	
01/02 : Executives	116	1	0.9 %	4.3 %	5	-4	
03: Professionals	189	1	0.5 %	3.8 %	7	-6	
05: Supervisors	5	0	0.0 %	13.9 %	1	-1	
07: Administrative and Senior Clerical Staff	25	1	4.0 %	3.4 %	1	0	
08: Specialized sales and service personnel	95	0	0.0 %	3.5 %	3	-3	
10 : Office staff	13	0	0.0 %	7.0 %	1	-1	
11: Intermediate sales and service personnel	8	0	0.0 %	5.6 %	0	0	
Total	451	3	0.7 %	4.1 %	18	-15	

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

2017-05-31

Canada

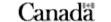
### Default Workforce Analysis System - Summary Report Date: 2017-05-31

Reasons why an occupational category or area of recruitment has been changed.

- -02: Middle and Other Managers: Are not being recruited in other provinces (not relocation when hiring at that level). Change from National to Provincial.
- -03: Professionnals: Are not being recruited in other provinces (not relocation when hiring at that level). Change from National to Provincial.

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

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
1. Senior Management	CPEME	National
2.: Middle managers and other administrators 03:	CPEME	National
Professionals	CNP	
05: Supervisors	EEOG	CMA
07: Administrative and Senior Clerical Staff	EEOG	CMA
08: Specialized sales and service personnel	CNP	Provincial
10 : Office staff	EEOG	CMA
11: Intermediate sales and service personnel	EEOG	CMA





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

Date: 2017-05-31

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

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01/02 : Executives	СРЕМЕ	National
03: Professionals	CPEME	National
05: Supervisors	CPEME	National
07: Administrative and main office staff 08:	CPEME	National
Specialized sales and service staff 10: Clerical staff	CPEME	National
11: Intermediate sales and service personnel	CPEME	National
·	CPEME	National
	CPEME	
	CPEME	
	CPEME	



# Summary of Goals AbbVie Corporation May 31, 2017

### Women

Workforce Analysis Results			Objectives				
Em	ployment Equity Occupational Groups (EEOGs)	Current Gap	Short term (1 to 3 years)	Long term (3 years or more)	Comments		
#	Description	#	# or %	# or %			
<b>Ab</b> o	riginal						
١		lts		Objectives	-		
	ployment Equity Occupational Groups (EEOGs)	Current Gap	Short term (1 to 3 years)	Long term (3 years or more)	Comments		
#	Description	#	# or %	# or %			
03	Professionals	-1	1	0	Ok		
07	Administrative and main office staff	-1	0	0	- Low turnover rate Type of recruitment is very local Very small number of employees in this category. (Recruitment anticipated on 3 years: 4)		
08	Specialized sales and service personnel	-1	0	1	Ok (Anticipated recruitment on 3 years: 21)		

### **Members of Visible Minorities**

1	Vorkforce Analysis Resu	lts	Objectives				
Employment Equity Occupational Curr Groups (EEOGs)			Short term (1 to 3 years)	Long term (3 years or more)	Comments		
#	Description	#	# or %	# or %			
01	Senior Management	-2	0		- Very low turnover rate in the manageme nt team Recruitmen t pool mainly in Quebec due to the stakes involved language and mobility (Head office in Montreal) We encourage ns internal growth for the positions of senior managemen t since we have succession plans internal. (Anticipated recruitment out of 3 years: 0)		
02	Middle management and other directors	-11	1	2	- Growth rate and turnover too low to completely close the gap Many of the managemen t positions are filled by		

					of internal employees in order to encourage career developme nt. (Anticipated recruitment on 3 years: 10)
03	Professionals	-8	2	4	-The majority of these positions are based in Mtl so local recruitment and need for French (Recruitme nt anticipated over 3 years: 44)
08	Specialized sales and service personnel	-7		3	- Growth rate and turnover too low to completely close the gap Despite the new positions to be created in this category, other positions will also be eliminated, so we prioritize the candidacy of employees who have lost their positions during the hiring process. (Anticipated recruitment on 3

				years: 21)
10 Clerical staff	-1	0	0	-Very low turnover rate in this group and too few employees (Anticipated recruitment on 3 years: 1)

### Persons with

	orkforce Analysis Results		Objectives				
Employment Equity Occupational Groups (EEOGs)				Current Gap	Short term (1 to 3 years)	Long term (3 years or more)	Comments
#	Description	#	# or %	# or %			
01/02	Executives and Middle Management	-4	0	1	- Growth rate and turnover too low to completely close the gap Several management positions are filled by internal employees in order to encourage career development.  (Anticipated recruitment on 3 years: 11)		
03	Professionals	-6	1	2	-Growth rate and turnover too low to completely close the gap.		

