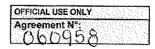
Ressources humaines et Skills Development Canada Développement des compétences Canada

Labour Program Federal Contractors Program



Agreement to Implement Employment Equity

New Agreement			•	
Revised Agreement				
	ORGANIZATION			
Legal Name of Organization		Parent company is	s located outside	e Canada
SAS Institute (Canada) Inc.			Yes	No
Operating Name (if different from Legal Name of Organization	on)	Procurement 200	Vana Norther	
Same as above		Total number of e	inployées in Car	nada one
Organization's North American Industry Classification System	- (A)A(OO) O. J. A(O	(Full-Time/Part-Tir	- 11	295
54151	# (NAICS) Code N°		tatcan.gc.ca/sub	Code Number please ejects-sujets/standard- enD2l-eng.htm
			·	
Official use only (if information above is incorrect)			4 (344) (Valence 10	
The state of the s	Cotal number of employees in	Canada	Organization's	NAICS Code No.
	HEAD OFFICE			
Address (building number, street, suite, etc.)	City	·	Province	Postal Code
	Toronto		Ontario	MSA 1K7
280 King Street, Suite 500	Telephone N	lumber	Fax Number	
	416 363-	-4424	416 307-	4562
EM	PLOYMENT EQUITY C	ONTACT	~~~	
Name (print)	Title			
Seta Kouyoumdjian	Senior D	Director, Human 1	Resources	
Telephone Number	E-mail Addre	88		
416 307-4522	Seta.Kou	youmdjian@sas.c	Om	
	CERTIFICATION			
Fhe above-named organization: having a combined workforce of 100 or more perm 12 weeks or more in Canada, AND	nanent full-time, permaneni			
 intending to bid on, or being in receipt of, a federal Supply Arrangement, valued at \$1,000,000 or more 	l government goods or sen e (including applicable taxe	vices contract, standing es).	offer or contra	et issued under a
tereby certifies its commitment to implement or maint- nstrument, in keeping with the Federal Contractors Pro- please refer to: http://www.hrsdc.gc.ca/eng/labour/equ	rogram requirements. For r	an on-going basis, beyo more information on how	nd the period v to implemen	of the procurement t employment equity
mportant note: If an audit of the Agreement to Impler the procurement instrument(s) with the Government of	ment Employment Equity u Canada may be terminate	ncovers misrepresental d.	ion on the par	t of the organization,
	SIGNATORY			
NOTE: The signatory must be the Chief Executive Off contract on behalf of the organization.	icer OR an authorized pen	son in an executive pos	ition with legal	authority to sign a
leme (print)	Title	·····		
arl Farrell	· · · · · · · · · · · · · · · · · · ·	e Vice President	: SAS Amer	icas
elephone Number	E-mail Addres			
16 307-4542 Signature		rell@sas.com		
(Date 9	17 113.		
	RN INSTRUCTION	ONS (
WPORTANT	1			
The original col	nt Employment E	quity form must be se	nt to the Labo	our Program fax.

v men en existilemmans-mosC.GC.C8

nt Employment Equity form must be sent to the Labour Program fax,



APPLICATION FOR EXTENSION - COMPLIANCE ASSESSMENT

Federal Contractors Program

Contractors may apply for an extension where unforeseen circumstances interfere with the original due date for submitting documentation to complete a Compliance Assessment under the Federal Contractors Program.

PROCEDURE FOR THE EXTENSION

- Contractors may apply for an extension in situations that are unforeseen and interfere with their submission deadline.
- The Application for Extension must be signed by a senior manager of the corporation (i.e. CEO, owner, authorized manager).

Once completed, the form can be submitted by e-mail to: ee-eme@hrsdc-rhdcc.gc.ca

I, the undersigned, on behalf of _	SAS	Institute	(Canada)	hc,	AIEE #060958
			(NAME OF CO	MPANY a	and AGREEMENT TO IMPLEMENT
			EMPLOYMEN	r equity	Y (AIEE) NUMBER)

Agree to the following statements:

I have the authority to sign on behalf of this company. My signature has the value of legally binding
this company to the statements made in this document, and to the possible consequences of being
found in non-compliance with the Federal Contractors Program.

I am making the claim that SAS historical Canada has is unable to submit the documentation for the Compliance Assessment within the deadline as required by the Federal Contractors Program. I am therefore requesting an extension until January 22, 2018 because of:

- Current resources are involved in time-sensitive year-end activities such as performance management, bonus payment calculations for the current year and other close of year activities. The company is closed for the holidays between
- Individual responsible for managing employment equity data and other related responsibilities is to depart on a six month Leave of Absence in two weeks. She is in the process of transitioning all current responsibilities to existing employees and to a new employee who is on a learning curve.
- There has been a change in leadership over the last two years; both the CEO and authorized manager are different from the ones involved with our first year assessment.
- SAS is currently undergoing "globalization", leading to changes in many processes and policies, including compensation practices, which are keeping current resources completely involved and extremely busy with tight deadlines that must be met.
- There was a change in the Human Resources Information Systems in the summer of 2015 to a company global system. The system prior to that has been taken down and therefore there is some data that still needs to be verified outside the current system.

As a senior manager of the corporation, I hereby state that all these statements are correct to the best of my knowledge, and I am requesting an exte
Date: December 12, 2017
Name: Kerry Tompson Signature
Title: Vice President, Human Resources, Canada & Latin America
Telephone Number:(416) 307-4522
Email address: <u>kerry.tompson@sas.com</u>
Address:280 King Street East, Suite 500, Toronto, ON, M5A 1K7

Nyirasafari, Ange AN [NC]

From: Sent: To: Cc: Subject: Attachments:	Yakibonge, Maurice [NC] on behalf of EE-EME December 14, 2017 7:16 AM 'Kerry.Tompson@sas.com' Normandin, Ward W [NC]; 'kjeffers@employmentmatters.ca' Extension to Submit Federal Contractors Program Compliance Assessment Information scan.pdf
Good morning,	
	to submit your organization's information for the compliance assessment under the ond the initial deadline set by the Labour Program of Employment and Social
As requested, we hereby grant yo	u an extension until January 22, 2018.
Should you have any questions reeme@hrsdc-rhdcc.gc.ca.	egarding your compliance assessment, do not hesitate to contact us at: ee-
Maurice Yakibonge	
	ions, Workplace Equity, Labour Program nent Canada / Government of Canada il.gc.ca / Tel: 819-654-6099
From: Keith Jeffers [mailto:kjeffer Sent: 2017-12-12 2:18 PM To: Normandin, Ward W [NC] Subject: FP-FORM-WEDReporting	gExtension1stYearAsse20150902.doc
· · · · · · · · · · · · · · · · · · ·	alf of SAS I submit this application for an extension for the subsequent 18. Thank you again for your support.
	Keith Jeffers, President & Principal Consultant 1369 Chalfield Drive Oakville, Ontario L6J 6R6 office (905) 829-9061 mobile (416) 779-4855 website linkedin vCard email

SAS Institute (Canada) Inc. (certificate # 060958)

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2014-09-19 to 2017-10-31

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF **EMPLOYEES LOCATED IN** EACH AREA)

	ı	Province				Cens	us Metropolitar	Areas	
Í	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees		Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	251	11	0	262	Calgary	34	0	0	34
Québec	33	0	0	33	Edmonton	1	0	0	1
Nova Scotia	1	0	0	1	Halifax	1	0	0	1
Manitoba	1	0	0	1	Montréal	28	0	0	28
British Columbia	5	0	0	5	Toronto	219	11	0	230
Alberta	35	0	0	35	Vancouver	5	0	0	5
Total Employees in Cana	ada 🕨			337	Winnipeg	1	0	0	1
					Québec	3	0	0	3
					Ottawa - Gatineau	34	0	0	34
					Total Emplo	yees in Canada	>		337



Employment and Social Emploi et Développement Development Canada social Canada

SAS Institute (Canada) Inc. (certificate # 060958) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

Reporting Period 2014-09-19 to 2017-10-31

Occupational Group			All Employee:			original Peor			ns with Disa			s of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	8	7	1									
	Total	8	7	1									
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	47	33	14							9	6	3
	Total	47	33	14							9	6	3
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	125	83	42							35	23	12
	Total	125	83	42							35	23	12
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3	2	1									
	Total	3	2	1									

Page 1 of 5 Canada

Occupational Group		Þ	All Employees	o,	Ab	Aboriginal Peoples	oles	Perso	Persons with Disabilities	oilities	Members	Members of Visible Minorities	inorities
Salary Range	QTR		Men	_	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2		2							_1		
	Total	2		2							1		_
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	ယ												
Bottom Range: Under \$5,000	2												
	1	34	6	28							14	မ	1
	Total	34	6	28							14	3	11
Skilled Sales and Service Personnel	4												
Top Range: Under \$5,000	သ												
Bottom Range: Under \$5,000	2												
	1	94	76	18	1		1				12	10	2
	Total	94	76	18	_		_				12	10	2
Clerical Personnel	4												
Top Range: Under \$5,000	သ												
Bottom Range: Under \$5,000	2												
	1	11	5	6							5	4	
	Total	11	5	6							5	4	

Form 2 A

Occupational Group		Α	All Employees	0,	Ab	Aboriginal Peoples	les	Perso	Persons with Disabilities	ilities	Member	Members of Visible Minorities	linorities
Salary Range	QTR		Men		Total	Men	Vomen	Total	Men	Women	Total	Men Women Total Men Women	Women
-		-		:	00:0		ᆫ	:	:			:	
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2		2									
	Total	2		2									
Total Number of Employees		326	212	114	1		1				76	46	30

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National Reporting Period 2014-09-19 to 2017-10-31

Occupational Group Salary Range	QTR		All Employees Men Col 3	_	Total	Aboriginal Peoples Men V	Women	Person Potal	Persons with Disabilities lal Men Wo	bilities Women	Membe Total	Members of Visible Minorities Total Men Wome	5
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	$\overline{}$	Col. 12
Middle and Other Managers	4											\neg	
Top Range: Under \$5,000	3											-	
Bottom Range: Under \$5,000	2											_	
	_	1		1							1	-	
	Total	1		7							_		
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2		2							1		
	Total	2		2							1		
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	ω												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	7	ı	9								_	
	Total	7	1	6									

Employment and Social Emploi et Développement
Development Canada social Canada

SAS Institute (Canada) Inc. (certificate # 060958)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / National
Reporting Period 2014-09-19 to 2017-10-31

Occupational Group		А	II Employees	S	qV	original Peoples	oles	Perso	Persons with Disabilities	oilities	Members	Members of Visible Minorities	norities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Wome
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 1
Total Number of Employees		11	4	10							2		

Form 2 B

Form 3 A

SAS Institute (Canada) Inc. (certificate # 060958)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / National

Reporting Period 2014-09-19 to 2017-10-31

		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	326	212	114	1		1				76	46	30
Total Number of Employees	326	212	114	1		1				76	46	30

Canada

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / National Reporting Period 2014-09-19 to 2017-10-31

Total Number of Employees	Under \$5,000		Salary Range		
11	11	Col. 1	Total		
1	1	Col. 2	Men	All Employees	
10	10	Col. 3	Women		
		Col. 4	Total	A	
		Col. 5	Men	Aboriginal Peoples	
		Col. 6	Women	les	
		Col. 7	Total	Pers	
		Col. 8	Men	Persons with Disabilities	
		Col. 9	Women	oilities	
2	2	Col. 10	Total	Memb€	
•	,,,	Col. 11	Men	Members of Visible Minorities	
2	2	Col. 12	Women	linorities	

SAS Institute (Canada) Inc. (certificate # 060958)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

Reporting Period 2014-09-19 to 2017-10-31

		All Employees		А	boriginal Peop	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	2	1	1									
Middle and Other Managers	7	4	3							1	1	
Professionals	42	27	15							14	9	5
Administrative and Senior Clerical Personnel	9	1	8							3	1	2
Skilled Sales and Service Personnel	44	36	8							5	4	1
Clerical Personnel	2	1	1							1	1	
Total Number of Employees Hired	106	70	36							24	16	8

Canada

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / National Reporting Period 2014-09-19 to 2017-10-31

		All Employees	0,	1	Aboriginal Peoples	les	Pers	Persons with Disabilities	lities	Membe	Members of Visible Minorities	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Clerical Personnel	1		1									
Total Number of Employees Hired	_		_									

SAS Institute (Canada) Inc. (certificate # 060958)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / National

