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s.24(1)



Human Resources and Skills Development Canada / Ressources humaines et Développement des compétences Canada
Labour Program / Programme des entrepreneurs fédéraux

OFFICIAL USE ONLY
Agreement N°: 060127

Agreement to Implement Employment Equity

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization Apotex Inc.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [Redacted]
Organization's North American Industry Classification System (NAICS) Code N° 325410	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 4653 To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scler/2002/naics-scler02i-eng.htm

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 150 Signet Drive	City Toronto	Province ON	Postal Code M9L 1T9
	Telephone Number 416-749-9300	Fax Number 416-401-3828	

EMPLOYMENT EQUITY CONTACT	
Name (print) Miriam Karlin	Title Manager, Talent Acquisition
Telephone Number 416-749-9300 x5041	E-mail Address mkarlin@apotex.com

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

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Julia O'Rawe	Title VP, Global Human Resources
Telephone Number 416-749-9300	E-mail Address jorawe@apotex.com
[Redacted Signature]	Date July 17, 2013

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



APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

Federal Contractors Program

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

I, the undersigned, on behalf of (legal name of organization) **Apotex** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **V060127**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) March 1, 2018 for the following reason(s):
 (Please describe) **We are currently going through a business restructuring which impacts our ability to develop this plan.**
4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: **Joanne Patriarche**

Position Title: **Vice President, HR Canada**

Email address: **jpatriar@apotex.com**

Telephone number: **416-749-9026 ex 7329**

Business address: **4100 Weston Rd Toronto, ON M9L 2Y6**

Signature _____

Date: **December 6th, 2017**



APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

Federal Contractors Program

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

I, the undersigned, on behalf of (legal name of organization) **Joanne Campbell** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **V060127 –**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) April 6th 2018 for the following reason(s):
 (Please describe) **Our company is going through a number of restructural changes at the moment and we do not have the resources to complete this assessment at the moment**
4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: **Joanne Campbell**

Position Title: **VP, Global Talent Managment**

Email address: **jcambel@apotex.com**

Telephone number: _____

Business address: **416-749-9026 ex 7441**

Signature: _____

Date: Mar 16/18

Nyirasafari, Ange AN [NC]

From: Yakibonge, Maurice [NC]
Sent: December 7, 2017 4:15 PM
To: 'jpatriar@apotec.com'
Cc: Fortin, Sylvie SY [NC]; 'rbaptist@apotex.com'
Subject: Extension to Submit Federal Contractors Program Compliance Assessment Information
Attachments: Apotex Extention Request.pdf

Good afternoon,

You have requested an extension to submit your organization's information for the compliance assessment under the Federal Contractors Program beyond the initial deadline set by the Labour Program of Employment and Social Development Canada.

As requested, we hereby grant you an extension **until March 1st, 2018**.

Should you have any questions regarding your compliance assessment, do not hesitate to contact us at: ee-eme@hrsdc-rhdcc.gc.ca.

Maurice Yakibonge

Acting Manager, Program Operations, Workplace Equity, Labour Program
Employment and Social Development Canada / Government of Canada
maurice.yakibonge@labour-travail.gc.ca / Tel: 819-654-6099



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!

From: Renee Baptiste-Skyers [<mailto:rbaptist@apotex.com>]
Sent: 6 décembre 2017 15:57
To: Fortin, Sylvie SY [NC]
Subject: RE: Password Reset

Hello Sylvie,

Please find attached our extension request.

Thanks,

Renee Baptiste-Skyers
Supervisor, Talent Acquisition
416-749-9026 ext 8263

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s.19(1)

From: sylvie.g.fortin@labour-travail.gc.ca [mailto:sylvie.g.fortin@labour-travail.gc.ca]
Sent: Tuesday, December 05, 2017 4:31 PM
To: Renee Baptiste-Skyers
Subject: RE: Password Reset

Hi Rene,

Your certification number is : 

Sylvie

From: Renee Baptiste-Skyers [mailto:rbaptist@apotex.com]
Sent: 5 décembre 2017 16:19
To: Fortin, Sylvie SY [NC]
Subject: RE: Password Reset

Hello Sylvie,

I am in the process of requesting our VP of HR Canada to sign the extension form. Can you advise that the employment equity number is that I should include on the form?

Thanks,

Renee

From: sylvie.g.fortin@labour-travail.gc.ca [mailto:sylvie.g.fortin@labour-travail.gc.ca]
Sent: Friday, December 01, 2017 3:32 PM
To: Renee Baptiste-Skyers
Cc: ee-eme@hrsdc-rhdcc.gc.ca
Subject: RE: Password Reset

Hi Renee,

As discussed yesterday, I understand that you will send us an extension request in order for you to review all the information submitted and validate your workforce data. Your first step should be to review your collection of Workforce Information data (page 4 of 12) to make sure that the total number represent only the Permanent Full time and /or Permanent Part time employees of APOTEX.