					anticipated on 3 years: 44)
05	Supervisors	-1	0	0	-Growth rate and turnover too low to completely close the gap. (Anticipated recruitment on 3 years: 0)
08	Specialized sales and service personnel	-3			- Difficulty attracting certain types of employees with disabilities since the positions are on the road with a lot of travel - Despite the new positions to be created in In this category, other positions will also be eliminated, we then prioritize the application for employees who lost their jobs when they were hired. (Recruitment anticipated on 3 years: 21)
10	Clerical staff	-1	0	0	-Growth rate
					and turnover

		too small to
		completely
		fill the gap.
		(Anticipated
		recruitment
		on 3
		years: 1)



# **Employment Equity Questionnaire**

Employee personal data Last name: Employee number: Gender Female □ Male □ Position ☐ Senior managers ☐ Skilled sales and service personnel ☐ Middle and other managers ☐ Skilled crafts and trades workers □ Professionals П Clerical personnel ☐ Semi-professionals and technicians Intermediate sales and service personnel ☐ Supervisors Semi-skilled manual workers ☐ Supervisors: crafts and trades ☐ Other sales and service personnel □ Other manual workers ☐ Administrative and senior clerical personnel After reading the descriptions in each of the next three sections, answer yes if any of the following apply to you. Please note that you may self-identify in more than one group. Question 1 - Aboriginal people According to the Employment Equity Act, an Aboriginal person is a person who is Indian, Inuit or Métis. Are you an Aboriginal person? ☐ Yes □ No Question 2 - Persons from visible minority groups According to the Employment Equity Act, members of a visible minority are people in Canada (other than Aboriginal peoples) who are non-white in colour or non-Caucasian in race, regardless of their place of birth or citizenship. Examples of visible minorities include, but are not limited to: Black: Non-white Latin American (including Indigenous people from Central and South America); East Asian (i.e. Chinese, Japanese, Korean); South Asian/East Indian (i.e. Indian, Pakistani, Bangladeshi, or East Indian from Guyana, Trinidad or East Africa); Southeast Asian (i.e. Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese); Non-white West Asian, North African or Arab (i.e. Iranian, Lebanese, Egyptian, Libvan). People of mixed origin (i.e. with one parent in one of the visible minority groups listed above). Are you member of a visible minority group? ☐ Yes □ No

### abbvie

#### Question 3 - Persons with Disabilities

According to the *Employment Equity Act*, persons with disabilities are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who consider themselves to be at a disadvantage in the workforce by reason of that impairment, or who believe that an employer or potential employer is likely to consider them to be at a disadvantage because of that impairment. This includes people whose functional limitations due to their impairment have been accommodated in their current jobs or workplaces (i.e. by the use of technical aids, changes to equipment or other working arrangements).

Examples of disabilities include, but are not limited to:

- Coordination or dexterity impairment (i.e. difficulty using hands or arms, such as grasping objects or using a keyboard);
- Mobility impairment (i.e. difficulty moving from one office to another, walking long distances or using stairs);
- Blindness or visual impairment (i.e. unable to see or difficulty seeing, glaucoma; however, do
  not include yourself if you can see well with glasses or contact lenses);
- Speech impairment (unable to speak or difficulty speaking and being understood);
- Deafness or hearing impairment (unable to hear or difficulty hearing):
- Other disabilities (i.e. learning, developmental and other types of disabilities).

	inc. doublines (iis realizing, developmental and one, types of all abundance).	
Are	ou a person with a disability?	
□ Y		

From: Thomassin, Nancy < nancy.thomassin@abbvie.com>

Sent: August 1, 2017 3:29 PM

To: EE-EME < ee-eme@hrsdc-rhdcc.gc.ca>

Cc: Thomassin, Nancy < nancy.thomassin@abbvie.com>

Subject: FW: Government of Canada Agreement Number V050739 - Notice of First Assessment of

Conformity under the Federal Contractors Program

Hello,

You will find enclosed all documents related to the first conformity assessment under the Federal Contractors Program for AbbVie Corporation.

As agreed, you will find attached the documents requested in order to proceed with our conformity assessment under the Federal Contractors Program.

- Self-identification questionnaire used to conduct the workforce survey (French and English).
   Please note that we have taken note of the feedback provided by our Agent on file regarding our form and will incorporate improvements.
- Workforce Analysis Results (Summary and Detailed Report)
- Short and long term numerical goals to close representation gaps

The following is also information on the results of the membership survey:

- The number of employees who were surveyed: 503 employees received the selfidentification questionnaire.
- the total number of self-identification questionnaires that were returned (completed and partially completed and not completed): 503 employees received the selfidentification questionnaire
- the number of self-assessment questionnaires that were returned completed: 445
   completed self-assessment questionnaires were returned

Please note that I had sent the documents dated June 30th to Mr. Daniel Thibeault by mistake. believing that these documents should be sent to him. I know that he has changed his function, so here is all the information you need.