Reporting Period 2014-09-19 to 2017-10-31

	Employe	ees promoted ((Employees pro	omoted during	the year are to	be reported or	nly in the occup	ational groups	in which or to v	which they have	e been last pro	moted.)
Occupational Croup		All Employees		A	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Middle and Other Managers	21	13	8							3	2	1
Professionals	49	35	14							15	11	4
Semi-Professionals and Technicians	1	1										
Supervisors	2		2							1		1
Administrative and Senior Clerical Personnel	11	3	8							6	1	5
Skilled Sales and Service Personnel	23	16	7	1		1				4	3	1
Clerical Personnel	1	1								1	1	
Intermediate Sales and Service Personnel	2		2									
Total Number of Employees Promoted	111	70	41	1		1				30	18	12
Total Number of Promotions	127	83	44	1		1				34	22	12

Canadä

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Part-Time / National Reporting Period 2014-09-19 to 2017-10-31

	Employe	es promoted (Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.	moted during	the year are to	be reported or	nly in the occup	ational groups	in which or to v	which they have	e been last pro	moted.)
		All Employees		ΙA	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	1		1							1		1
Professionals	1		1									
Clerical Personnel	1		1									
Total Number of Employees Promoted	3		3							1		1
Total Number of Promotions	3		3							1		

Form 5 B

SAS Institute (Canada) Inc. (certificate # 060958)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

Reporting Period 2014-09-19 to 2017-10-31

		All Employees		А	boriginal Peop	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	11	5	6				1	1		2	1	1
Professionals	43	33	10							14	11	3
Administrative and Senior Clerical Personnel	2		2									
Skilled Sales and Service Personnel	28	22	6							4	3	1
Clerical Personnel	1		1							1		1
Total Number of Employees Terminated	85	60	25				1	1		21	15	6

SAS Institute (Canada) Inc. (certificate # 060958)

Form 6 B

008479

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / National Reporting Period 2014-09-19 to 2017-10-31

		All Employees	1		Aboriginal Peoples	_	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total		Men
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	C	Col. 11
Middle and Other Managers	1		1									
Clerical Personnel	2		2									
Total Number of Employees Terminated	3		3									

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Temporary / National Reporting Period 2014-09-19 to 2017-10-31

		All Employees		A!	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	1	1										
Total Number of Employees Terminated		-										

Workplace Equity Information Management System - SAS Institute (Canada) Inc.

Workforce Analysis - Detailed Report

Date: 2017-10-31

Women

Internal Location Internal Location He mail Employees Representation Availability Computer Part Pa	
01 : Senior Managers National 8 1 12.5 % 27.4 % 2 02 : Middle and Other Managers National 48 15 31.3 % 38.9 % 19 03 : Professionals 127 44 34.6 % 32.7 % 42 1121 : Human resources professionals National 3 3 100.0 % 71.1 % 2 1122 : Professional occupations in business management consulting National 3 2 66.7 % 42.0 % 1 1123 : Professional occupations in advertising, marketing and public relations National 14 11 78.6 % 66.4 % 9 2171 : Information systems analysts and consultants National 53 12 22.6 % 28.3 % 15 2172 : Database analysts and data administrators National 1 1 100.0 % 35.2 % 0 2173 : Software engineers and designers National 31 4 12.9 % 17.4 % 5 2174 : Computer programmers and interactive media developers National 10 6 60.0 % 53.8 % 5	ap Recruitment Area #
02 : Middle and Other Managers National 48 15 31.3 % 38.9 % 19 03 : Professionals 127 44 34.6 % 32.7 % 42 1121 : Human resources professionals National 3 30 100.0 % 71.1 % 2 1122 : Professional occupations in business management consulting National 3 2 66.7 % 42.0 % 1 1123 : Professional occupations in advertising, marketing and public relations National 14 11 78.6 % 66.4 % 9 2171 : Information systems analysts and consultants National 53 12 22.6 % 28.3 % 15 2172 : Database analysts and data administrators National 1 100.0 % 35.2 % 0 2173 : Software engineers and designers National 31 4 12.9 % 17.4 % 5 2174 : Computer programmers and interactive media developers National 10 4 40.0 % 17.9 % 2 4021 : College and other vocational instructors National 10 6 60.0 % 53.8 % 5	
03 : Professionals 127 44 34.6 % 32.7 % 42 1121 : Human resources professionals National 3 100.0 % 71.1 % 2 1122 : Professional occupations in business management consulting National 3 2 66.7 % 42.0 % 1 1123 : Professional occupations in advertising, marketing and public relations National 14 11 78.6 % 66.4 % 9 2171 : Information systems analysts and consultants National 53 12 22.6 % 28.3 % 15 2172 : Database analysts and data administrators National 1 1 100.0 % 35.2 % 0 2173 : Software engineers and designers National 31 4 12.9 % 17.4 % 5 2174 : Computer programmers and interactive media developers National 10 4 40.0 % 17.9 % 2 4021 : College and other vocational instructors National 10 6 60.0 % 53.8 % 5	-1 National
National 3 100.0 % 71.1 % 2 1122 : Professional occupations in business management consulting National 3 2 66.7 % 42.0 % 1 1123 : Professional occupations in advertising, marketing and public relations National 14 11 78.6 % 66.4 % 9 2171 : Information systems analysts and consultants National 53 12 22.6 % 28.3 % 15 2172 : Database analysts and data administrators National 1 1 100.0 % 35.2 % 0 2173 : Software engineers and designers National 31 4 12.9 % 17.4 % 5 2174 : Computer programmers and interactive media developers National 10 4 40.0 % 17.9 % 2 4021 : College and other vocational instructors National 10 6 60.0 % 53.8 % 5	-4 National
1122 : Professional occupations in business management consulting National National 3 2 66.7 % 42.0 % 1 1123 : Professional occupations in advertising, marketing and public relations National 14 11 78.6 % 66.4 % 9 2171 : Information systems analysts and consultants National 53 12 22.6 % 28.3 % 15 2172 : Database analysts and data administrators National 1 1 100.0 % 35.2 % 0 2173 : Software engineers and designers National 3 4 12.9 % 17.4 % 5 2174 : Computer programmers and interactive media developers National 1 0 4 40.0 % 17.9 % 2 4021 : College and other vocational instructors National 1 0 6 60.0 % 53.8 % 5	2
1123 : Professional occupations in advertising, marketing and public relations National 14 11 78.6 % 66.4 % 9 2171 : Information systems analysts and consultants National 15 12 22.6 % 28.3 % 15 15 15 16 16 16 16 16 16 16 16 16 16 16 16 16	1 National
2171 : Information systems analysts and consultants National 1	1 National
2172 : Database analysts and data administrators National 1 1 100.0 % 35.2 % 0 2173 : Software engineers and designers National 31 4 12.9 % 17.4 % 5 2174 : Computer programmers and interactive media developers National 10 4 40.0 % 17.9 % 2 4021 : College and other vocational instructors National 10 6 60.0 % 53.8 % 5	2 National
National 31 4 12.9 % 17.4 % 5 2173 : Software engineers and designers National 31 4 4 0.0 % 17.9 % 2 4021 : College and other vocational instructors National 10 6 60.0 % 53.8 % 5	-3 National
2174 : Computer programmers and interactive media developers National 10 4 40.0 % 17.9 % 2 4021 : College and other vocational instructors National 10 6 60.0 % 53.8 % 5	1 National
4021 : College and other vocational instructors National 10 6 60.0 % 53.8 % 5	-1 National
··-···-·······························	2 National
4112 : Lawyers and Quebec notaries	1 National
	1 National
4163 : Business development officers and marketing researchers and consultants National 1 0 0.0 % 50.7 % 1	-1 National
04 : Semi-Professionals and Technicians 3 1 33.3 % 25.3 % 1	0
2282 : User support technicians Alberta 1 1 100.0 % 26.7 % 0	1 Alberta
2282 : User support technicians British Columbia 1 0 0.0 % 25.1 % 0	0 British Columbia
2282 : User support technicians Ontario 1 0 0.0 % 24.2 % 0	0 Ontario
D5 : Supervisors 2 2 100.0 % 53.0 % 1	1
Employment Equity Occupational Group Toronto 2 2 100.0 % 53.0 % 1	1 Toronto
97 : Administrative and Senior Clerical Personnel 35 29 82.9 % 79.8 % 28	1
Employment Equity Occupational Group Calgary 3 3 100.0 % 80.5 % 2	1 Calgary
Employment Equity Occupational Group Montréal 1 1 100.0 % 80.8 % 1	0 Montréal
Employment Equity Occupational Group Ottawa - Gatineau 4 4 100.0 % 77.2 % 3	1 Ottawa - Gatineau
Employment Equity Occupational Group Toronto 27 21 77.8 % 80.1 % 22	-1 Toronto



Workplace Equity Information Management System - SAS Institute (Canada) Inc.

008482

Workforce Analysis - Detailed Report

Date: 2017-10-31

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	Representation # %	Availability %#	oility #	Gap #	Recruitment Area
08 : Skilled Sales and Service Personnel		94	18	19.1 %	27.9 %	26	-8	
6221 : Technical sales specialists - wholesale trade	Alberta	10	2	20.0 %	20.5 %	2	0	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	Ν	0	0.0 %	26.3 %	_	<u>.</u>	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	71	13	18.3 %	28.7 %	20	-7	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	11	ω	27.3 %	29.1 %	ω	0	Québec
10 : Clerical Personnel		18	12	66.7 %	65.2 %	12	0	
Employment Equity Occupational Group	Toronto	18	12	66.7 %	65.2 %	12	0	Toronto
11 : Intermediate Sales and Service Personnel		N	2	100.0 %	63.9 %	<u></u>	_	
Employment Equity Occupational Group	Toronto	2	2	100.0 %	63.9 %	<u> </u>	_	Toronto
Total		337	124	36.8 %	39.0 %	132	۵	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



Workplace Equity Information Management System - SAS Institute (Canada) Inc.

Workforce Analysis - Detailed Report

008483

Date: 2017-10-31

Aboriginal Peoples

				Ahorigi	Aboriginal Peoples		
Employment Equity Occupational Group	Internal Location	All Employees #	Representation # %	entation %	Availability % #	ility Gap # #	Recruitment Area
01 : Senior Managers	National	ω	0	0.0 %	2.9 %	0 0	National
02 : Middle and Other Managers	National	48	0	0.0 %	2.2 %	1 -1	National
03 : Professionals		127	0	0.0 %	1.2 %	2 -2	
1121 : Human resources professionals	National	ω	0	0.0 %	2.7 %	0 0	National
1122 : Professional occupations in business management consulting	National	ω	0	0.0 %	1.6 %	0 0	National
1123 : Professional occupations in advertising, marketing and public relations	National	14	0	0.0 %	2.1 %	0 0	National
2171 : Information systems analysts and consultants	National	53	0	0.0 %	1.1 %	1 -1	National
2172 : Database analysts and data administrators	National	<u> </u>	0	0.0 %	1.3 %	0 0	National
2173 : Software engineers and designers	National	31	0	0.0 %	0.6 %	0 0	National
2174 : Computer programmers and interactive media developers	National	10	0	0.0 %	1.0 %	0 0	National
4021 : College and other vocational instructors	National	10	0	0.0 %	2.4 %	0 0	National
4112 : Lawyers and Quebec notaries	National	<u> </u>	0	0.0 %	1.6 %	0 0	National
4163 : Business development officers and marketing researchers and consultants	National	<u> </u>	0	0.0 %	2.0 %	0 0	National
04 : Semi-Professionals and Technicians		ω	0	0.0 %	2.4 %	0 0	
2282 : User support technicians	Alberta	<u> </u>	0	0.0 %	3.8 %	0 0	Alberta
2282 : User support technicians	British Columbia	<u> </u>	0	0.0 %	1.8 %	0 0	British Columbia
2282 : User support technicians	Ontario	<u> </u>	0	0.0 %	1.6 %	0 0	Ontario
05 : Supervisors		2	0	0.0 %	1.0 %	0 0	
Employment Equity Occupational Group	Toronto	2	0	0.0 %	1.0 %	0 0	Toronto
07 : Administrative and Senior Clerical Personnel		35	0	0.0 %	1.2 %	0 0	
Employment Equity Occupational Group	Calgary	ω	0	0.0 %	2.6 %	0 0	Calgary
Employment Equity Occupational Group	Montréal	<u> </u>	0	0.0 %	0.7 %	0 0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	0.0 %	3.2 %	0 0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	27	0	0.0 %	0.8 %	0 0	Toronto

Workplace Equity Information Management System - SAS Institute (Canada) Inc.