To better understand your current workforce data, *you need to survey all your permanent full-time and permanent part-time employees* with a voluntary self-identification questionnaire. A sample questionnaire and Frequently Asked Questions are available to help you draft your survey and can be found at <https://equity.esdc.gc.ca/sgiemt-weims/emp/WeimsMaintInfo.jsp?cid=aide-help>.

Also, if you go in WEIMS Help Tab , you will find all the documentation and instructions to report .

FCP Documents

1. [FCP Quick Reference Guide for Contractors](#)
2. [How to create .txt files](#)
3. [Goal Setting Tools Instructions](#)
4. [Short Term Goal Setting Tool](#)
5. [Summary Goals](#)

6. Achievement Table
7. Achievement Table Instructions

Thank you for your cooperation and please have your extension form sent to us by the end of next week.

Regards,

Sylvie

From: Renee Baptiste-Skyers [<mailto:rbaptist@apotex.com>]
Sent: 30 novembre 2017 14:20
To: Fortin, Sylvie SY [NC]
Subject: RE: Password Reset

Thanks Sylvie.

Renee

From: sylvie.g.fortin@labour-travail.gc.ca [<mailto:sylvie.g.fortin@labour-travail.gc.ca>]
Sent: Thursday, November 30, 2017 2:19 PM
To: Renee Baptiste-Skyers
Subject: RE: Password Reset

I recommend that you send your extension form and I will discuss your situation with my Manager . thanks Renne

From: Renee Baptiste-Skyers [<mailto:rbaptist@apotex.com>]
Sent: 30 novembre 2017 14:15
To: Fortin, Sylvie SY [NC]
Subject: RE: Password Reset

Thanks for the update Sylvie. If we input the date to March 1st will that be approved?

Renee

From: sylvie.g.fortin@labour-travail.gc.ca [<mailto:sylvie.g.fortin@labour-travail.gc.ca>]
Sent: Thursday, November 30, 2017 2:12 PM
To: Renee Baptiste-Skyers
Subject: RE: Password Reset

Hi Renee,

Normally, it is between 1 to 3 months depending of your specific situation.

Regards,

Sylvie

From: Renee Baptiste-Skyers [<mailto:rbaptist@apotex.com>]
Sent: 30 novembre 2017 12:36

To: Fortin, Sylvie SY [NC]
Subject: FW: Password Reset


How long of an extension can we request? Can we request 9 month extension?

From: ee-eme@hrsc-rhdcc.gc.ca [mailto:ee-eme@hrsc-rhdcc.gc.ca]
Sent: Thursday, November 30, 2017 12:14 PM
To: Renee Baptiste-Skyers
Subject: Password Reset

(Le message français suit)

English Message

You have requested a password reset for the EDSC Workplace Equity Information Management System (WEIMS).

Username 


Please use the following link to reset your password: <https://equity.esdc.gc.ca/sgiemt-weims/emp/WeimsMaintPasswordReset.jsp?token=bXU1YVFt6r8vQ8riyF9jSBrMcZ4eFA0XqM3ZUgFWpfrP3fYUETURtUisZjiV&USERID=renee.baptiste-skyers&EMAIL=rbaptist@apotex.com&lang=eng>.

Note: This link will be valid for the next 60 minutes only.

If you have been sent this email in error, please contact the Administrator at ee-eme@hrsc-rhdcc.gc.ca.

Message français

Vous avez fait une demande pour réinitialiser votre mot de passe pour le Système de gestion de l'information sur l'équité en milieu de travail (SGIEMT).

Nom d'utilisateur 

Allez à l'adresse suivante pour réinitialiser votre mot de passe : <https://equity.esdc.gc.ca/sgiemt-weims/emp/WeimsMaintPasswordReset.jsp?token=bXU1YVFt6r8vQ8riyF9jSBrMcZ4eFA0XqM3ZUgFWpfrP3fYUETURtUisZjiV&USERID=renee.baptiste-skyers&EMAIL=rbaptist@apotex.com&lang=fra>.

Note: Ce lien sera valide seulement pour les 60 prochaines minutes.

Si vous avez reçu ce courriel par erreur, s'il vous plaît communiquer avec l'administrateur à l'adresse suivante : ee-eme@hrsc-rhdcc.gc.ca.

IMPORTANT NOTICE: This email and any files transmitted with it are confidential, privileged and/or exempt from disclosure, and, are intended solely for the use of the named addressee. If you are not the named addressee, you should not disseminate, distribute or copy this e-mail or its attachments. Please notify the sender immediately by e-mail if you have received this e-mail in error and then delete same from your system. Unauthorized disclosure, copying, distribution or taking any action in reliance on the contents of this email and its attachments are strictly prohibited.