Also, Mr. Thibeault had granted us an extension until June 30th (see his confirmation by email).

Hoping that everything will be in accordance with your request. I remain available to answer your

questions. Thank you for your time,

Nancy

Sincerely / Kind regards,

#### **NANCY THOMASSIN**

Head, Business Partner, Human Resources

Manager, Business Human Resources



AbbVie Corporation 8401 Trans-Canada Highway Saint-Laurent, Quebec H4S 1Z1 Canada

**OFFICE** +1 514-832-7054 **FAX+1** 514-832-7815

EMAIL nancy.thomassin@abbvie.com

#### abbvie.com



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From: Thomassin, Nancy Sent: June 30, 2017 8:35 AM

To: 'daniel.thibeault@labour-travail.gc.ca'

Cc: Messier, Christiane

Subject: BR: Government of Canada Agreement Number V050739 - Notice of First Assessment of

Conformity under the Federal Contractors Program

Hello Mr. Thibeault,

I hope you are doing well.

As agreed, you will find attached the documents requested in order to proceed with our conformity assessment under the Federal Contractors Program.

- Self-identification questionnaire used to conduct the workforce survey (French and English).
   Please note that we have taken note of your feedback on our form and will incorporate improvements.
- Workforce Analysis Results (Summary and Detailed Report)
- Short and long term numerical goals to close representation gaps

The following is also information on the results of the membership survey:

 The number of employees who were surveyed: 503 employees received the selfidentification questionnaire.

- the total number of self-identification questionnaires that were returned (completed and partially completed and not completed): 503 employees received the selfidentification questionnaire
- the number of self-assessment questionnaires that were returned completed: 445
   completed self-assessment questionnaires were returned

Can you give me an idea of when we can expect a response from you?

Hoping that everything will be in accordance with your request. I remain at your disposal if you have any questions or wish to discuss the documents.

Thank you and good day, Nancy

Sincerely / Kind regards,

#### NANCY THOMASSIN

Manager, Business Partner, Human Resources Manager, Business Human Resources

abbyie

AbbVie Corporation 8401 Trans-Canada Highway Saint-Laurent, Quebec H4S 1Z1 Canada

**OFFICE** +1 514-832-7054 **FAX+1** 514-832-7815

EMAIL nancy.thomassin@abbvie.com

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**Sent:** May 5, 2017 3:25 PM **To:** Lassignardie, Stephane **Cc:** Thomassin, Nancy

Subject: Government of Canada Agreement Number V050739 - Notice of First Assessment of

Conformity under the Federal Contractors Program

Mr. Lassignardie,

Please be advised that AbbVie Corporation will undergo an initial compliance assessment under the Federal Contractors Program (FCP) under the *Employment Equity Act*.

Compliance with FCP requirements is a prerequisite to maintaining the right to bid on future federal contracts, regardless of value.

For the first conformity assessment, we ask that you send the following information to <u>eeeme@hrsdc-rhdcc.gc.ca</u> no **later than June 6, 2017**:

- 1. The self-identification questionnaire used to conduct the workforce survey.
- 2. The results of the workforce survey, including:
  - o the number of employees who were surveyed;
  - the total number of self-identification questionnaires that were returned (completed and partially completed and not completed);
  - the number of self-assessment questionnaires that were returned completed.
- 3. The results of the workforce analysis (summary and detailed report).
- Short- and long-term numerical goals to close representation gaps identified in the workforce analysis.

The initial conformity assessment includes an analysis and verification of the documents submitted by your company to ensure that they are complete and comply with FCP requirements. We will inform you of our findings when the assessment is complete.

#### **Tools and Resources**

For your reference, you will find attached a copy of the Quick Reference Guide for Contractors: How to complete the submission of an Initial Compliance Assessment under the Federal Contractors Program.

To facilitate your work, we encourage you to use the <u>Workplace Equity Information Management System</u> (WEIMS). WEIMS is a secure, web-based, toll-free reporting application that will help your organization meet its obligations. This application allows you to

upload your workforce data and then complete and submit your workforce analysis (Step 3 above). It also allows you to:

- · keep your company's employment equity information up to date;
- to create backup copies of your data;
- · produce a workforce analysis using the most recent census data.