Workforce Analysis - Detailed Report

008484

Date: 2017-10-31

Aboriginal Peoples

				Aborigi	Aboriginal Peoples			
Employment Equity Occupational Group	Internal Location	All Employees #	Representation #%	ntation %	Availability %#	bility #	Gap #	Recruitment Area
08 : Skilled Sales and Service Personnel		94	<u> </u>	1.1 %	1.1 %	<u> </u>	0	
6221 : Technical sales specialists - wholesale trade	Alberta	10	0	0.0 %	2.0 %	0	0	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	2	0	0.0 %	2.5 %	0	0	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	71	_	1.4 %	1.0 %	<u></u>	0	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	11	0	0.0 %	1.0 %	0	0	Québec
10 : Clerical Personnel		18	0	0.0 %	0.7 %	0	0	
Employment Equity Occupational Group	Toronto	18	0	0.0 %	0.7 %	0	0	Toronto
11 : Intermediate Sales and Service Personnel		2	0	0.0 %	0.6 %	0	0	
Employment Equity Occupational Group	Toronto	2	0	0.0 %	0.6 %	0	0	Toronto
Total		337	1	0.3 %	1.3 %	4	-3	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



Workplace Equity Information Management System - SAS Institute (Canada) Inc.

Workforce Analysis - Detailed Report

008485

Date: 2017-10-31

Members of Visible Minorities

	: :	: - -	1	Members o	Members of Visible Minorities		
Employment Equity Occupational Group	Internal Location	All Employees #	##	# %	Availability %#	# #	Recruitment Area
01 : Senior Managers	National	8	0	0.0 %	10.1 %	1	National
02 : Middle and Other Managers	National	48	10	20.8 %	15.0 %	7 3	National
03 : Professionals		127	36	28.3 %	29.7 %	38 -2	
1121 : Human resources professionals	National	ω	_	33.3 %	14.1 %	0 1	National
1122 : Professional occupations in business management consulting	National	ω	_	33.3 %	21.6 %	1 0	National
1123 : Professional occupations in advertising, marketing and public relations	National	14	0	0.0 %	16.9 %	2 -2	National
2171 : Information systems analysts and consultants	National	53	19	35.8 %	31.4 %	17 2	National
2172 : Database analysts and data administrators	National	_	_	100.0 %	32.3 %	0 1	National
2173 : Software engineers and designers	National	31	10	32.3 %	40.5 %	13 -3	National
2174 : Computer programmers and interactive media developers	National	10	2	20.0 %	31.5 %	ა - <u>-</u>	National
4021 : College and other vocational instructors	National	10	2	20.0 %	13.4 %		National
4112 : Lawyers and Quebec notaries	National	_	0	0.0 %	12.5 %	0 0	National
4163 : Business development officers and marketing researchers and consultants	National	<u> </u>	0	0.0 %	21.9 %	0 0	National
04 : Semi-Professionals and Technicians		ω	0	0.0 %	32.2 %	<u> </u>	
2282 : User support technicians	Alberta	_	0	0.0 %	28.2 %	0 0	Alberta
2282 : User support technicians	British Columbia	_	0	0.0 %	32.5 %	0 0	British Columbia
2282 : User support technicians	Ontario	_	0	0.0 %	35.9 %	0 0	Ontario
05 : Supervisors		2	_	50.0 %	45.8 %	1 0	
Employment Equity Occupational Group	Toronto	2	_	50.0 %	45.8 %	1 0	Toronto
07 : Administrative and Senior Clerical Personnel		35	14	40.0 %	31.9 %	11 3	
Employment Equity Occupational Group	Calgary	ω	0	0.0 %	16.5 %	0 0	Calgary
Employment Equity Occupational Group	Montréal	<u> </u>	0	0.0 %	12.2 %	0 0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	0.0 %	12.2 %	0 0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	27	14	51.9 %	37.3 %	10 4	Toronto

Workplace Equity Information Management System - SAS Institute (Canada) Inc.

Workforce Analysis - Detailed Report

008486

Date: 2017-10-31

Members of Visible Minorities

			9	lembers of	Members of Visible Minorities	ities		
Employment Equity Occupational Group	Internal Location	All Employees #	Representation # %	entation %	Availability %#	bility #	Gap #	Recruitment Area
08 : Skilled Sales and Service Personnel		94	12	12.8 %	18.4 %	17	ψ	
6221 : Technical sales specialists - wholesale trade	Alberta	10	<u> </u>	10.0 %	11.3 %	-	0	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	Ν	0	0.0 %	24.7 %	0	0	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	71	10	14.1 %	20.8 %	15	ъ́л	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	11	<u> </u>	9.1 %	8.5 %	→	0	Québec
10 : Clerical Personnel		18	ъ	27.8 %	48.1 %	9	4	
Employment Equity Occupational Group	Toronto	18	51	27.8 %	48.1 %	9	4	Toronto
11 : Intermediate Sales and Service Personnel		N	0	0.0 %	48.9 %	_	4	
Employment Equity Occupational Group	Toronto	22	0	0.0 %	48.9 %	_1	<u>.</u>	Toronto
Total		337	78	23.1 %	25.4 %	86	-8	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



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Workplace Equity Information Management System - SAS Institute (Canada) Inc.

008487

Workforce Analysis - Detailed Report

Date: 2017-10-31

Persons with Disabilities

				Persons w	Persons with Disabilities	•	
Employment Equity Occupational Group	Internal Location	All Employees #	Representation # %	ntation %	Availability %#	llity Gap ###	Recruitment Area
01/02 : Managers	National	56	0	0.0 %	4.3 %	2 -2	National
03 : Professionals	National	127	0	0.0 %	3.8 %	ъ ъ	National
04 : Semi-Professionals and Technicians	National	ω	0	0.0 %	4.6 %	0 0	National
05 : Supervisors	National	2	0	0.0 %	13.9 %	0 0	National
07 : Administrative and Senior Clerical Personnel	National	35	0	0.0 %	3.4 %	<u>-</u>	National
08 : Skilled Sales and Service Personnel	National	94	0	0.0 %	3.5 %	ა -ყ	National
10 : Clerical Personnel	National	18	0	0.0 %	7.0 %	_	National
11 : Intermediate Sales and Service Personnel	National	22	0	0.0 %	5.6 %	0 0	National
Total		337	0	0.0 %	4.0 %	12 -12	
Total may not equal sum of components due to rounding							

lotal may not equal sum of components due to rounding.

Sources: 2012 Canadian Survey on Disability and employer's internal data



Workplace Equity Information Management System - SAS Institute (Canada) Inc.

008488

Workforce Analysis - Detailed Report

Date: 2017-10-31

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

11 : Intermediate Sales and Service Personnel	10 : Clerical Personnel	08 : Skilled Sales and Service Personnel	07 : Administrative and Senior Clerical Personnel	05 : Supervisors	04 : Semi-Professionals and Technicians	03 : Professionals	02 : Middle and Other Managers	01 : Senior Wanagers	Employment Equity Occupational Group
EEOG	EEOG	NOC	EEOG	EEOG	NOC	NOC	EEOG	EEOG	Perform Analysis By
CMA	CMA	Provincial	СМА	CMA	Provincial	National	National	National	Recruitment Area

Workplace Equity Information Management System - SAS Institute (Canada) Inc.

008489

Workforce Analysis - Detailed Report

Date: 2017-10-31

WFA Defaults - Persons with Disabilities

11 : Intermediate Sales and Service Personnel	10 : Clerical Personnel	08 : Skilled Sales and Service Personnel	07 : Administrative and Senior Clerical Personnel	05 : Supervisors	04 : Semi-Professionals and Technicians	03 : Professionals	01/02 : Managers	Employment Equity Occupational Group
EEOG	EEOG	EEOG	EEOG	EEOG	EEOG	EEOG	EEOG	Perform Analysis By
National	National	National	National	National	National	National	National	Recruitment Area

Workplace Equity Information Management System - SAS Institute (Canada) Inc.

Workforce Analysis - Summary Report

Date: 2017-10-31

Women

				Women		
Employment Equity Occupational Group	All Employees	Repres	entation	Ava	ilability	Gap
	#	#	%	%	#	#
01 : Senior Managers	8	1	12.5 %	27.4 %	2	-1
02 : Middle and Other Managers	48	15	31.3 %	38.9 %	19	-4
03 : Professionals	127	44	34.6 %	32.7 %	42	2
04 : Semi-Professionals and Technicians	3	1	33.3 %	25.3 %	1	0
05 : Supervisors	2	2	100.0 %	53.0 %	1	1
07 : Administrative and Senior Clerical Personnel	35	29	82.9 %	79.8 %	28	1
08 : Skilled Sales and Service Personnel	94	18	19.1 %	27.9 %	26	-8
10 : Clerical Personnel	18	12	66.7 %	65.2 %	12	0
11 : Intermediate Sales and Service Personnel	2	2	100.0 %	63.9 %	1	1
Total	337	124	36.8 %	39.0 %	132	-8
 -	• • • • • • • • • • • • • • • • • • • •			/0		

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - SAS Institute (Canada) Inc.

Workforce Analysis - Summary Report

Date: 2017-10-31

Aboriginal Peoples

			Aborig	Aboriginal Peoples		
Employment Equity Occupational Group	All Employees	Represe	Representation	Availability	bility	Gap
	#	#	%	%	#	#
01 : Senior Managers	8	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	48	0	0.0 %	2.2 %	_	<u>.</u>
03 : Professionals	127	0	0.0 %	1.2 %	2	' 2
04 : Semi-Professionals and Technicians	ω	0	0.0 %	2.4 %	0	0
05 : Supervisors	2	0	0.0 %	1.0 %	0	0
07 : Administrative and Senior Clerical Personnel	35	0	0.0 %	1.2 %	0	0
08 : Skilled Sales and Service Personnel	94	_	1.1 %	1.1 %	<u></u>	0
10 : Clerical Personnel	18	0	0.0 %	0.7 %	0	0
11 : Intermediate Sales and Service Personnel	2	0	0.0 %	0.6 %	0	0
Total	337	1	0.3 %	1.3 %	4	s

Total may not equal sum of components due to rounding.



2017-12-18

Members of Visible Minorities

			Members o	Members of Visible Minorities	rities	
Employment Equity Occupational Group	All Employees	Repres	Representation	Availability	bility	Gap
	#	#	%	%	#	#
01 : Senior Managers	8	0	0.0 %	10.1 %	1	-1
02 : Middle and Other Managers	48	10	20.8 %	15.0 %	7	ယ
03 : Professionals	127	36	28.3 %	29.7 %	38	-2
04 : Semi-Professionals and Technicians	ω	0	0.0 %	32.2 %	_	<u>.</u>
05 : Supervisors	N	_	50.0 %	45.8 %	_	0
07 : Administrative and Senior Clerical Personnel	35	14	40.0 %	31.9 %	⇉	ω
08 : Skilled Sales and Service Personnel	94	12	12.8 %	18.4 %	17	ģ
10 : Clerical Personnel	18	Οī	27.8 %	48.1 %	9	4
11 : Intermediate Sales and Service Personnel	2	0	0.0 %	48.9 %	1	-1
Total	337	78	23.1 %	25.4 %	86	6

Total may not equal sum of components due to rounding.

2017-12-18

Workplace Equity Information Management System - SAS Institute (Canada) Inc.

Workforce Analysis - Summary Report

Date: 2017-10-31

Persons with Disabilities

			Persons v	Persons with Disabilities	Se	
Employment Equity Occupational Group	All Employees	Repres	Representation	Availability		Gap
	#	#	%	%	#	#
01/02 : Managers	56	0	0.0 %	4.3 %	2	-2
03 : Professionals	127	0	0.0 %	3.8 %	5	άı
04 : Semi-Professionals and Technicians	ω	0	0.0 %	4.6 %	0	0
05 : Supervisors	2	0	0.0 %	13.9 %	0	0
07 : Administrative and Senior Clerical Personnel	35	0	0.0 %	3.4 %	_	•
08 : Skilled Sales and Service Personnel	94	0	0.0 %	3.5 %	ω	ن
10 : Clerical Personnel	18	0	0.0 %	7.0 %	_	<u>.</u>
11 : Intermediate Sales and Service Personnel	2	0	0.0 %	5.6 %	0	0
Total	337	0	0.0 %	4.0 %	12	-12

Total may not equal sum of components due to rounding.



2017-12-18

Workplace Equity Information Management System - SAS Institute (Canada) Inc.

008494

Workforce Analysis - Summary Report

Date: 2017-10-31

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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

Workplace Equity Information Management System - SAS Institute (Canada) Inc.

008495

Workforce Analysis - Summary Report

Date: 2017-10-31

WFA Defaults - Persons with Disabilities

11 : Intermediate Sales and Service Personnel	10 : Clerical Personnel	08 : Skilled Sales and Service Personnel	07 : Administrative and Senior Clerical Personnel	05 : Supervisors	04 : Semi-Professionals and Technicians	03 : Professionals	01/02 : Managers	Employment Equity Occupational Group
EEOG	EEOG	EEOG	EEOG	EEOG	EEOG	EEOG	EEOG	Perform Analysis By
National	National	National	National	National	National	National	National	Recruitment Area

Page 6 of 6

Federal Contractors Program Achievement Table

Part 1: Workforce Analysis

SAS Institute (Canada) Inc.