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Nyirasafari, Ange AN [NC]

From: Yakibonge, Maurice [NC]
Sent: March 12, 2018 7:56 AM
To: 'jcambel@apotex.com'
Cc: Fortin, Sylvie SY [NC]; 'Renee Baptiste-Skyers'; jpatriar@apotec.com
Subject: Extension to Submit Federal Contractors Program Compliance Assessment Information - V060127
Attachments: Extension Request March 6th 2018.pdf

Good morning,

You have requested an extension to submit your organization's information for the compliance assessment under the Federal Contractors Program beyond the initial deadline set by the Labour Program of Employment and Social Development Canada.

As requested, we hereby grant you an extension until **April 6, 2018**.

Should you have any questions regarding your compliance assessment, do not hesitate to contact us at: ee-eme@hrsdc-rhdcc.gc.ca.

Maurice Yakibonge

Acting Manager, Program Operations, Workplace Equity, Labour Program
Employment and Social Development Canada / Government of Canada
maurice.yakibonge@labour-travail.gc.ca / Tel: 819-654-6099



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!

From: Renee Baptiste-Skyers [mailto:rbaptist@apotex.com]
Sent: March-06-18 4:30 PM
To: Yakibonge, Maurice [NC]; jpatriar@apotec.com
Cc: Fortin, Sylvie SY [NC]
Subject: RE: Extension to Submit Federal Contractors Program Compliance Assessment Information

Hello Maurice,

Thank you for your email. Please find attached the extension request. The extension request has been signed by my VP of Global Talent Management.

Renee Baptiste-Skyers
Supervisor, Talent Acquisition
416-749-9026 ext 8263

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From: maurice.yakibonge@labour-travail.gc.ca [mailto:maurice.yakibonge@labour-travail.gc.ca]
Sent: Friday, March 02, 2018 8:20 AM
To: Renee Baptiste-Skyers; jpatriar@apotec.com
Cc: sylvie.g.fortin@labour-travail.gc.ca
Subject: RE: Extension to Submit Federal Contractors Program Compliance Assessment Information

Good morning Renee,

Thank you for your email. It is possible to request another extension for the submission of the compliance assessment if you have valid reasons. Please find attached an application for requesting an extension. The application must be signed by a senior official of your organisation (CEO, President or vice-president or authorized manager). Please complete it and return it to us at ee-eme@hrsdc-rhdcc.gc.ca as soon as possible.

If you have any questions, please do not hesitate to contact me.

Kind regards,

Maurice Yakibonge

Direction de l'équité en milieu de travail, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
Maurice.Yakibonge@labour-travail.gc.ca / Tel.: 819-654-6099

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
Maurice.Yakibonge@labour-travail.gc.ca / Tel.: 819-654-6099



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!

From: Renee Baptiste-Skyers [mailto:rbaptist@apotex.com]
Sent: March-01-18 12:13 PM
To: Yakibonge, Maurice [NC]; jpatriar@apotec.com
Cc: Fortin, Sylvie SY [NC]
Subject: RE: Extension to Submit Federal Contractors Program Compliance Assessment Information

Hello Maurice,

We are unable to complete this by the March 1st deadline. Our company is going through a number of restructuring changes at the moment and we do not have the resources to complete this at the moment. As a result, we would like to request an extension.

Renee Baptiste-Skyers
Supervisor, Talent Acquisition
416-749-9026 ext 8263



Workplace Equity Information Management System - Apotex Incorporated

Workforce Analysis - Summary Report

Date: 2017-12-31

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	30	4	13.3 %	27.4 %	8	-4
02 : Middle and Other Managers	389	170	43.7 %	38.9 %	151	19
03 : Professionals	1676	932	55.6 %	40.9 %	685	247
04 : Semi-Professionals and Technicians	451	187	41.5 %	43.5 %	196	-9
05 : Supervisors	32	15	46.9 %	53.0 %	17	-2
06 : Supervisors: Crafts and Trades	252	89	35.3 %	20.0 %	50	39
07 : Administrative and Senior Clerical Personnel	91	83	91.2 %	80.1 %	73	10
08 : Skilled Sales and Service Personnel	3	1	33.3 %	28.1 %	1	0
09 : Skilled Crafts and Trades Workers	232	9	3.9 %	3.0 %	7	2
10 : Clerical Personnel	153	104	68.0 %	65.3 %	100	4
11 : Intermediate Sales and Service Personnel	59	33	55.9 %	64.1 %	38	-5
12 : Semi-Skilled Manual Workers	1361	361	26.5 %	22.0 %	299	62
13 : Other Sales and Service Personnel	82	46	56.1 %	55.5 %	46	0
14 : Other Manual Workers	7	4	57.1 %	32.6 %	2	2
Total	4818	2038	42.3 %	34.7 %	1673	365