If your company does not have access to WEIMS, please complete and submit the WEIMS Access Authorization Form available <u>here.</u>

We strongly encourage you to use the tools provided in the WEIMS to establish your goals. These tools simplify the calculation process and help you establish your short- and medium-term goals to address gaps in representation within your company (Step 4 above). Please refer to the *Quick Reference Guide* for details.

If you have any questions, please contact your program officer, Daniel Thibeault, at daniel.thibeault@labour-travail.gc.ca.

Employment Equity Team / Workplace Equity Team

Workplace Equity Branch, Labour Program

Employment and Social Development Canada / Government of Canada <u>ee-eme@hrsdc-rhdcc.gc.ca</u>

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

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From: Yakibonge, Mauritius [NC] for EE-EME

Sent: November 7, 2017 10:40 AM

To: 'stephane.lassignardie@abbvie.com' <stephane.lassignardie@abbvie.com>

Cc: 'Thomassin, Nancy' <nancy.thomassin@abbvie.com>; Nobert, Julie <julie.nobert@abbvie.com>

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

Cette information est également disponible en français sur demande.

Dear Stéphane Lassignardie:

I am writing to inform you that the compliance assessment initiated on June 6, 2017, has been completed. As a result of the assessment, AbbVie Corporation 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 initial assessment was to verify that your organization has taken steps to achieve employment equity by surveying its workforce, conducting a workforce analysis and setting hiring and promotion goals where gaps in the representation of the designated groups were identified.

Based on a review of the information submitted by your organization, you will find recommendations below for your consideration to ensure the ongoing success of AbbVie Corporation's employment equity program.

We acknowledge receipt of your rationale as to why you have set only short-term goals and
encourage you to hire more designated group members and to better promote employment
opportunities to these groups as they arise.

#### **Next Steps**

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter. The next assessment will be initiated on Subsequent Assessment Initiated Date. Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When AbbVie Corporation is notified of a subsequent assessment, the following information will be required:

- 1. Workforce data (Form1 to 6) at the national level.
- 2. A current workforce analysis; and
- 3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining 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 reasonable progress has not been made, AbbVie Corporation will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

Canada

You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the <u>Workplace Equity Information Management System</u> (WEIMS). WEIMS can assist you in generating your workforce analysis and contains other data analysis tools, including the Achievement Report, as well as a series of training modules.

Should you require any further information regarding your organization's obligations under the FCP, please contact Maurice Yakibonge at <u>ee-eme@hrsdc-rhdcc.gc.ca</u>.

Your cooperation during the course of this compliance assessment was appreciated and we wish AbbVie Corporation continued success in achieving a diverse and inclusive workplace.

Workplace Equity Team

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



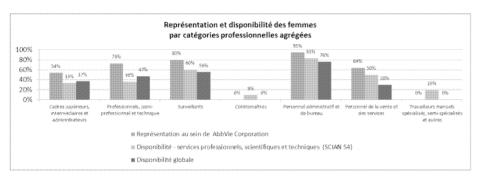
Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT) en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!

Join the online Workplace Equity, Diversity and Inclusion Forum (WEDIF), a collaborative space for employers. Send us an email to join!

#### Summary of Employment Equity Results for Abbvie Corporation

In the graphs below, the representation of women, Aboriginal peoples and members of visible minorities at the aggregate level and at the level of the aggregated Employment Equity Occupational Groups (EEOGs), based on Abbvie Corporation's submission, are compared to the Professional, Scientific and Technical Services sector and to overall Canadian labour market availability data.

Note: Canadían labour market availability at the industry level for persons with disabilities is not currently available.



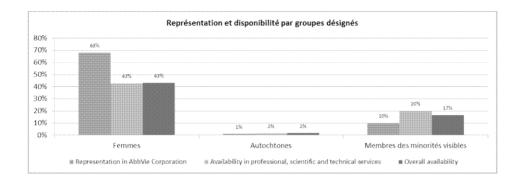




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The 14 Employment Equity Occupational Groups (EEOGs) are aggregated as follows:

- EEOG 1 Senior Management and EEOG 2 Middle Management and Other Directors
- EEOG 3 Professional and EEOG 4 Semi-Professional and Technical Staff
- **EEOG 5 Supervisors**
- EEOG 6 Foremen
- EEOG 7 Administrative and Senior Clerical Staff and EEOG 10 Clerical Staff
- EEOG 7 Administrative and Service Personnel, EEOG 10 Centrell Stall Stall Service Personnel and EEOG 13 Other Sales and Service Personnel and EEOG 13 Other Sales and Service Personnel
- EEOG 9 Skilled Workers and Crafts, EEOG 12 Skilled Manual Workers and EEOG 14 Other Manual Workers