2017-10-31

Data from Previous Workforce Analysis↓ ↓ ↓

Data from C	urrent Workfo	rce Analysis
\	\	\

Date of P	revious Workforc	e Analysis
YYYY	MM	DD
2014	09	18

Date of C	urrent Workforce Analysis
YYYY	MM DD
2017	10 31

		Table 1: Women							
		Previous Workforce Analysis							
Empl	symant Equity Occupational Crown (FEOC)	All Employees	Women						
embi	oyment Equity Occupational Group (EEOG)		Representation	Availability*					
		#	#	%					
01	Senior Managers	1	0	24.2					
02	Middle & Other Managers	45	13	39.1					
03	Professionals	143	48	31.1					
04	Semi-Professionals & Technicians	4	0	24.6					
05	Supervisors	1	1	52.7					
06	Supervisors: Crafts & Trades	0	0	0.0					
07	Administrative & Senior Clerical Personnel	15	15	80.5					
08	Skilled Sales & Service Personnel	46	10	28.0					
09	Skilled Crafts & Trades Workers	0	0	0.0					
10	Clerical Personnel	19	14	68.3					
11	Intermediate Sales & Service Personnel	5	4	65.1					
12	Semi-Skilled Manual Workers	0	0	0.0					
13	Other Sales & Service Personnel	0	0	0.0					
14	Other Manual Workers	0	0	0.0					
Total		279	105	36.7					

J	Table 5: Women	l						
Curr	ent Workforce Ana	ılysis						
All Employees	Women							
	Representation	Availability*						
#	#	%						
8	1	27.4						
48	15	38.9						
127	44	32.7						
3	1	25.3						
2	2	53.0						
0	0	0.0						
35	29	79.8						
94	18	27.9						
0	0	0.0						
18	12	65.2						
2	2	63.9						
0	0	0.0						
0	0	0.0						
0	0	0.0						
337	124	39.0						

* Source:			
2011 Nation	nal Household S	Survey	

* Source:			
2011 Nation	nal Household	Survey	

Federal Contractors Program Achievement Table SAS Institute (Canada) Inc. Part 1: Workforce Analysis 2017-10-31

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Employment Equity Occupational Group (EEOG)

All Employees

Tabla	2014
7. Abariainal E	09
Doonlos	18

Previous Workforce Analysis

Aboriginal Peoples

Representation

Availability*

2017	YYYY
10	MM
31	DD

<u> </u>	0	0	5	19	0	46	15	0	1	4	143	45	1	#
_	0	0	0	0	0	0	0	0	0	0	0	0	0	#
0.0	0.0	0.0	0.6	0.6	0.0	8.0	0.9	0.0	0.7	1.5	1.0	1.9	2.4	9%

02 03 04 05 06 06 07 07 09

Supervisors: Crafts & Trades

Supervisors

Semi-Professionals & Technicians

Professionals

Middle & Other Managers

Senior Managers

12 13

Other Manual Workers

Other Sales & Service Personnel Semi-Skilled Manual Workers Intermediate Sales & Service Personnel

Clerical Personnel

Skilled Crafts & Trades Workers Skilled Sales & Service Personnel Administrative & Senior Clerical Personnel

337	0	0	0	2	18	0	94	35	0	2	ယ	127	48	8	#		All Employees	Curre	Table (
	0	0	0	0	0	0		0	0	0	0	0	0	0	#	Representation	Aboriginal Peoples	Current Workforce Analysis	[able 6: Aboriginal Peoples	
1.3	0.0	0.0	0.0	0.6	0.7	0.0	1.1	1.2	0.0	1.0	2.4	1.2	2.2	2.9	%	Availability*	il Peoples	alysis	eoples	

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2011 National Household Survey

2011 National Household Survey Source:

Federal Contractors Program Achievement Table SAS Institute (Canada) Inc. Part 1: Workforce Analysis 2017-10-31

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200		E0000	1000
		10000	993
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Table 3: Members of Visible Minorities

Employment Equity

	Previ	Previous Workforce Analysis	ilysis
	All Employees	Members of Visible Minorities	ible Minorities
Symetric Educity Occupational Group (EEOG)		Representation	Availability*
	#	#	%
Senior Managers	1	0	8.7
Middle & Other Managers	45	6	14.0
Professionals	143	41	25.6
Semi-Professionals & Technicians	4	2	31.8
Supervisors	1	0	41.3
Supervisors: Crafts & Trades	0	0	0.0
Administrative & Senior Clerical Personnel	15	2	24.7
Skilled Sales & Service Personnel	46	7	15.3
Skilled Crafts & Trades Workers	0	0	0.0
Clerical Personnel	19	9	45.0
Intermediate Sales & Service Personnel	5	_	42.4
Semi-Skilled Manual Workers	0	0	0.0
Other Sales & Service Personnel	0	0	0.0
Other Manual Workers	0	0	0.0
	279	89	23.7

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337	0	0	0	2	18	0	94	35	0	2	<u>3</u>	127	48	8	#		All Employees	Curre	Table 7: Mer
78	0	0	0	0	S	0	12	14	0	1	0	36	10	0	#	Representation	Members of Visible Minorities	Current Workforce Analysis	7: Members of Visible Minorities
25.4	0.0	0.0	0.0	48.9	48.1	0.0	18.4	31.9	0.0	45.8	32.2	29.7	15.0	0.01	%	Availability*	sible Minorities	alysis	e Minorities

* Source:

2011 National Household Survey

* Source: 2011 National Household Survey

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Employment Equity Occupat

Table 8: Pe	2017
able 8: Persons with Disa	10
isabilities	31

	Table 4:	Table 4: Persons with Disabilities	Isabilities
	Previ	Previous Workforce Analysis	alysis
	All Employees	Persons with Disabilities	Disabilities
Symetric Educity Occupational Group (EEOG)		Representation	Availability*
	#	#	%
Managers	46	1	3.2
Professionals	143	1	4.5
Semi-Professionals & Technicians	4	0	4.8
Supervisors	1	0	9.5
Supervisors: Crafts & Trades	0	0	0.0
Administrative & Senior Clerical Personnel	15	0	2.6
Skilled Sales & Service Personnel	46	0	5.6
Skilled Crafts & Trades Workers	0	0	0.0
Clerical Personnel	19	0	4.4
Intermediate Sales & Service Personnel	5	0	5:3
Semi-Skilled Manual Workers	0	0	0.0
Other Sales & Service Personnel	0	0	0.0
Other Manual Workers	0	0	0.0

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2012 Canadian Survey on Disability

* Source: 2012 Canadian Survey on Disability

Part 2: Flow Data Analysis	Federal Contractors Program Achievement Table
	Part 2: Flow Data Analysis

Total	14 Other Manual Workers	13 Other Sales & Service Personnel	12 Semi-Skilled Manual Workers	11 Intermediate Sales & Service Personnel	10 Clerical Personnel	09 Skilled Crafts & Trades Workers	08 Skilled Sales & Service Personnel	07 Administrative & Senior Clerical Personnel	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Technicians	03 Professionals	02 Middle & Other Managers	01 Senior Managers		Employment Equity Occupational Group (EEOG)						
106	0	0	0	0	2	0	44	9	0	0	0	42	7	2	#	All Employees Hired	Full-time / National		←		Data i	
36	0	0	0	0		0	<u> </u>	8	0	0	0	15	دن		#	Women Hired	National	Table 1: Women	←	Hired	ìrom Forn	Start I YYYY 2014
1	0	0	0	0	_	0	0	0	0	0	0	0	0	0	#	All Employees . Hired	Part-time / National	Women	←	ed	Data from Form 4 - Employees	Start Date of Flow Data YY MM D 14 09 1
	0	0	0	0	_	0	0	0	0	0	0	0	0	0	#	Women Hired	'National		←		yees	Data DD 18
111	0	0	0	2	1	0	23	11	0	2	1	49	21	1	#	All Employees Promoted	Full-time / Na		←		Data fro	End Date YYYY 1 2017
41	0	0	0	0	2	0	7	8	0	2	0	14	8	0	#	Women Promoted	/ National	Table 5:	←	Promoted		Date of Flow Data MM I 10
3	0	0	0	0	1	0	0	0	0	0	0			0	#	All Employees Promoted	Part-time / National	Women	←	oted	n Form 5 - Employees	Data DD 31
1	0	0	0	0	0	0	0	0	0	0	0	0	_	0	#	Women Promoted	National		←		yees	
85	0	0	0	0			28	2	0	0	0	43		0	#	All Employees Terminated	Full-time		←		Data	
57	0) 32	0	0	1	0	6	2	0	0	0	10	6	0	#	s Women Terminated	Full-time / National	Table 9:	←	Term	from Fori	
3	0	0	0	0	2	0	0	0	0	0	- 0	0	1	0	#	All Employees Terminated	Part-time	: Women	←	Terminated	Data from Form 6 - Employees	
1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	#	Women Terminated	Part-time / National		←		oyees	

	2017-10-31	SAS Institute (Canada) Inc.	Part 2: Flow Data Analysis	Federal Contractors Program Achievement Table
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		Start I	Start Date of Flow Data	Data	End Date of Flow Data	w Data				
		1111	MM	DD	MW AAAA	DD				
	_	2014	09	18	2017 10	31				
	Data	Form	Data from Form 1 - Fmployage	OW CORE	Data from Roy	Form & Employees	Data	Form	Data from Form 6 - Fmnlowage	906
		Hired	ed	,		Promoted		Terminated	ated	
	+	←	←	←	+	1	 	+	+	←
	Tabl	e 2: Abor	Fable 2: Aboriginal Peoples	oles	Table 6: Abo	Aboriginal Peoples	Table	e 10: Aborig	10: Aboriginal Peoples	Š
	Full-time / National	National	Part-time / National	/ National	Full-time / National	Part-time / National	Full-time / National		Part-time / National	ttional
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Aboriginal Promoted Peoples	All Employees Aboriginal Promoted Peoples	d All Employees	Aboriginal Al	All Employees P	Aboriginal Peoples
	#	#	#	#	# #	# #	#	#	#	#
01 Senior Managers	2	0	0	0	1	0 0	0 0	0	0	0
02 Middle & Other Managers	7	0	0	0	21	0 1	0 11	0	1	0
03 Professionals	42	0	0	0	49	0 1	0 43	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	1	0	0 0	0	0	0
05 Supervisors	0	0	0	0	2	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
	: 9	0	0	0			0 2	0	· 0	0
08 Skilled Sales & Service Personnel	44	0	0	0	23	0	0 28	0	0	0
09 Skilled Crafts & Trades Workers	0	0	. 0	0	. 0	0	0	0	<u>) 0</u>	0
10 Clerical Personnel	2	0		0		0 1	0 1	0	2	0
11 Intermediate Sales & Service Personnel	> c	0 0	o c	9 0				o e		o
13 Other Sales & Service Personnel	0	0	0	0	0	0 0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0 0	0	0	0	0
Total	106	0	1	0	111	0 3	0 85	0	3	0

		Start D	Start Date of Flow Data)ata	End Da	Date of Flow Data	/ Data					
		AAAA	MM	DD	YYYY	MM	DD					
		2014	09	18	2017	10	31					
	Data	Data from Form 4 - Employees	4 - Emplo	yees	Data fr	from Forn	om Form 5 - Employees	loyees	Dat	Data from Form 6 - Employees	'm 6 - Em	ployees
		Hired	ed			Pron	Promoted			Tern	Ferminated	
	←	←	←	←	←	←	←	←	←	←	←	←
	Table.	Table 3: Persons with Disabilities	with Disab	ilities	Table 7:		Persons with Disabilities	bilities	Table	Table 11: Persons	ns with Di	with Disabilities
	Full-time / National	/National	Part-time / National	National	Full-time / N	/National	Part-time	Part-time / National	Full-tim	Full-time / National	Part-tin	Part-time / National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Os Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	2	0	0	0		0	0	0		0	<u>o</u>	0 0
02 Middle & Other Managers	7	0	0	0	21	0		0		1	0	1 0
03 Professionals	42	0	0	0	49	0	_	0	4	<u> </u>	0	0 0
04 Semi-Professionals & Technicians	0	0	0	0	_	0	0	0		0	0	0 0
05 Supervisors	0	0	0	0	2	0	0	0		0	0	0 0
	0	0	0	0	0	0	0	0			0	0 0
07 Administrative & Senior Clerical Personnel	9	0	0	0	11	0	0	0		2		0
08 Skilled Sales & Service Personnel	44	0	0	0	23	0	0	0	28		0	0 0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0		0	0	0 0
10 Clerical Personnel	2	0		0		0		0		1	0	2 0
11 Intermediate Sales & Service Personnel	0	0	0	0	2	0	0	0		0	0	0 0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0		0	0	0 0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0		0	0	0 0
14 Other Manual Workers	0	0	0	0	0	0	0	0		0	0	0 0
Total	106	0	1	0	111	0	3	0	85		0	3 0