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Apotex Incorporated

Workforce Analysis - Summary Report

Date: 2017-12-31

Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					Gap
	All Employees	Representation		Availability		
		#	#	%	%	
01 : Senior Managers	30	0	0.0 %	2.9 %	1	-1
02 : Middle and Other Managers	389	2	0.5 %	2.2 %	9	-7
03 : Professionals	1676	20	1.2 %	1.0 %	17	3
04 : Semi-Professionals and Technicians	451	6	1.3 %	1.9 %	9	-3
05 : Supervisors	32	0	0.0 %	1.0 %	0	0
06 : Supervisors: Crafts and Trades	252	0	0.0 %	2.8 %	7	-7
07 : Administrative and Senior Clerical Personnel	91	1	1.1 %	0.8 %	1	0
08 : Skilled Sales and Service Personnel	3	0	0.0 %	1.5 %	0	0
09 : Skilled Crafts and Trades Workers	232	2	0.9 %	2.6 %	6	-4
10 : Clerical Personnel	153	1	0.7 %	0.7 %	1	0
11 : Intermediate Sales and Service Personnel	59	1	1.7 %	1.8 %	1	0
12 : Semi-Skilled Manual Workers	1361	22	1.6 %	0.7 %	10	12
13 : Other Sales and Service Personnel	82	0	0.0 %	0.8 %	1	-1
14 : Other Manual Workers	7	0	0.0 %	0.8 %	0	0
Total	4818	55	1.1 %	1.3 %	63	-8

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Apotex Incorporated

Workforce Analysis - Summary Report

Date: 2017-12-31

Members of Visible Minorities

Employment Equity Occupational Group	All Employees #	Members of Visible Minorities				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	30	3	10.0 %	10.1 %	3	0
02 : Middle and Other Managers	389	155	39.8 %	15.0 %	58	97
03 : Professionals	1676	964	57.5 %	30.6 %	513	451
04 : Semi-Professionals and Technicians	451	289	64.1 %	29.9 %	135	154
05 : Supervisors	32	16	50.0 %	45.8 %	15	1
06 : Supervisors: Crafts and Trades	252	177	70.2 %	16.8 %	42	135
07 : Administrative and Senior Clerical Personnel	91	36	39.6 %	37.0 %	34	2
08 : Skilled Sales and Service Personnel	3	0	0.0 %	18.0 %	1	-1
09 : Skilled Crafts and Trades Workers	232	113	48.7 %	14.3 %	33	80
10 : Clerical Personnel	153	77	50.3 %	48.0 %	73	4
11 : Intermediate Sales and Service Personnel	59	9	15.3 %	35.3 %	21	-12
12 : Semi-Skilled Manual Workers	1361	776	57.0 %	57.3 %	780	-4
13 : Other Sales and Service Personnel	82	47	57.3 %	52.7 %	43	4
14 : Other Manual Workers	7	3	42.9 %	51.8 %	4	-1
Total	4818	2665	55.3 %	36.4 %	1755	910

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Apotex Incorporated

Workforce Analysis - Summary Report

Date: 2017-12-31

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	419	4	1.0 %	4.3 %	18	-14
03 : Professionals	1676	24	1.4 %	3.8 %	64	-40
04 : Semi-Professionals and Technicians	451	9	2.0 %	4.6 %	21	-12
05 : Supervisors	32	0	0.0 %	13.9 %	4	-4
06 : Supervisors: Crafts and Trades	252	0	0.0 %	7.8 %	20	-20
07 : Administrative and Senior Clerical Personnel	91	1	1.1 %	3.4 %	3	-2
08 : Skilled Sales and Service Personnel	3	0	0.0 %	3.5 %	0	0
09 : Skilled Crafts and Trades Workers	232	3	1.3 %	3.8 %	9	-6
10 : Clerical Personnel	153	4	2.6 %	7.0 %	11	-7
11 : Intermediate Sales and Service Personnel	59	3	5.1 %	5.6 %	3	0
12 : Semi-Skilled Manual Workers	1361	16	1.2 %	4.8 %	65	-49
13 : Other Sales and Service Personnel	82	5	6.1 %	6.3 %	5	0
14 : Other Manual Workers	7	0	0.0 %	5.3 %	0	0
Total	4818	69	1.4 %	4.6 %	223	-154

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-12-31

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2017-12-31

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National

Short-term Goal Setting Tool

**Apotex Inc
March 21 2018**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	All Employees from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Women from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H + B	(H - J + L) + (B + D)

Employment Equity Occupational Group (EEOG)	All Employees 2017/12/31	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	WOMEN										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2018-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
		#	%	#	%		#	#	%	#	%	%	#	#	%	%	
Senior Managers	30	16.7%	15	16.7%	15	30	4	16.7%	2	10	8	27.4%	27.4%	-4	-2	13.3%	22.2%
Middle & Other Managers			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Professionals			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Semi-Professionals & Technicians	451	4.9%	66	4.9%	66	132	187	4.9%	27	65	57	43.5%	43.5%	-9	-8	41.5%	42.0%
Supervisors	32	3.1%	3	3.1%	3	6	15	3.1%	1	5	3	53.0%	53.0%	-2	-2	46.9%	48.6%
Supervisors: Crafts & Trades			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Skilled Sales & Service Personnel			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Skilled Crafts & Trades Workers			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Clerical Personnel			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Intermediate Sales & Service Personnel	59	13.6%	24	13.6%	24	48	33	13.6%	13	33	31	64.1%	64.1%	-5	-2	55.9%	61.4%
Semi-Skilled Manual Workers			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Other Manual Workers			0		0	0		0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!