Federal Contractors Program Achievement Table

		Start Day YYYY 2014	Start Date of Flow Data YY MM D 14 09 1	Data DD 18	YYYY 2017	Date of Flow Data MM I 10	Data DD 31					
	Data fro	Data from Form 4 - Employees	- Emplo	vees	Data fr		om Form 5 - Employees	ovees	Data	Data from Form 6 - Employees	n 6 - Empl	ovees
		Hired	1			Pron	Promoted			Term	Terminated	
	+	←	←	←	←	←	←	←	←	←	←	←
	Table 4: Members of Visible Minorities	mbers of	Visible Mi	norities	Table 8: Ma	Members	embers of Visible Minorities	1inorities	Table 12:	Members	of Visible Minorities	Minorities
	Full-time / National		Part-time / National	National	Full-time / N	/ National	Part-time	Part-time / National	Full-time	Full-time / National	Part-time / National	/ National
Employment Equity Occupational Group	All Employees '	Members of All	All Employees	Members of Visible	All Employees	Members of Visible	All Employees	Members of Visible	All Employees	Members of s	All Employees	Members of Visible
(EEOG)		3	Hired	Minorities Hired	Promoted	₽ ≥	Promoted	Minorities Promoted	Terminated	T _c	Terminated	Minorities Terminated
-	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	2	0	0	0		0	0	0	0	0	0	0
	7		0	0	21	0		0		0		0
	42	15	0	0	49	0		0	43		0	0
04 Semi-Professionals & Technicians	0 0	o c	0 0	5 C	2 1	0 0	0 0	0 0		0	0 0	o c
	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	∞	0	0		0	0	0	2	2 0	0	0
08 Skilled Sales & Service Personnel	44	∞	0	0	23	0	0	0	28	3 0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	-	0	0	0
10 Clerical Personnel	2	2	_	0		0	_	0		0	2	0
11 Intermediate Sales & Service Personnel	0	0	0	0	2	0	0	0	-) 0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0		0	0	0
Total	106	34	<u>-</u>	0	111	0	3	0	85	0	3	0

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To From	Short-term	Duration of Previous Goals	←	Data from Previous Goals
From	Long	revious Goa	←	evious Go
To	Long-term	ıls	←	als
From	Short		←	Da
T _o	Short-term	Duration	←	Data fron

Data from Current Goals

Duration of Current Goals

Long-term

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		Table 1: Women	Women			Table 5: Women	Women	
		Women	nen			Women	nen	
Employment Equity Occupational Group (EEOG)	Short-term Goals	n Goals	Long-ter	Long-term Goals	Short-term Goals	m Goals	Long-term Goals	m Goals
	#	%	#	9%	#	%	#	%
Senior Managers	0	0.0	0	0.0	0	0.0	2	27.4
Middle & Other Managers	10	53.0	0	0.0	3	38.9	19	38.9
Professionals	0	0.0	0	0.0	0	0.0	0	0.0
Semi-Professionals & Technicians	1	0.0	0	0.0	0	0.0	0	0.0
Supervisors	0	0.0	0	0.0	0	0.0	0	0.0
Supervisors: Crafts & Trades	0	0.0	0	0.0	0	0.0	0	0.0
Administrative & Senior Clerical Personnel	0	0.0	0	0.0	0	0.0	0	0.0
Skilled Sales & Service Personnel	14	30.0	0	0.0	8	27.9	26	27.9
Skilled Crafts & Trades Workers	0	0.0	0	0.0	0	0.0	0	0.0
Clerical Personnel	0	0.0	0	0.0	0	0.0	0	0.0
Intermediate Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
Semi-Skilled Manual Workers	0	0.0	0	0.0	0	0.0	0	0.0
Other Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
Other Manual Workers	0	0.0	0	0.0	0	0.0	0	0.0
	25	0.0	0	0.0	0	0.0	132	39.0
 - -	her Sales & Service Personnel 1er Manual Workers	nel	nel 0 0 25	nel 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	nel 0 0.0 0 0 0.0 0 0 0.0 0	nel 0 0.0 0 0 0.0 0 0 0.0 0 25 0.0 0	nel 0 0.0 0.0 0 0.	nel 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 25 0.0 0 0.0 0 0 0

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																	202		202	202	202			702 Tak	202 Tak	202 Fair	202	7 202	202 Tak] 202		202 1	<u>-</u> 1202							0 20	0 20	0 20	0 201	0 201	0 201	0 2018	0 2018	0 2018	0 2018					
																			202	202	202	202 Tah	202 Tah l	202 T ₃ h	202 Tah	202	202 Tak	202 Tab	202 Tab	202 Tab	202 [3]	202)	202 L	<u>202</u>) 2 2 % W) 20 2) 20) 20) 201	201) 201	2018	2018	2018	2018					
																	2020	202(Tabl	2020 Taki	2020	2020 Tabl	2020 Tabl	2020 Tabl	2020 Tabl	2020 Tahl	2020 Taki	2020 Taki	2020 Tab	2020 Tabl	Tak 202(202(202(20	20 2. Was	20	201	201	201	2018	2018	2018	2018					
																	2020 Table	2020 Tabl	2020 Table	2020	2020	2020	2020 Table	2020	2020 Table	2020 Table	2020 Table	2020 Takk	2020	2020	2020	2020	2020						2 2	20 20 E	20	20	201	201	201	2018	2018	2018	2018					
																	2020	2020	2020 Tabl	2020	2020 Tokio	2020 Tabl	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020 2. L	2020						- 20	20	20	201	201	2018	2018	2018	2018	2018					
																	2020 Table	2020 Table	2020 Table	2020	2020 Table	2020 Table	2020 Table	2020	2020 Table	2020 Takla	2020 Takl a	2020 Table	2020 Table	2020 Table	2020	2020	2020 2010	2020 ahla						- 20	20 	1 20	201	201	201	2018	2018	2018	2018					
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	Tab	Fable 2: Aboriginal Peoples	ginal Peop	iles
		Aboriginal Peoples	l Peoples	
oyment Equity Occupational Group (EEOG)	Short-term Goals	m Goals	Long-term Goals	n Goals
	#	%	#	9%
Senior Managers	0	0.0	0	0.0
Middle & Other Managers	1	3.0	0	0.0
Professionals	1	6.0	0	0.0
Semi-Professionals & Technicians	0	0.0	0	0.0
Supervisors	0	0.0	0	0.0
Supervisors: Crafts & Trades	0	0.0	0	0.0
Administrative & Senior Clerical Personnel	0	0.0	0	0.0
Skilled Sales & Service Personnel	0	0.0	0	0.0
Skilled Crafts & Trades Workers	0	0.0	0	0.0
Clerical Personnel	0	0.0	0	0.0
Intermediate Sales & Service Personnel	0	0.0	0	0.0
Semi-Skilled Manual Workers	0	0.0	0	0.0
Other Sales & Service Personnel	0	0.0	0	0.0
Other Manual Workers	0	0.0	0	0.0
	2	0.0	0	0.0

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0.0	0	0.0	0	12 Semi-Skilled Manual Workers
0.0	0	0.0	0	11 Intermediate Sales & Service Personnel
0.0	0	0.0	0	10 Clerical Personnel
0.0	0	0.0	0	09 Skilled Crafts & Trades Workers
0.0	0	6.0	دی	08 Skilled Sales & Service Personnel
0.0	0	0.0	0	07 Administrative & Senior Clerical Personnel
0.0	0	0.0	0	06 Supervisors: Crafts & Trades
0.0	0	0.0	0	05 Supervisors
0.0	0	0.0	0	04 Semi-Professionals & Technicians
0.0	0	50.0	<u>5</u>	03 Professionals
0.0	0	0.0	0	01/02 Managers
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n Goals	Long-term Goals	m Goals	Short-term Goals	Employment Equity Occupational Group (EEOG)
	Persons with Disabilities	Persons with		
pilities	Table 3: Persons with Disabilities	3: Persons	Table 3	

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Short-term	m Goals	Long-term Goals	Goals
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_	3.8	5	3.8
0	0.0		32.2
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2	5.0	3	3.5
0	0.0	0	0.0
0	0.0	9	48.1
0	0.0	1	48.9
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	86	25.4

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Data from Current Goals

		Table 4: N	Table 4: Members of Visible Minorities	f Visible N	linorities	Tab
		Ме	Members of Visible Minorities	ible Minorit	ies	
Emplo	Employment Equity Occupational Group (EEOG)	Short-term Goals	m Goals	Long-term Goals	m Goals	чS
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.0	0	0.0	
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Technicians	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Senior Clerical Personnel	(J)	42.0	0	0.0	
08	Skilled Sales & Service Personnel	0	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	_	0.0	0	0.0	
12	Semi-Skilled Manual Workers	0	0.0	0	0.0	
13	Other Sales & Service Personnel	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		0	0.0	0	0.0	

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	Table 8: Members of Visible Minorities	

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0.0	0	0.0	0	0.0
0.0	0	0.0	0	0.0
0.0	0	0.0	0	0.0
0.0	6	18.4	17	18.4
0.0	0	0.0	0	0.0
0.0	2	48.1	9	48.1
0.0	0	0.0		48.9
0.0	0	0.0	0	0.0
0.0	0	0.0	0	0.0
0.0	0	0.0	0	0.0
0.0	0	0.0	86	25.4

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	0			0	0	#	Percent of Goal Met	Abor	Long.		←	:: E+Kx	42		7		2		#:	ees				←	:: Part 2: ata Flow Data sis Analysis	L		SAS Ir	t 5: Re
0.0	0.0	0.0	0.0	0.0	0.0	26	t of Goal	Aboriginal Peoples	Long-term Goals		←	x Part 3: Goals	0	o	0		0		%	Actual	Abor	Hires		←	2: L+K rata x100	N	2017-	Institute (Canada) Inc.	Part 5: Results - Aboriginal Peop
1.2	0.0	2.2		0.0	0.0	#	Percent of Goal Met	es	als		←	3: F+M x	0.0		0.0		0.0		#	Expected	Aboriginal Peoples	es		←	K K x G 0 100	Z	2017-10-31	(Cana	\borigi
0.0	0.0	0.0	0.0	0.0	0.0		it of det		<u> </u>			I X	-		0		0		*	ted Difference	es			←) + L - Z	0		da) Inc	nal Pec
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2017-10-31	SAS Institute (Canada) Inc.	Part 5: Results - Aboriginal Peoples	Federal Contractors Program Achievement Table

06 T		05 S	Ţ	04 T S		(EEOG)	Occu	Emp			Data sources:	06 T	_	05 S		04 7 S		(EEOG)	Occu	Emp			Data sources:	Α			
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2017-10-31	SAS Institute (Canada) Inc.	Part 5: Results - Aboriginal Peoples	Federal Contractors Program Achievement Table

09		08		07				(EEOG)	Occ	Em			Data s		09		08		07		(H.H.	Occ	Em			Data s	A				
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		0			0	%	Sections	Actual	Aboriginal Peoples	Hires and Promotions	rants	-						0 () 0	%	Representation			Wor	←	ce E+D s x 100	F				
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2017-10-31	SAS Institute (Canada) Inc.	Part 5: Results - Aboriginal Peoples	Federal Contractors Program Achievement Table

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					0.0	#:	Goal M	Percent of		ls		←	F ÷ M x	0		0		0		#:	Expected	Aboriginal Peoples			←	K x G - 100	2		0-31	Institute (Canada) Inc.	Part 5: Results - Aboriginal Peop
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Total		14		13		(EECC)						Data sources:		Total		1.	ij			(EEOG)	Occ	Em			Data sources:	Α			
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2017-10-31	SAS Institute (Canada) Inc.	Part 5: Results - Aboriginal Peoples	Federal Contractors Program Achievement Table

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13 Personnel	2017	0	0	0.0		0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
Other Manual	2014	0	0	0.0	0.0	0	0	0.0		was a same					***************************************									
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Other Sales & Service	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
Personnel	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
Other Manual	2017	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0												
Workers	2020	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0												
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1 Ottal	2020	221	0	0.0	0	0.0	0.0	0.0	86	0.0	25.4	0.0										Page 2	Page 40 of 51	

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43039	SAS Institute (Canada) Inc.	Part 7: Results - Members of Visible Minorities	Federal Contractors Program Achievement Table

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Skilled Crafts & Trades Workers	Service i craomici	Skilled Sales &		Senior Clerical	A desiration of P		9	(EEOG)	Occupational Group	Employment Equity			Data sources:	Trades Workers	Skilled Crafts &	Service Personnel	Skilled Sales &	Senior Clerical	Administrative &		(EEOG)	Occupational Group	Employment Equity			Data sources:	B				
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0.0	0.0	0.0	83.2	0.0	%	Percent of Goal Met			Goals	-	F + I x 100	0.0	0.0	0.0	47.2	57.8	105.3	9/6	EE Result En				←	E÷H Fi	J			Part 7:
0	1	0	9	0	#	Goal		L		←	Part 3: Goals	0		0		3		#	Employees	<u> </u>			←	Part 2: Flow Data F Analysis	K		SA	Resul
0.0	0.0	0.0	22.2	0,0	#1:	Percent of Goal Met	Visible Minorities	ong-ter		←	E+Kx 100	0		0		2		#	Actual				←	Part 2: Flow Data Analysis	L		S Insti	ts - M
0.0	48.9	0.0	48.1	0,0	%	Geal	inorities	Long-term Goals		←	Part 3: Goals	0.0		0.0		66.7		9%	<u>18</u>	Visible !	Hires		←	L÷K x100	N	43039	tute (C	ember
0.0	0.0	0.0	83.2	0.0	#:	Percent of Goal Met		9.		←	F÷Mx 100	0						#	Expected	Visible Minorities			←	K x G ÷	Z	١	SAS Institute (Canada) Inc.	Part 7: Results - Members of Visible N
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												0.0		0.0		0.0		9/6	ual	Visible !	Termi		←	V ÷ U x 100	W			
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43039	SAS Institute (Canada) Inc.	Part 7: Results - Members of Visible Minorities	Federal Contractors Program Achievement Table

Total		14		13	_		(EEOG)	Occi	Emp			Data sources:		Total		14		13 ((EEOG)	Occi	Emp			Data sources	Α			
	Workers	Other Manual	craomicr	Derconnel	Other Sales & Service		96)	Occupational Group	Employment Equity			urces:			Workers	Other Manual	Personnel	Other Sales & Service		G	Occupational Group	Employment Equity			urces:				
2017	2020	2017	2020		2017	#			Year				2017	2014	2017	2014	2017	2014	#:			Vear.				С			
221	0	0			0	#	Employees	IIV	Hires	Ne.	-	Part 2: Flow Data Analysis	337	279	0	0	0	0	#	Employees	IIV			←	Part 1: Workforce Analysis	D			
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34 15.4					0 0		Actual	Visible Minorities	motions	ants	←	Œ	8 23.1	8 24.4		0 0	0 0	0 0	%	Representation			Wor	←	e E÷D x 100	Ŧ			
4 4	0.0	0.0	0.0	> :	0.0	#:	Goal		1		- -	P _z G			0.0	0.0	0.0 (0.0	%	٠,	Visib	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	G			
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0.0	0.0	0.0	0.0	3	0.0	%	Percent of Goal Met		oals		ļ.	+	<u></u>	2 1	0	0	0	0	9%	p EE Result				←	-H E+H	J			P
0.0	0.0	0.0	0.0	3	0.0			+	H	Goals		Ì	91.1	102.8	0.0	0.0	0.0	0.0											Part 7: Results - Members of Visible N
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0.0	0.0	0.0	0.0	3	0.0	%	Geal	4	Goals		-	3:	31.8		0.0		0.0		%		Visible Minorities	Hires		←	L+K x100	Z	43039	ıte (Ca	nbers
60.6	0.0	0.0	0.0	3 :	0.0	#	Coal Met					F+Mx 100	27		0		0		#	Expected	orities			←	K x G ÷	Z		nada)	of Visil
													7		0		0		#	Difference				←	L-N	0		Inc.	ole Mii
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													28.6		0.0		0.0		%	Rate	Turnover				U+ ((DYear1+ DYear2)+ 2) x 100	Z			

43039	SAS Institute (Canada) Inc.	Part 7: Results - Members of Visible Minorities	Federal Contractors Program Achievement Table

Short-term Goal Setting Tool	
SAS Institute (Canada) Inc.	
2017-10-31	

${\bf A}^{\rm manufacture}$	В	C	D	E	F	G	H	THE RESIDENCE OF THE PARTY OF T	J	K	L	M	N	0	P	Q	R
M DEPARTMENT OF THE PARTMENT O	Data entry from from	Date entry	ВхСх3	Data entry	ВхЕх3	D+F	Data entry from from	Equivalent to E	H x I x 3	(D x N) - O + J	GxM	Data entry	Data entry from from	Data entry from from	(H - J + L) - ((B + D) x N)	H÷B	(H - J + L) ÷ (B + D)
	Workforce						Workforce						Workforce	Workforce	((B · B) x · i)		(5.5)
	Analysis						Analysis						Analysis	Analysis			

Employment Equity	All	Growth (Nev	w Positions)	Turnover (Re	placement of	Anticipated						WOMEN					
Occupational Group	Employees			Terminated :	Employees)	Hires Over	Number	Turnover (Re	olacement of	Hires	3 Year	r Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017/10/31	Annually	Over 3	Annually	Over 3	3 Years		Terminated	Employees)	Required	2018	- 2020	Availability			Representation	Representation
			Years		Years			Annually	Over 3								in 3 Years
									Years								
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers	8	0.0%	0	0.0%	(0	1	0.0%	0	1	0	0.0%	27.4%	-1	-1	12.5%	12.5%
Middle & Other Managers	48	0.0%	0	4.9%	7	7	15	4.9%	2	6	3	38.9%	38.9%		-3	31.3%	33.3%
Skilled Sales & Service Personnel	94	5.3%	15	5.3%	15	30	18	5.3%	3	15	8	27.9%	27.9%		-7	19.1%	21.1%

Labour Program	Workplace Equity Division F
	Federal Programs Directorate

Middle & Other Managers		Occupational Group (EEOG)	Employment Equity		A		
48	#	Employees 2017/10/31	All	Data entry from from Workforce Analysis	В		
0.0%	%	Annually	Growth (New Positions)	Date entry	C		
0	Years #	Over 3	v Positions)	BxCx3	D		
4.9%	%	Terminated Employees) Annually Over 3	Turnover (Replacement of	Data entry			
7	Years #	Employees) Over 3	placement of	BxEx3	Ħ		
7	#	Hires Over 3 Years	Anticipated	D+F	G		
0	#	Number		Data entry from from Workforce Analysis	Н	20 20	Short-term
4.9%	Annually %	Turnover (Replacement of Terminated Employees)		Equivalent to E	I	2017/10/31 2017-10-31	Short-term Goal Setting Tool
0	Over 3 Years #	placement of Employees)		HxIx3	J		1001
1	#	Hires Required		(D x N) - O + J	×		
1	#	3 Year Goals 2018-2020	ABO	GxM	Г		
7.2%	%	Goals 2020	ABORIGINAL PEOPLES	Data entry	W		
2.2%	%	Present Availability	LES	Data entry from Data entry from (H - J + L) from from workforce Workforce Analysis Analysis	z		
-1	#	Present Gap		Data entry from from Workforce Analysis	0		
0	#	Projected Gap Present Representation		(H-J+L) -((B+D)xN)	P		
0.0%	%	Present Projected Representation Representation		H÷B	Q		
2.1%	in 3 Years %	Projected Representation		(H-J+L) ÷(B+D)	R		

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Professionals	127	0.0%	0	7.9%	30	30	0	7.9%	0	5		3.8%	3.8%	5.	-4	0.0%	0.8%
Administrative & Senior Clerical Personnel	35	0.0%	0	5.7%	6	6	0	5.7%	0	_		8.4%	3.4%	_	0	0.0%	2.9%
Skilled Sales & Service Personnel	94	5.3%	15	5.3%	15	30	0	5.3%	0	4	2	5.0%	3.5%	<u>ئ</u>	-2	0.0%	1.8%
Clerical Personnel	18	1.9%	1	5.6%	3	4	0	5.6%	0	1	1	12.5%	7.0%	-	0	0.0%	5.3%

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REASONABLE EFFORTS FOR THE SUBSEQUENT COMPLIANCE ASSESSMENT Federal Contractors Program

Under the Federal Contractors Program, organizations undergoing a subsequent compliance assessment are required to make all reasonable efforts to ensure that progress is made towards having full representation of the four designated groups – women, Aboriginal peoples, persons with disabilities and members of visible minorities – within their workforce. Where short-term goals were not met by at least 80%, contractors must demonstrate that reasonable efforts to meet their goals were made.

Please complete this form to indicate the efforts that were made by your organization to implement the Federal Contractors Program and the events that took place between the previous and current compliance assessment that may have influenced your organization's activities.

The completed form must be signed by a senior officer of your organization then submitted with the other required documents for the subsequent compliance assessment.

Efforts

Please check the appropriate boxes next to the efforts that <u>SAS Institute (Canada) Inc.</u> made to implement the Federal Contractors Program.

Required measures:

- Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
- Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly. The form is available online for employees to access and update their personal information. In the future, SAS Canada will create an ongoing process bi-annually to prompt employees to update their information.
- Adjusted survey results to reflect hires, promotions and terminations.

 Updated the Employee File effective October 31, 2017 and uploaded to WEIMS.
- □ Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
- Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
 - These changes are incorporated in the updated workforce analysis
- Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
 - This will be done when ESDC releases new census data via WEIMS.

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REASONABLE EFFORTS FOR THE SUBSEQUENT COMPLIANCE ASSESSMENT Federal Contractors Program

\boxtimes	Ensured that any new gaps identified are addressed accordingly.
	SAS Canada is working on the gaps identified. Based on the most recent analysis from October,
	2017, SAS Canada will refocus efforts as required.

Maintained appropriate records in all required areas. Yes.

Other measures:

Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.

From 2016-2017, SAS Canada underwent a significant effort to establish updated employment systems related to Talent Management, Talent Acquisition and Compensation, to ensure there were systems in place which promoted fairness, equity and transparency. After 1 year implemented, these systems will be tested. In 2018, there is a plan to embark on a larger scale update to all remaining HR policies.

Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.

The accommodation policy is included in SAS Canada's Employment Equity Policy. Employees and managers are aware they need to contact Human Resources in the event accommodation is required.

K)	Yes
	Established accountability mechanisms to ensure that the short-term goals would be met Focus on diversity recruitment began in 2016. Senior Management is supportive of the goals and efforts required for employment equity.
	Communicated the goals to relevant managers as well as monitored and recorded the results No, this action will be taken in 2018 through the updated goals.

Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.

Yes

☐ Consulted employee/union representatives on communication and implementation of employment equity.

Employees have not been consulted to-date. Action will be taken to consult employees through the 2018 plan. There is no union.

Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.

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REASONABLE EFFORTS FOR THE SUBSEQUENT COMPLIANCE ASSESSMENT Federal Contractors Program

On hire employees are introduced to the program. An intranet page was created for updates and relevant information. This page is always accessible to employees. SAS Canada will have a plan for more proactive and regular communication to employees.

- Put in place a strategy to ensure a barrier-free workplace.
 SAS Canada has ensured barrier-free workplace through implementation of AODA.
 Enhancements to our space will continue.
- Undertook initiatives to increase representation where gaps in representation were found.

 Recruitment efforts were made through our strategic talent acquisition partnership with WilsonHCG, where they use targeted websites, social media groups (ie. Linked in) and outreach targeted at designated groups. Prior to onboarding Wilson, 2014 and 2015, SAS Canada posted on Equitek diversity job boards to ensure broad reach, but returned no results.

Moving forward, the 2018 contract with Wilson will include performance measured related to the employment equity goals, and there will be increased collaboration on a strategy.

In 2018 we expect to launch a formalized diversity, equity and inclusion strategy and plan to enhance efforts to achieving our stated goals. Concerted efforts will be made to identify barriers to access, inclusion and retention faced by designated groups in our workforce, further establish accountability mechanisms, and identify further actions to enable SAS to make reasonable progress in achieving our employment equity quantitative and qualitative goals.

Did all that might reasonably be expected to increase representation, taking into account resources and constraints.

There are areas for improvement which will be addressed through the 2018-2020 plan. There is now a foundation in place regarding Talent Acquisition, Talent Management and Compensation, to build on and address these areas in 2018 and beyond.

Other	please	describe	1:

Operational Context

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

Impact of	i economic	and	industrial	conditions	on the	organization
No impac	t.					