Short-term Goal Setting Tool

**Apotex Inc
March 21 2018**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H ÷ B	(H - J + L) ÷ (B + D)

Employment Equity Occupational Group (EEOG)	All Employees 2017/12/31	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	ABORIGINAL PEOPLES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2018-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
#	%	#	%	#	%	#	%	%	%	%	%	%	#	#	%	%	
Senior Managers	30	0.0%	0	0.0%	0	0	0	0.0%	0	1	0	2.9%	2.9%	-1	-1	0.0%	0.0%
Middle & Other Managers	389	0.0%	0	0.0%	0	0	2	0.0%	0	7	0	2.2%	2.2%	-7	-7	0.5%	0.5%
Professionals			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Semi-Professionals & Technicians	451	0.0%	0	0.0%	0	0	6	0.0%	0	3	0	1.9%	1.9%	-3	-3	1.3%	1.3%
Supervisors			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades	252	0.0%	0	0.0%	0	0	0	0.0%	0	7	0	2.8%	2.8%	-7	-7	0.0%	0.0%
Administrative & Senior Clerical Personnel			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Skilled Sales & Service Personnel			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Skilled Crafts & Trades Workers	232	0.4%	3	0.4%	3	6	2	0.4%	0	4	0	2.6%	2.6%	-4	-4	0.9%	0.9%
Clerical Personnel			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Intermediate Sales & Service Personnel			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Other Sales & Service Personnel	82	0.0%	0	0.0%	0	0	0	0.0%	0	1	0	0.8%	0.8%	-1	-1	0.0%	0.0%
Other Manual Workers			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!

Short-term Goal Setting Tool

**Apotex Inc
March 21 2018**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H ÷ B	(H - J + L) ÷ (B + D)

Employment Equity Occupational Group (EEOG)	All Employees 2017/12/31	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	PERSONS WITH DISABILITIES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2018-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
	#	%	#	%	#	#	%	%	#	%	%	#	#	%	%		
Senior Managers	419	0.0%	0	0.0%	0	0	4	0.0%	0	14	0	4.3%	4.3%	-14	-14	1.0%	1.0%
Middle & Other Managers	419	0.0%	0	0.0%	0	0	4	0.0%	0	14	0	4.3%	4.3%	-14	-14	1.0%	1.0%
Professionals	1,676	0.3%	15	0.3%	15	30	24	0.3%	0	41	1	3.8%	3.8%	-40	-39	1.4%	1.5%
Semi-Professionals & Technicians	451	0.0%	0	0.0%	0	0	9	0.0%	0	12	0	4.6%	4.6%	-12	-12	2.0%	2.0%
Supervisors	32	0.0%	0	0.0%	0	0	0	0.0%	0	4	0	13.9%	13.9%	-4	-4	0.0%	0.0%
Supervisors: Crafts & Trades	252	0.4%	3	0.4%	3	6	0	0.4%	0	20	0	7.8%	7.8%	-20	-20	0.0%	0.0%
Administrative & Senior Clerical Personnel	91	0.0%	0	0.0%	0	0	1	0.0%	0	2	0	3.4%	3.4%	-2	-2	1.1%	1.1%
Skilled Sales & Service Personnel			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Skilled Crafts & Trades Workers	232	0.4%	3	0.4%	3	6	3	0.4%	0	6	0	3.8%	3.8%	-6	-6	1.3%	1.3%
Clerical Personnel	153	0.0%	0	0.0%	0	0	4	0.0%	0	7	0	7.0%	7.0%	-7	-7	2.6%	2.6%
Intermediate Sales & Service Personnel			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers	1,361	0.1%	3	0.1%	3	6	16	0.1%	0	49	0	4.8%	4.8%	-49	-49	1.2%	1.2%
Other Sales & Service Personnel			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!
Other Manual Workers			0		0	0		0.0%	0	0	0					#DIV/0!	#DIV/0!

Short-term Goal Setting Tool

**Apotex Inc
March 21 2018**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H ÷ B	(H - J + L) ÷ (B + D)

Employment Equity Occupational Group (EEOG)	All Employees 2017/12/31	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	MEMBERS OF VISIBLE MINORITIES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2018-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
#	%	#	%	#	%	#	%	%	%	%	%	%	#	#	%	%	
Senior Managers			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Middle & Other Managers			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Professionals			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Semi-Professionals & Technicians			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Supervisors			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Skilled Sales & Service Personnel	3	0.0%	0	0.0%	0	0	0	0.0%	0	1	0	18.0%	18.0%	-1	-1	0.0%	0.0%
Skilled Crafts & Trades Workers			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Clerical Personnel			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Intermediate Sales & Service Personnel	59	6.8%	12	6.8%	12	24	9	6.8%	2	18	8	35.3%	35.3%	-12	-10	15.3%	21.1%
Semi-Skilled Manual Workers	1,361	6.2%	255	6.2%	255	510	776	6.2%	145	295	292	57.3%	57.3%	-4	-3	57.0%	57.1%
Other Sales & Service Personnel			0		0	0		0.0%	0	0	0	0			0	#DIV/0!	#DIV/0!
Other Manual Workers	7	0.0%	0	0.0%	0	0	3	0.0%	0	1	0	51.8%	51.8%	-1	-1	42.9%	42.9%

Summary of Goals
Apotex Inc.
April 6th , 2018

Women

Workforce Analysis Results			Goals		
Employment Equity Occupational Group (EOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
1	Senior Managers	-4	27.4%		<p>Apotex is in the process of currently reviewing the business model as the company is dealing with business challenges. Apotex has permanently laid off approximately 100 employees and may continue to do so over coming months which may impact our ability to close gaps. In this category the turnover rate includes a number of senior manager roles that have been eliminated and will not be replaced.</p> <p>Given this, where possible, the Apotex HR team will focus efforts on succession/resource planning at the executive level to increase the representation of women in this category.</p>
4	Semi –Professionals and Technicians	-9	43.5%		<p>The Apotex TA team will target our recruitment advertising to this particular group and will showcase our current Women in Leadership initiatives to prospective candidates.</p>
5	Supervisors	-2	53%		
11	Intermediate Sales and Service Personnel	-5	64.1%		

Aboriginal Peoples

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
1	Senior Managers	-1	2.9%		The Apotex TA Team will partner with various community outreach agencies to attract members of the Aboriginal community for key roles. In addition, the TA team will post positions on job boards targeted to the Aboriginal community, i.e. inclusionnetwork.ca, firstnationsjobsonline.com, aboriginaljobboard.ca
2	Middle and Other Managers	-7	2.2%		
4	Semi Professionals and Technicians	-3	1.9%		
6	Supervisors: Crafts and Trades Workers	-6	2.8%		
9	Skilled Crafts and Trades Worker	-3	2.6%		
13	Other Sales and Service Worker	-1	.8%		

Persons with Disabilities-3

Workforce Analysis Result			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
1/2	Senior Managers	-14	4.3%		Please note that the formula employed to calculate the population size for the EEOGs was different than the one used for the other diversity groups resulting in a much larger population size and gap in representation. Based on this, we do have some concerns about meeting these short term goals. The Apotex TA team will partner with specific community outreach agencies including the Canadian Hearing Society, CAMH. Etc to work towards closing this gap. We will also work towards
2	Middle & other Managers	-14	4.3%		
3	Professionals	-40	3.8%		
4	Semi-Professionals and Technicians	-12	4.6%		
5	Supervisors	-4	13.9%		
6	Supervisors Crafts and Trades	-20	7.8%		
7	Administrative and Senior Clerical Personnel	-2	3.4%		
9	Skilled Crafts and Trades Worker	-6	3.8%		

10	Clerical Personnel	-7	7.0%	targeting candidates from this group in our recruitment advertisement. We will also promote the importance of self-disclosing on our employment equity survey to all new hires during our orientation sessions.
12	Semi –Skilled Manual Workers	-49	4.8%	

Members of Visible Minorities

Workforce Analysis Result 3.4s			Goals		
Employment Equity Occupational Group (EEOG)		Pre-3.8sent Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
11	Skilled Sales & Service Personnel	-1	18.0%		The Apotex TA team will actively partner with community agencies that work with newcomers to Canada such as Acces, JVS, and the YMCA. We will continue to run recruitment ads targeted to a diverse workforce via LinkedIn and on our career site
	Intermediate Sales & Service Personnel	-12	35.3%		
	Semi – Skilled Manual Workers	-4	57.3%		
	Other Manual Workers	-1	51.8%		

**EMPLOYMENT EQUITY
SELF-IDENTIFICATION QUESTIONNAIRE**
(Confidential When Completed)

Throughout the years, Apotex has operated on the firm belief of mutual respect and co-operation with our employees. Reflecting this attitude is our continued endeavor to assist all employees in their professional development and their personal growth, as well as being a respected source of employment opportunities within our community.

It is in this spirit that we will strive to meet the requirements of the Employment Equity Act. We endorse the principles of Employment Equity and we are committed to ensuring that our workforce is representative of the community which we serve.

The goal of our Employment Equity Program is to ensure that women, native people, visible minorities and the disabled have equal opportunities in employment. This questionnaire is an important part of that program. Its purpose is to allow us to obtain accurate information about the representation of these designated groups in our workforce.

It is important that all employees complete the questionnaire. The Canadian Human Rights Commission allows us to ask you for this information for Employment Equity purposes. However, your participation is voluntary.

The information you provide is completely confidential and will be used for statistical purposes only. The data will be kept in a secure, authorized SAP database. Only Human Resources employees who maintain personal and payroll data will have access to this information. Surveys that are completed on paper will be filed separately from your employee file in a locked filing cabinet. At no time will any information on any individual employee be released. It will be used only to satisfy the requirements of our Employment Equity Program.

Your co-operation in completing this questionnaire will help to ensure the success of Apotex's Employment Equity Program.

If you are willing to participate in the Employment Equity survey, please enter your employee ID number and proceed to the next page to complete the survey. If you are not willing to participate, please enter your employee ID as we need to track all responses, and return the questionnaire.

If you require assistance in completing this questionnaire please contact your HR Consultant.

Employee ID Number: _____

WORKFORCE SURVEY QUESTIONNAIRE²

Gender

MALE

FEMALE

Aboriginal Peoples

For the purposes of employment equity, an “aboriginal person” is a North American Indian, Metis or Inuit and/or a Treaty Indian or a Registered Indian and/or member of an Indian Band/First Nation.

Based on this definition, *are you an aboriginal person?*

YES

NO

Persons with Disabilities

For the purposes of employment equity, “persons with disabilities” are those that have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment(s) and who consider themselves to be at a disadvantage in the workforce by reason of that impairment, or who believe that an organization is likely to consider them to be disadvantaged on account of that impairment. This also includes persons whose impairments have been accommodated in the workplace (e.g. 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**
Difficulty using hands or arms, such as grasping objects or using a keyboard
- **Mobility**
Difficulty moving around from one office to another, walking long distances or using stairs
- **Blind or Visually Impaired**
Unable to see or difficulty seeing, glaucoma, but do not include yourself if you can see well with glasses or contact lenses
- **Speech**
Unable to speak or difficulty speaking and being understood

² As set out in Schedule IV of the Employment Equity Regulations
Revised January 2008

- **Deaf or Hard of Hearing**
Unable to hear or difficulty hearing
- **Other Disabilities**
Learning, developmental and other types of disabilities

Based on this definition, *are you a person with a disability?*

YES

NO

Members of Visible Minorities

Members of visible minorities are persons, other than aboriginal peoples, who are non-Caucasian in race or non-white in colour, regardless of birthplace.

Based on this definition, *are you a member of a visible minority?*

YES

NO

Employee Comments

If you have any comments/feedback for us on our employment equity program, we would like to hear from you. Rest assured, all comments will be kept confidential. Please contact Abby Abdul-Turner at 416-401-7413, dabdul@apotex.com.

Thank you for your participation!

Federal Contractors Program Report of the First Compliance Assessment

Employer Name: Apotex Incorporated

Primary Location: Toronto, Ontario

Number of Employees: 4,818 employees. Most of the employees are located in:
 Ontario (4,785 employees)
 Quebec (24 employees)
 Alberta (13 employees)
 British Columbia (4 employees)
 Saskatchewan (3 employees)
 Nova Scotia (2 employees)
 New Brunswick (1 employee)
 Newfoundland and Labrador (1 employee)

Organization Overview: Apotex is a global pharmaceutical company that produces medicines (both generic and innovative pharmaceuticals) for patients.

Apotex is in the process of currently reviewing their business model as the company is dealing with business challenges. They had laid off approximately 100 employees and number of senior manager's roles have been eliminated and will not be replaced.

NAICS 3254: Pharmaceutical and Medicine manufacturing

Key Dates – First Year Assessment

Initiated: 2017-06-12
 Received: 2017-06-12
 Workforce 2017-12-31
 Analysis:
 Extension dates: 2018-03-1 and 2018-04-06

COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of Surveys Handed Out:	5,269	100
Number of Surveys Returned:	5,250	99,6
Number of Completed Surveys Returned:	5,250	99,6

- The questionnaire includes appropriate definitions.
- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- The questionnaire has an employee identifier.
- The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.
- The questionnaire indicates that it is available in alternate formats upon request.
- The questionnaire indicates that answering the self-identification questions is voluntary.
- The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.
- The questionnaire indicates that employees can update or change information about themselves at any time

Observations:

WORKFORCE ANALYSIS & GOAL SETTING

- The workforce analysis was done using WEIMS.
- The organization selected the occupational defaults for establishing external availability estimates or provided reasonable justifications.
- The organization selected the geographic defaults for establishing external availability estimates or provided reasonable justifications.
- The organization appears to have properly coded its positions using the 2011 National Occupational Classification (NOC).
- The organization has set a goal for every designated group in every occupational group where a gap was identified.
- The organization has demonstrated that it has considered the following in setting its short-term goals: the degree of under-representation, the availability, anticipated growth or reduction and anticipated turnover in order to set a goal in each occupational group where a gap was identified.
- The goals set are sufficient to ensure reasonable progress by being above, or at minimum, equal to availability.

Observations:

The survey data was collected from the self-identification questionnaire with the two missing requirements:

- to inform employees that the workforce survey can be made in alternate format and;
- The questionnaire indicates that employees can update or change information about themselves at any time.

Given that an updated questionnaire with all the mandatory requirements was received in May 2018, I recommend that the organization do a follow up with employees that did not responded to the survey.

SUMMARY OF GOALS

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3 years or more)	%
1	Senior Managers	-4	27.4		13.3	27.4
4	Semi-Professionals & Technicians	-9	43.5		41.5	43.5
5	Supervisors	-2	46.9		53.0	53.0
11	Intermediate Sales & Service Personnel	-5	64.1		55.9	64.1

Observations:

Apotex is in the process of reviewing their business model. As the company is dealing with business challenges it is difficult for them to establish long term goals. As for the short term goals, they will target women in Leadership positions where opportunities occur.

EEOG 11: contractor has a gap of -5, however no goal needs to be set given the representation is more than 50%.

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3 years or more)	%
1	Senior Managers	-1	2.9		0	2.9
2	Middle & Other Managers	-7	2.2		0.5	2.2

4	Semi-Professionals & Technicians	-3	1.9		1.3	1.9
6	Supervisors: Crafts & Trades	-7	2.8		0	2.8
9	Skilled Crafts & Trades Workers	-4	2.6		0.9	2.6
13	Other Sales & Service Personnel	-1	0.8		0	0.8

Observations:

Same comment as above for long term goals.

Apotex will partner with various community outreach agencies to attract members of the Aboriginal community for key roles and will post positions on job boards targeted the aboriginal communities.

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) %	(3 years or more) %	%
8	Skilled Sales & Service Personnel	-1	18		0.0	18
11	Intermediate Sales & Service Personnel	-12	35.3		15.3	35.3
12	Semi-Skilled Manual Workers	-4	57.3		57	57.3
14	Other Manual Workers	-1	51.8		42.9	51.8

Observations:

Apotex will partner with specific community outreach agencies who work with newcomers in an effort to recruit members of visible minorities.

Person with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) %	(3 years or more) %	%
1&	Senior Managers/ Middle & Other	-14	4.3		1.0	4.3

2	Managers					
3	Professionals	-40	3.8		1.4	3.8
4	Semi-Professionals & Technicians	-12	4.6		2.0	4.6
5	Supervisors	-4	13.9		0	13.9
6	Supervisors: Crafts & Trades	-20	7.8		0	7.8
7	Administrative & Senior Clerical Personnel	-2	3.4		1.1	3.4
9	Skilled Crafts & Trades Workers	-6	3.8		1.3	3.8
10	Clerical Personnel	-7	7		2.6	7
12	Semi-Skilled Manual Workers	-49	4.8		1.2	4.8

Observations:

Apotex will partner with organizations such as the Canadian Hearing Society to recruit candidates with disabilities.

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- Given that an updated questionnaire is available after the survey was completed, we recommend that the organization do a follow up with employees that did not responded to the survey.
- Given that the contractor expresses concerns to meeting the short term goals, long term goals should be establish in each EEOG where there is a gap.

Name of Analyst: Sylvie Fortin

Date: May 30, 2018

Subject: Government of Canada Agreement Number: V060127 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Julia O’Rawe:

I am writing to inform you that the compliance assessment initiated on 12/06/2017 has been completed. As a result of the assessment, Apotex Incorporated 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 Apotex Incorporated’s employment equity program.

- Given that the self-identification questionnaire was modified to include all required elements after the survey was completed, we recommend the organization communicate with all employees to advise them the questionnaire is available and that they can modify previously submitted information at any time.
- We note that the organization had set a hiring and promotion goal for women in EEOG 11 even though their representation is currently at 55.9%. Please note that the Labour Program has a policy of not requiring that a goal be set in cases where women are represented at 50% or above in any occupational group, regardless of labour market availability. This is done to avoid clustering and to ensure that these occupations are welcoming of all genders.

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 12/06/2020. 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 Apotex Incorporated 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, Apotex Incorporated 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.

You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the [Workplace Equity Information Management System \(WEIMS\)](#). 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.

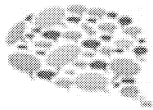
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsdc-rhdcc.gc.ca.

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

Sincerely,

Workplace Equity Team

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



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