- Any reorganization or other corporate structural changes.
 - Change in Senior Executive leadership (President and Sr. Director of HR) left a vacancy at the Senior Management level for almost a year. Focus for HR upon entry was an update



Employment and

Social Development Canada

Emploi et Développement social Canada

REASONABLE EFFORTS FOR THE SUBSEQUENT COMPLIANCE ASSESSMENT **Federal Contractors Program**

		-
		to employment systems across Talent Acquisition, Talent Management and Compensation to facilitate an equitable, transparent and fair work environment. Globalization of HR and Globalization of SAS – resulting in reorganization of the business and multiple priorities aligned to globalization efforts under tight timelines.
	Acquisi None	tions, mergers or transfers of employees.
	Signific those e None	ant layoffs (include the number of employees affected and the occupational groups of mployees).
	Strikes employ None	(include dates, the number of employees affected and the occupational groups of those ees).
	Other	
		de any additional information (optional):
Nam	ie:	Kerry Tompson
Posi	tion Title	Vice President, Human Resources, Canada & Latin America
Email address:		s: <u>kerry.tompson@sas.com</u>
Telephone number:		mber: <u>416-307-4522</u>
Business address:		ress: 280 King Street East, Suite 500 Toronto, ON M5 A 1 1 7
Sign	atı	
Date	:	Unhary 17, 2018
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SUBSEQUENT COMPLIANCE ASSESSMENT

SUBMISSION TO LABOUR PROGRAM -ESDC| JANUARY 2018

SAS | The Power to Know

Contents

1.0	Introduction	2
2.0	A Current Workforce Analysis	2
3.0	Forms 1 to 6	2
4.0	Revised Goals	5
5.0	A Completed Achievement Table	7
6.0	Reasonable Efforts	8

1.0 Introduction

SAS Institute (Canada) is an eligible federal contractor of long standing under the Federal Contractors Program (FCP). Its initial assessment was concluded in January 2016 and its subsequent assessment is due by January 22nd, 2018. This assessment will evaluate SAS Institute's progress and/ or efforts to achieve full representation of the four designated groups – women, Aboriginal peoples, persons with disabilities and members of visible minorities – within its workforce.

SAS now submits the following information to support its subsequent assessment:

- A current workforce analysis including the Summary Report and Detailed Report;
- Forms 1 to 6 covering workforce data at the national level;
- Revised goals for any remaining gaps in representation (a completed Short-term Goal Setting Tool file in Excel format). We have also established new short term and long-term goals based on the updated workforce analysis.
- A completed Achievement Table in Excel format that includes short-term and long-term goals, and;
- A completed and signed Reasonable Efforts for the Subsequent Compliance Assessment form.

2.0 A Current Workforce Analysis

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

Availability Estimates

Calculation of availability estimates using relevant labour market data provided by the Labour Program at Employment and Skills Development Canada (ESDC).

Occupation and geographic levels of comparison

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

Identifying Underrepresentation

Determination of the degree of underrepresentation for each designated group in each occupational group by comparing the internal representation against appropriate availability benchmarks set by the Labour Program at Employment and Skills Development Canada

SAS Institute (Canada) complied with all assessment factors.

2.1 Documentary Evidence

We attach the following:

☐ Workforce Analysis Summary and Detailed Reports

The SAS Employee File including the Promo File are up to date, complete and accurate effective October 31, 2017. The company has continuously surveyed all new hires to ensure at minimum an 80% survey response rate.

3.0 Forms 1 to 6

3.1 Documentary Evidence

☐ We attach Form 1, Form 2, Form 3, Form 4, Form 5, and Form 6. These forms are generated by the updated Workforce Analysis dated 2017-10-31.

3.2 Commentary

Forms 4, 5 and 6 list for each designated group the number of hires, promotions and terminations in each EEOG during the period 2014-09-19 to 2017-10-31. We exclude temporary staff from our analysis and include only permanent full time and permanent part time employees.

These data provide measures of equity progress because they enable a comparison of:

- Shares of hires of a designated group with its external labour market availability.
 - A fundamental of employment equity/ diversity analysis is that an employer should at minimum hire designated groups at the level equal to their availability.
- Shares of promotions of a designated group with its internal representation; and
- Shares of terminations of a designated group with the group's internal representation.

In our analysis we comment on the experiences of the designated groups only in the EEOGs where short term goals were established. The Achievement Table provides full details.

3.3 Shares of Hires

Designated groups' share of hires is a measure of the effectiveness of an organization's sourcing strategies and its capacity to attract, select and hire the diversity of talent it needs to be successful. Overall, designated groups who make up approximately 63.0% of the SAS workforce account for approximately 56.6 % of hires. Women and visible minorities are the only designated groups hired in this period. Of the 37 women hired, 8 are visible minorities.

The data show that there are no hires of Aboriginal Peoples and persons with disabilities between September 2014 and October 2017.

Women

- In the 2014 First Year Compliance Assessment submission, short term goals were established for women in 3 EEOGs. The 2017 data show that women made equity progress in EEOG: 02-Middle and Other Managers, where they were hired above availability. They received 42.8% of the hires whereas their availability is 39.1%.
- There were no hires to EEOG: 04- Semi-Professionals and Technicians.
- In EEOG: 08, Skilled Sales and Service Personnel, women were hired below availability, receiving 18.2% of hires whereas their external availability was 28.0%.

Aboriginal Peoples

- Goals were established in 2 EEOGs: 02 and 03.
- Between 2014 and 2017, there were no Aboriginal employees hired in these EEOGs.
 - The 2014 data show zero representation of Aboriginal peoples in the SAS workforce.
 - The 2017 data show one permanent Aboriginal employee in EEOG 08. This individual was on leave at the time of the 2014 survey.

Persons with Disabilities

- Goals were established for persons with disabilities in 2 EEOGS.
- No employees with disabilities were hired between 2014 and 2017 in these EEOGs.

Visible Minorities

- Goals were established for visible minorities in 2 EEOGs- 07 and 11.
- Visible minorities were hired above availability in EEOG: 07- Administrative and Senior Clerical Personnel where they received 33.3% of hires whereas their availability was 24.7%.
- There were no hires to EEOG: 11- Intermediate Sales and Service Personnel where the employee population is 2.

Conclusion

- SAS demonstrated equity progress in the hiring of women in EEOG: 02, EEOG: 08, and in the hiring of visible minorities to EEOG: 07.
- The analysis emphasizes the need for SAS to strengthen its sourcing and talent acquisition systems and practices to increase the representation of Aboriginal peoples and persons with disabilities. It also suggests that a new practice be implemented to champion employees updating their self-identification regularly, to ensure the current data is an accurate representation of the persons with disabilities groups. SAS is taking committed steps towards drafting plans in this regard.

3.4 Shares of Promotions

Promotions are a measure of the effectiveness of an organization's training and development policies and practices and the degree to which designated groups are given access to training, development and mentoring and opportunities for advancement. Overall there were 130 promotions during the reporting period. Of these, women who are 37.6% of the workforce received 36.1%: Aboriginal Peoples whose 2017 workforce representation is 0.3%, received 1 promotion or 0.8%: persons with disabilities received no promotions: and visible minorities who are 23.1% of the workforce received 26.9% of all promotions.

Women

- Women received promotions in 2 of the 3 EEOGs for which short term goals were established.
- In EEOG: 02 Middle and Other Managers their share of promotions was 40.9% whereas internal representation is 28.9%.
- In EEOG: 08- Skilled Sales and Services Personnel their share of promotions is 30.4% whereas internal representation was 21.7%.

Aboriginal Peoples

 Aboriginal Peoples did not receive promotions in the 2 EEOGs in which short term goals were established, however, there was one promotion for Aboriginal Peoples within EEOG 08

Persons with Disabilities

 Persons with disabilities were not promoted. SAS data indicate that the employee population self-identified with Disabilities is 0.

Visible Minorities

 Visible minorities received 54.6% of promotions in EEOG: 07- Administrative and Senior Clerical Personnel whereas their internal representation was 13.3%.

Conclusion

• The data show that of the four designated groups, women, visible minorities and Aboriginal peoples benefited from promotions.

3.3 Shares of Terminations

Terminations are a measure of retention and employee engagement. Overall, designated groups-women, visible minorities and persons with disabilities- accounted for 56.8% of all terminations. Most terminations were in highly populated EEOGs- Professionals, Skilled Sales and Service Personnel and Middle and Other Managers. Overall, with the exception of women in one EEOG, there appears to be a proportional termination rate to the representation.

Women

- 31.8% of all terminations were women who were 37.6% of the SAS workforce.
- Women accounted for 58.3% of all terminations in EEOG: 02- Middle and Other Managers where their internal representation was 28.9%.
- SAS shall analyze further the retention of women in this EEOG.
- 21.4% of terminations in EEOG: 08- Skilled Sales and Service Personnel were women. Their representation in 2014 was 21.7%.
- There were no terminations in EEOG: 04- Semi-Professionals and Technicians.

Aboriginal Peoples

 There were no terminations of Aboriginal Peoples in the EEOGs in which goals were established for Aboriginal employees.

Persons with Disabilities

- There were no terminations of employees with disabilities in any of the EEOGs for which short term goals were established.
- Overall employees with disabilities accounted for 1 of 88 terminations.

Visible Minorities

- There were no terminations of visible minorities in the 2 EEOGs: 07- Administrative and Senior Clerical Personnel and EEOG: 11- Intermediate Sales and Service Personnel, where short term goals were established.
- Overall 23.9% of all terminations were visible minorities who are 24.4% of the SAS workforce.

Details are in the forms attached.

4.0 Revised Goals

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

Contractors are required to establish annual short-term goals (percentage or otherwise) for a period of three years for the hiring and promotion of designated group members in each EEOG where underrepresentation exists.

In setting these goals, the contractor must ensure that they are sufficient to ensure reasonable progress towards closing each gap in representation. This is done by establishing hiring levels above or, at minimum, equal to availability. Hiring levels below availability are not acceptable.

ESDC defines reasonable progress in this way ..."The contractor has made reasonable progress meeting its short-term goals by 80 percent or more..." The Achievement Table in 5.0 below measures the degree to which SAS has met the reasonable progress standard of performance.

4.1 Documentary Evidence:

☐ We attach the documents- Short Term Goal Setting Tool and Summary of Goals

4.2 Commentary

In its First Year Compliance Assessment, SAS established 3-year short term numerical goals for the period 2014- 2017 and long-term goals. In the Achievement Table and our commentary in 5.0 below we identify any goals that SAS has already achieved and measure the progress being made to achieve others.

We revised and / or established 3-year short term numerical goals in a) all EEOGs where 2014-2017 short term numerical goals were not met and in b) EEOGs where new areas of underrepresentation were identified in the 2017 workforce analysis and where hiring opportunities are anticipated over the 3-year goal setting period.

We did not establish short term numerical goals in EEOG: 01- Senior Managers and EEOG: 11- Intermediate Sales and Service Personnel because no hires are anticipated in these EEOGs in the goal setting period. However, if vacancies arise, hiring will be done above or at minimum equal to availability and priority will be given to visible minorities whose Utilization Rate is lowest among the underrepresented designated groups.

In the Summary of Goals template, we express goals as a percentage, based on the availability percentage rate provided in the Workforce Analysis Summary for each designated group in the EEOG in which the group is underrepresented.

We list below the EEOGs and the designated groups for whom we established goals. The hiring percentage for most goals is equal to availability. To comply with the Sufficiency of Goals assessment factor, we established the hiring rate above availability for some designated groups in certain EEOGs. We identify with an asterisk these EEOGs and the designated groups.

- EEOG: 02- Middle and Other Managers
 - Women. Aboriginal Peoples. Persons with Disabilities
 - *The goals for Aboriginal Peoples and Persons with Disabilities are set above availability.
- EEOG: 03- Professionals
 - Aboriginal Peoples. Visible Minorities. Persons with Disabilities
 - *The goals for Aboriginal Peoples and Visible Minorities are set above availability.

- EEOG: 04- Semi-Professionals and Technicians
 - Visible Minorities
- EEOG: 07- Administrative and Senior Clerical Personnel
 - Persons with Disabilities
 - *The goal for Persons with Disabilities is set above availability
- EEOG: 08- Skilled Sales and Service Personnel
 - Women, Visible Minorities, Persons with Disabilities
 - *The goal for Persons with Disabilities is set above availability
- EEOG: 10- Clerical Personnel
 - Visible Minorities. Persons with Disabilities.

4.2 Commentary- The Short-Term Goal Setting Tool. Summary of Goals

We use the ESDC-prescribed template- *Short-Term Goal Setting Tool*- to calculate the share of hires anticipated in the EEOGs where there is underrepresentation. During the period covered by the goals, SAS anticipates 79 hiring opportunities in the EEOGs in which there is underrepresentation. Here is a summary:

- Women: Their anticipated share of hires is 11 or 13.9%.
- Aboriginal Peoples: Their anticipated share of hires is 2 or 2.5%
- Visible Minorities: Their anticipated share of hires is 19 or 24.1%. The majority of these hires (10) is in EEOG: 03- Professionals
- Persons with Disabilities: Their anticipated share of hires is 6 or 7.6%

To achieve these numerical goals, the designated groups are expected to receive 38 or 48.1% of hires anticipated over the next three years. We believe that this rate of hire is a reasonable expectation because between 2014 and 2017, the designated groups received 56.6% of hires.

5.0 A Completed Achievement Table

Assessment Factor

As an eligible contractor SAS must demonstrate that it has made reasonable progress by achieving its short-term goals by 80 percent or more. The completed Achievement Table quantifies its achievements and measures the progress made.

5.1 Documentary Evidence

☐ See attached Achievement Table

5.2 Commentary

Here are highlights of the Achievement Table

Women: - Goals were established in these EEOGs- 02, 04 and 08.

- In two of three EEOGs, SAS missed the 80% benchmark by 1.9% and 5.4%.
- EEOG: 02- Middle and Other Managers: Percentage of goal achieved is 78.1%
- EEOG: 04- Semi Professionals and Technicians: Percentage of goal achieved is 0%ⁱ
- EEOG: 08- Skilled Sales and Service Personnel: Percentage of goal achieved is 74.6%

Aboriginal Peoples: - Goals were established in EEOGs: 02 and 03

- SAS did not meet any of its short-term goals by 80%.
- EEOG: 02 Middle and Other Managers: Percentage of goal achieved is 0%. There still is zero representation of Aboriginal employees in this EEOG.
- EEOG: 03- Professionals: Percentage of goal achieved is 0%. There still is zero representation of Aboriginal employees in this EEOG.

Visible Minorities: - Goals were established in these 2 EEOGs: 07 and 11.

- SAS met one of its short-term goals by 80%.
- EEOG: 07- Administrative and Senior Clerical Personnel. Percentage of goal achieved is 95.2%
- EEOG: 11- Intermediate Sales and Service Personnel. Percentage of goal achieved is 0%.

Persons with Disabilities: - Goals were established in 2 EEOGs. No progress was made.

- EEOG: 03- Professionals Percentage of goal met is 0%.
- EEOG: 08- Skilled Sales and Service Personnel. Percentage of goal met is 0%.

6.0 Reasonable Efforts

Assessment Factor

Because its short-term goals are not met by 80%, SAS must demonstrate to ESDC that it has made reasonable efforts to meet its goals. ESDC seeks to determine whether SAS has done all that might reasonably be expected to effectively implement employment equity, taking into account resources and constraints.

6.1 Documentary Evidence

☐ See completed Reasonable Efforts Form attached

6.2 Commentary

In the completed Reasonable Efforts form SAS acknowledges that SAS needs to increase its efforts to effectively implement Employment Equity. Personnel and organization changes and competing corporate demands had an impact.

For the reporting period, efforts were made through changing talent acquisition sourcing approach to improve the breadth of candidate diversity pool. Additionally, strong focus from late 2015 through to 2017 has been putting in place an employment systems foundation to promote fairness and equity, across talent acquisition, talent management and compensation. Please find attached the Reasonable Efforts document with more details.

While these initiatives were important to setting the foundation, results achieved suggest that SAS needs to build on and step up efforts to effectively implement employment equity, including specific focus on tracking to numerical goals, taking into account resources and constraints.

SAS commits to strengthen its employment equity infrastructure and program in these key result areas:

- Maintenance of its employment equity (WEIMS) database
- Develop, implement and monitor an overall Employment Equity and Diversity strategy which includes the following:
 - Ongoing communication and engagement strategy to inform and engage leaders, managers and employees on "what it is" and reinforce importance.
 - Hiring practices to ensure goals are top of mind, expand breadth of outreach in those occupations where there is underrepresentation. Incorporated goals into Wilson contract for 2018.
 - Plan, and accountability framework and annual reporting to periodically assess progress against EE goals.
 - Ongoing rhythm for employee self-identification update, specifically as it relates to "persons with disabilities"
 - Implement SIG's for diversity and inclusion Diversity and Inclusion committee, other SIG's where interest capitalizing on corporate initiatives
 - Plug into corporate initiative once it is off the ground
- Complete an *employment systems review* to identify barriers to inclusion, leveraging diversity committee for input.
 - Test recent changes for barrier-free practices.
 - Thorough updates to HR policies and practices, ensure principles of diversity and inclusion are factored in. Use focus groups/diversity committee for input.
- Update its short-term numerical goals at least once during the three-year period covered by those goals.

Submitted: January 2018

¹ The 2017 WFA shows 1 woman is EEOG: 04- Semi Professionals and Technicians. However this individual is not a new hire but rather someone who was reassigned from EEOG: 03- Professionals to a EEEOG: 04 role

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: SAS Institute (Canada) Inc

Primary Location: Ontario

Ontario: 78% Alberta: 10% Québec: 10%

British Columbia, Manitoba and Nova Scotia: 2%

Number of Employees: 337

Organization Overview:

SAS was founded in 1976 to help customers in all sorts of industries with statistical analysis. Physical operation in Canada was opened in 1988. SAS provides solutions to complex problems faced by industries by applying advanced analytics, data or decision management, risk Management,...

Key Dates - First Year Assessment

Initiated: 2014-06-23 Received: 2014-10-08 Closed: 2016-01-04 WFA: 2014-09-18

Key Dates – Subsequent Assessment

Initiated: 2017-11-16 Received: 2018-01-22 WFA: 2017-10-31

DATA VERIFICATION

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

Comments:

- The data from the previous workforce analysis included in the Achievement Table is consistent with that found in first submission received and saved in WEIMS.
- The data from the current workforce analysis included in the Achievement Table is consistent with that found in Forms 1 to 6 from WEIMS.

ASSESSMENT OF REASONABLE PROGRESS

The organization established goals both in numbers and percentages. For consistency purposes and given the summary of goals was provided with numbers only, the percentage of goals met reflected in the analysis below is taken from the number goal.

Women

2.	Middle & Other Managers	Goal met at 120%
4.	Semi-Professionals & Technicians	Goal not met (0%)
8.	Skilled Sales & Service Personnel	Goal not met (107%)

Assessment/Observations

- EEOG 02: there were 29 new entrants which include 12 women. This represents 41% which is over the LMA of 39%.
- EEOG 04: only one new entrant (men) with a total of 4 employees in the category. This is to be expected given the availability of 25%.
- EEOG 08: there were 67 new entrants which include 15 women. This represents 22% which remain below the LMA of 28%, however the first assessment were accepted with a goal below the availability rate.

Aboriginal Peoples

2.	Middle & Other Managers	Goal not met (0%)
3.	Professionals	Goal not met (0%)

Assessment/Observations

- EEOG 02: 29 new entrants and none were Aboriginal. This is to be expected given the availability
- EEOG 03: 92 new entrants and none were Aboriginal. This is to be expected given the availability of 1%.

Person with Disabilities

3.	Professionals	Goal not met (0%)
8.	Skilled Sales & Service Personnel	Goal not met (0%)
10.	Clerical Personnel	Goal not met (0%)

Assessment/Observations

- EEOG 03: 92 new entrants and none were a person with disabilities. At a LMA rate of 4.5%, four would have been expected.
- EEOG 08: 67 new entrants and none were a person with disabilities. At a LMA rate of 5.6%, three would have been expected.
- EEOG 10: 5 new entrants and none were a person with disabilities. This is to be expected given the availability of 4.4%.

Members of Visible Minorities

7.	Administrative & Senior Clerical Personnel	Goal met at 300%
11.	Intermediate Sales & Service Personnel	Goal not met (0%)

Assessment/Observations

- EEOG 07: 20 new entrants which includes 9 visible minorities. This represents 45% which is over the LMA of 25%.
- EEOG 11: 2 new entrants and none were member of visible minorities. This is to be expected given the availability of 42%.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
 - Out of 10 goals set, three were met.
 - For five instances where the goals were not met, there was insufficient hiring and promotion opportunities in each respective occupational group to expect that reasonable progress would be made. This is the case for women in EEOG 04; Aboriginal peoples in EEOGs 02 and 03; persons with disabilities in EEOG 10; and members of visible minorities in EEOG 11.
 - Sufficient hires and promotions were made to expect opportunities for person with disabilities in EEOGs 03 and 08.
 - An assessment of reasonable efforts is required given that in two instances progress has not been made whereas sufficient hiring and promotion opportunities took place. The employer has provided a signed Reasonable Effort for Subsequent Compliance Assessment.
 - In term of promotion during the reporting period, women represent 36% and visible minorities represent 27% of all promotions.
 - In term of hires, designated groups represents 56% of hires with 37 women and 8 visible minorities.
 - There are no hires or promotion of Aboriginal Peoples and persons with disabilities.
 - SAS commits to Develop, implement and monitor an overall Employment Equity and Diversity strategy and complete an employment systems review to identify barriers to inclusion, leveraging diversity committee for input.

ASSESSMENT OF SHORT-TERM GOALS

- For 14 out of 16 outstanding gaps, a short-term goal was set. Several short-term goals were set at levels slightly above availability.
- 2 outstanding gaps have only a long term goal set at LMA.

Women

- EEOG 01: There is a gap of -1 but no short-term goal was set, however a long term goal was set at LMA. It is recommended that a goal of 27.4% be set.
- EEOG 02: A goal equal to availability (38.9%) was set.
- EEOG 08: A goal equal to availability (27.9%) was set.

Aboriginal peoples

- EEOG 02: A goal of 7.2% was set while the availability is 2.2%.
- EEOG 03: A goal of 1.7% was set while the availability is 1.2%.

Persons with Disabilities

EEOGs 01/02: A goal of 8% was set while the availability is 4.3%.

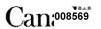
- EEOG 03: A goal equal to availability (3.8%) was set.
- EEOGs 07: A goal of 8.4% was set while the availability is 3.4%.
- EEOGs 08: A goal of 5% was set while the availability is 3.5%.
- EEOGs 10: A goal of 12.5% was set while the availability is 7%.

Members of Visible Minorities

- EEOG 01: A goal of 8% was set while the availability is 10.1%. This is considered acceptable.
- EEOG 03: A goal of 31.7% was set while the availability is 29.7%.
- EEOG 04: A goal equal to availability (32.2%) was set.
- EEOG 08: A goal equal to availability (18.4%) was set.
- EEOG 10: A goal equal to availability (48.1%) was set.
- EEOG 11: no short-term goal was set, however a long term goal was set at LMA. This is acceptable given that this EEOG has only 2 employees.

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:		
 We noted that a short-term goal was not set despite a gap being revealed in the workforce analysis for EEOG 1 Senior Manager for Women. We recommend that a short term goal of 27.4% be set. We understand that no growth or turnover is expected however the goal can be considered should a vacancy occur. 		
 We noted that several goals were set at levels above labour market availability for persons with disabilities. We would recommend that you reconsider setting up special hiring mechanism and do appropriate follow up to ensure that they will be met. SAS Institute might consider partnering with universities or reaching out to professional associations in order to identified qualified potential employees that are members of this group. 		
Name of Analyst: Maurice Yakibonge		
Date: 10-04-2018		



Nyirasafari, Ange AN [NC]

From: Yakibonge, Maurice [NC] on behalf of EE-EME

 Sent:
 April 26, 2018 10:04 AM

 To:
 'Cameron.Dow@sas.com'

Cc: 'krista.fallone@sas.com'; 'Keith Jeffers'

Subject: Government of Canada Agreement Number: 060958 – Notification of Compliance

with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Cameron Dow:

I am writing to inform you that the subsequent compliance assessment initiated on August 30, 2017 has been completed. As a result of the assessment, SAS Institute (Canada) Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the *Employment Equity Act*.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of SAS Institute (Canada) Inc.'s employment equity program.

We noted that a short-term goal was not set despite a gap being revealed in the workforce analysis for EEOG
 O1 Senior Manager for Women. We recommend that a short term goal of 27.4% be set. We understand that no growth or turnover is expected; however, the goal can be considered should a vacancy occur.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on August 30, 2020. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When your organization is notified of the next assessment, the following information will be required by the due date:

- Workforce data (Forms 1 to 6) at the national level;
- An updated workforce analysis; and
- A completed Achievement Report that includes revised short-term and long-term numerical goals for any gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, SAS Institute (Canada) Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish SAS Institute (Canada) Inc. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



Joignez-vous au Forum de l'équité, la diversite et l'inclusion en milleu de d'avan (l'Expert), 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! Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT)