



OFFICIAL USE ONLY
 Agreement N°: 060958

Agreement to Implement Employment Equity

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization SAS Institute (Canada) Inc.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Same as above	Procurement Business Number [Redacted]
Organization's North American Industry Classification System (NAICS) Code N° 54151	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 295 To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02-eng.htm

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 280 King Street, Suite 500	City Toronto	Province Ontario	Postal Code M5A 1K7
	Telephone Number 416 363-4424	Fax Number 416 307-4562	

EMPLOYMENT EQUITY CONTACT	
Name (print) Seta Kouyoumdjian	Title Senior Director, Human Resources
Telephone Number 416 307-4522	E-mail Address Seta.Kouyoumdjian@sas.com

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

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Carl Farrell	Title Executive Vice President SAS Americas
Telephone Number 416 307-4542	E-mail Address Carl.Farrell@sas.com
Signature [Redacted]	Date 19/7/13.

IMPORTANT
<p>IMPORTANT</p> <ul style="list-style-type: none"> • The original copy of this Employment Equity form must be sent to the Labour Program fax, at: (819) 953-8700 or by e-mail at: RESOURCES@HRSDC.HRSDC.GC.CA



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

1. Contractors may apply for an extension in situations that are unforeseen and interfere with their submission deadline.
2. 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@hrsdcc-rhdcc.gc.ca


I, the undersigned, on behalf of SAS Institute (Canada) Inc., AIEE #060958
(NAME OF COMPANY and AGREEMENT TO IMPLEMENT
EMPLOYMENT EQUITY (AIEE) NUMBER)

Agree to the following statements:


1. 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 Institute (Canada) Inc. 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 extension until 

Date: December 12, 2017

Name: Kerry Tompson Signature 

Title: Vice President, Human Resources, Canada & Latin America

Telephone Number: (416) 307-4522

Email address: kerry.tompson@sas.com

Address: 280 King Street East, Suite 500, Toronto, ON, M5A 1K7

Nyirasafari, Ange AN [NC]

From: Yakibonge, Maurice [NC] on behalf of EE-EME
Sent: December 14, 2017 7:16 AM
To: 'Kerry.Tompson@sas.com'
Cc: Normandin, Ward W [NC]; 'kjeffers@employmentmatters.ca'
Subject: Extension to Submit Federal Contractors Program Compliance Assessment Information
Attachments: scan.pdf

Good morning,

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

As requested, we hereby grant you an extension **until January 22, 2018**.

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

Maurice Yakibonge

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

From: Keith Jeffers [<mailto:kjeffers@employmentmatters.ca>]
Sent: 2017-12-12 2:18 PM
To: Normandin, Ward W [NC]
Subject: FP-FORM-WEDReportingExtension1stYearAsse.-20150902.doc

Good afternoon Ward, on behalf of SAS I submit this application for an extension for the subsequent assessment to January 22nd 2018. Thank you again for your support.
Keith



Keith Jeffers,
President & Principal Consultant
1369 Chalfield Drive | Oakville, Ontario L6J 6R6
office (905) 829-9061 | mobile (416) 779-4855
[website](#) | [linkedin](#) | [vCard](#) | [email](#)





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)

	Province				Census Metropolitan Areas				
	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 Canada				337	Winnipeg	1	0	0	1
					Québec	3	0	0	3
					Ottawa - Gatineau	34	0	0	34
					Total Employees in Canada				337



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	8	7	1									
	Total	8	7	1									
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	47	33	14							9	6	3
	Total	47	33	14							9	6	3
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	125	83	42							35	23	12
	Total	125	83	42							35	23	12
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	2	1									
	Total	3	2	1									



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 Salary Range Col. 1	QTR	All Employees				Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13				
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1																
	Total		2		2									1		1	
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1																
	Total		34	6	28									14	3	11	
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1																
	Total		94	76	18	1	1				1			12	10	2	
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1																
	Total		11	5	6									5	4		



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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities			
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13	
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1			2										
	Total	2		2	1									
	Total Number of Employees	326	212	114	1		1				76	46	30	

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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities			
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13	
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1			1								1		1
	Total			1	1							1		1
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1			2								1		1
	Total			2	2							1		1
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1			1										
	Total			1	1									
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4													
	3													
	2													
	1			7										
	Total			7	6									



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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Total Number of Employees		11	1	10							2		2



SAS Institute (Canada) Inc. (certificate # 060958)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / National
Reporting Period 2014-09-19 to 2017-10-31

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	326	212	114	1		1				76	46	30
Total Number of Employees	326	212	114	1		1				76	46	30



SAS Institute (Canada) Inc. (certificate # 060958)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
 Part-Time / National
 Reporting Period 2014-09-19 to 2017-10-31

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



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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior 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



SAS Institute (Canada) Inc. (certificate # 060958)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
 Part-Time / National
 Reporting Period 2014-09-19 to 2017-10-31

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

SAS Institute (Canada) Inc. (certificate # 060958)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / National
Reporting Period 2014-09-19 to 2017-10-31

Occupational Group	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.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior 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

SAS Institute (Canada) Inc. (certificate # 060958)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
 Part-Time / National
Reporting Period 2014-09-19 to 2017-10-31

008477

Occupational Group	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.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	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	1



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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
 Part-Time / National
 Reporting Period 2014-09-19 to 2017-10-31

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1		1									
Clerical Personnel	2		2									
Total Number of Employees Terminated	3		3									

SAS Institute (Canada) Inc. (certificate # 060958)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
 Temporary / National
 Reporting Period 2014-09-19 to 2017-10-31

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



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

Workforce Analysis - Detailed Report

Date: 2017-10-31

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	8	1	12.5 %	27.4 %	2	-1	National
02 : Middle and Other Managers	National	48	15	31.3 %	38.9 %	19	-4	National
03 : Professionals		127	44	34.6 %	32.7 %	42	2	
1121 : Human resources professionals	National	3	3	100.0 %	71.1 %	2	1	National
1122 : Professional occupations in business management consulting	National	3	2	66.7 %	42.0 %	1	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	14	11	78.6 %	66.4 %	9	2	National
2171 : Information systems analysts and consultants	National	53	12	22.6 %	28.3 %	15	-3	National
2172 : Database analysts and data administrators	National	1	1	100.0 %	35.2 %	0	1	National
2173 : Software engineers and designers	National	31	4	12.9 %	17.4 %	5	-1	National
2174 : Computer programmers and interactive media developers	National	10	4	40.0 %	17.9 %	2	2	National
4021 : College and other vocational instructors	National	10	6	60.0 %	53.8 %	5	1	National
4112 : Lawyers and Quebec notaries	National	1	1	100.0 %	42.5 %	0	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
05 : Supervisors		2	2	100.0 %	53.0 %	1	1	
Employment Equity Occupational Group	Toronto	2	2	100.0 %	53.0 %	1	1	Toronto
07 : 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.
Workforce Analysis - Detailed Report

Date: 2017-10-31

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Women		Availability #	Gap #	Recruitment Area
			Representation #	Availability %			
08 : Skilled Sales and Service Personnel		94	18	19.1 %	26	-8	
6221 : Technical sales specialists - wholesale trade	Alberta	10	2	20.0 %	2	0	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	2	0	0.0 %	1	-1	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	71	13	18.3 %	20	-7	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	11	3	27.3 %	3	0	Québec
10 : Clerical Personnel		18	12	66.7 %	12	0	
Employment Equity Occupational Group	Toronto	18	12	66.7 %	12	0	Toronto
11 : Intermediate Sales and Service Personnel		2	2	100.0 %	1	1	
Employment Equity Occupational Group	Toronto	2	2	100.0 %	1	1	Toronto
Total		337	124	36.8 %	132	-8	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2017-10-31

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
01 : Senior Managers	National	8	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	3	0	0.0 %	2.7 %	0	0	National
1122 : Professional occupations in business management consulting	National	3	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	1	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	1	0	0.0 %	1.6 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	1	0	0.0 %	2.0 %	0	0	National
04 : Semi-Professionals and Technicians		3	0	0.0 %	2.4 %	0	0	
2282 : User support technicians	Alberta	1	0	0.0 %	3.8 %	0	0	Alberta
2282 : User support technicians	British Columbia	1	0	0.0 %	1.8 %	0	0	British Columbia
2282 : User support technicians	Ontario	1	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	3	0	0.0 %	2.6 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	1	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

Workforce Analysis - Detailed Report

Date: 2017-10-31

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples		Availability #	Gap #	Recruitment Area
			Representation #	Representation %			
08 : Skilled Sales and Service Personnel		94	1	1.1 %	1	0	
6221 : Technical sales specialists - wholesale trade	Alberta	10	0	0.0 %	0	0	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	2	0	0.0 %	0	0	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	71	1	1.4 %	1	0	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	11	0	0.0 %	0	0	Québec
10 : Clerical Personnel		18	0	0.0 %	0	0	
Employment Equity Occupational Group	Toronto	18	0	0.0 %	0	0	Toronto
11 : Intermediate Sales and Service Personnel		2	0	0.0 %	0	0	
Employment Equity Occupational Group	Toronto	2	0	0.0 %	0	0	Toronto
Total		337	1	0.3 %	4	-3	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2017-10-31

Members of Visible Minorities

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

Workforce Analysis - Detailed Report

Date: 2017-10-31

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
08 : Skilled Sales and Service Personnel		94	12	12.8 %	17	-5	
6221 : Technical sales specialists - wholesale trade	Alberta	10	1	10.0 %	1	0	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	2	0	0.0 %	0	0	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	71	10	14.1 %	15	-5	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	11	1	9.1 %	1	0	Québec
10 : Clerical Personnel		18	5	27.8 %	9	-4	
Employment Equity Occupational Group	Toronto	18	5	27.8 %	9	-4	Toronto
11 : Intermediate Sales and Service Personnel		2	0	0.0 %	1	-1	
Employment Equity Occupational Group	Toronto	2	0	0.0 %	1	-1	Toronto
Total		337	78	23.1 %	86	-8	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2017-10-31

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities		Availability #	Gap #	Recruitment Area
			Representation #	%			
01/02 : Managers	National	56	0	0.0 %	2	-2	National
03 : Professionals	National	127	0	0.0 %	5	-5	National
04 : Semi-Professionals and Technicians	National	3	0	0.0 %	0	0	National
05 : Supervisors	National	2	0	0.0 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	35	0	0.0 %	1	-1	National
08 : Skilled Sales and Service Personnel	National	94	0	0.0 %	3	-3	National
10 : Clerical Personnel	National	18	0	0.0 %	1	-1	National
11 : Intermediate Sales and Service Personnel	National	2	0	0.0 %	0	0	National
Total		337	0	0.0 %	12	-12	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2017-10-31

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2017-10-31

WFA Defaults - Persons with Disabilities

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



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

Workforce Analysis - Summary Report

Date: 2017-10-31

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		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

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-10-31

Aboriginal Peoples

Employment Equity Occupational Group	All Employees		Aboriginal Peoples			
	#	Representation %	Availability %	#	Gap #	
01 : Senior Managers	8	0.0%	2.9%	0	0	
02 : Middle and Other Managers	48	0.0%	2.2%	1	-1	
03 : Professionals	127	0.0%	1.2%	2	-2	
04 : Semi-Professionals and Technicians	3	0.0%	2.4%	0	0	
05 : Supervisors	2	0.0%	1.0%	0	0	
07 : Administrative and Senior Clerical Personnel	35	0.0%	1.2%	0	0	
08 : Skilled Sales and Service Personnel	94	1.1%	1.1%	1	0	
10 : Clerical Personnel	18	0.0%	0.7%	0	0	
11 : Intermediate Sales and Service Personnel	2	0.0%	0.6%	0	0	
Total	337	1	0.3%	4	-3	

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-10-31

Members of Visible Minorities

Employment Equity Occupational Group	All Employees		Members of Visible Minorities		Availability	Gap
	#	%	Representation	%		
01 : Senior Managers	8	0.0 %	0	0.0 %	1	-1
02 : Middle and Other Managers	48	20.8 %	10	15.0 %	7	3
03 : Professionals	127	28.3 %	36	29.7 %	38	-2
04 : Semi-Professionals and Technicians	3	0.0 %	0	0.0 %	1	-1
05 : Supervisors	2	50.0 %	1	45.8 %	1	0
07 : Administrative and Senior Clerical Personnel	35	40.0 %	14	31.9 %	11	3
08 : Skilled Sales and Service Personnel	94	12.8 %	12	18.4 %	17	-5
10 : Clerical Personnel	18	27.8 %	5	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	-8

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-10-31

Persons with Disabilities

Employment Equity Occupational Group	All Employees		Persons with Disabilities		Persons with Disabilities		Gap #
	#	%	Representation #	%	Availability #	Gap #	
01/02 : Managers	56	0.0%	0	4.3%	2	-2	
03 : Professionals	127	0.0%	0	3.8%	5	-5	
04 : Semi-Professionals and Technicians	3	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%	1	-1	
08 : Skilled Sales and Service Personnel	94	0.0%	0	3.5%	3	-3	
10 : Clerical Personnel	18	0.0%	0	7.0%	1	-1	
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.



Workforce Analysis - Summary Report

Date: 2017-10-31

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2017-10-31

WFA Defaults - Persons with Disabilities

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

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

Data from Previous Workforce Analysis
--

↓ ↓ ↓

Date of Previous Workforce Analysis		
YYYY	MM	DD
2014	09	18

Data from Current Workforce Analysis

↓ ↓ ↓

Date of Current Workforce Analysis		
YYYY	MM	DD
2017	10	31

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		Previous Workforce Analysis		
		All Employees	Women	
		#	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

Employment Equity Occupational Group (EEOG)		Table 5: Women		
		Current Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
01	Senior Managers	8	1	27.4
02	Middle & Other Managers	48	15	38.9
03	Professionals	127	44	32.7
04	Semi-Professionals & Technicians	3	1	25.3
05	Supervisors	2	2	53.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	35	29	79.8
08	Skilled Sales & Service Personnel	94	18	27.9
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	18	12	65.2
11	Intermediate Sales & Service Personnel	2	2	63.9
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		337	124	39.0

* Source: 2011 National Household Survey
--

* Source: 2011 National Household Survey
--

Federal Contractors Program Achievement Table

Part 1: Workforce Analysis

SAS Institute (Canada) Inc.

2017-10-31

Data from Previous Workforce Analysis

↓

↓

↓

Date of Previous Workforce Analysis		
YYYY	MM	DD
2014	09	18

Data from Current Workforce Analysis

↓

↓

↓

Date of Current Workforce Analysis		
YYYY	MM	DD
2017	10	31

Employment Equity Occupational Group (EEOG)

	Table 2: Aboriginal Peoples			
	All Employees	Previous Workforce Analysis		
		Aboriginal Peoples	Availability*	
#	#	%		
01 Senior Managers	1	0	2.4	
02 Middle & Other Managers	45	0	1.9	
03 Professionals	143	0	1.0	
04 Semi-Professionals & Technicians	4	0	1.5	
05 Supervisors	1	0	0.7	
06 Supervisors: Crafts & Trades	0	0	0.0	
07 Administrative & Senior Clerical Personnel	15	0	0.9	
08 Skilled Sales & Service Personnel	46	0	0.8	
09 Skilled Crafts & Trades Workers	0	0	0.0	
10 Clerical Personnel	19	0	0.6	
11 Intermediate Sales & Service Personnel	5	0	0.6	
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	0	1.1	

	Table 6: Aboriginal Peoples			
	All Employees	Current Workforce Analysis		
		Aboriginal Peoples	Availability*	
#	#	%		
8	0	2.9		
48	0	2.2		
127	0	1.2		
3	0	2.4		
2	0	1.0		
0	0	0.0		
35	0	1.2		
94	1	1.1		
0	0	0.0		
18	0	0.7		
2	0	0.6		
0	0	0.0		
0	0	0.0		
0	0	0.0		
337	1	1.3		

*** Source:**

2011 National Household Survey

*** Source:**

2011 National Household Survey

Federal Contractors Program Achievement Table

Part 1: Workforce Analysis

SAS Institute (Canada) Inc.

2017-10-31

Data from Previous Workforce Analysis

↓

↓

↓

Date of Previous Workforce Analysis		
YYYY	MM	DD
2014	09	18

Data from Current Workforce Analysis

↓

↓

↓

Date of Current Workforce Analysis		
YYYY	MM	DD
2017	10	31

Employment Equity Occupational Group (EEOG)

	Previous Workforce Analysis		
	All Employees	Members of Visible Minorities	
		Representation	Availability*
#	#	%	%
01 Senior Managers	1	0	8.7
02 Middle & Other Managers	45	6	14.0
03 Professionals	143	41	25.6
04 Semi-Professionals & Technicians	4	2	31.8
05 Supervisors	1	0	41.3
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	15	2	24.7
08 Skilled Sales & Service Personnel	46	7	15.3
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	19	9	45.0
11 Intermediate Sales & Service Personnel	5	1	42.4
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	68	23.7

Table 3: Members of Visible Minorities

Current Workforce Analysis

	Current Workforce Analysis		
	All Employees	Members of Visible Minorities	
		Representation	Availability*
#	#	%	%
8	0	10.0	
48	10	15.0	
127	36	29.7	
3	0	32.2	
2	1	45.8	
0	0	0.0	
35	14	31.9	
94	12	18.4	
0	0	0.0	
18	5	48.1	
2	0	48.9	
0	0	0.0	
0	0	0.0	
0	0	0.0	
337	78	25.4	

Table 7: Members of Visible Minorities

*** Source:**

2011 National Household Survey

*** Source:**

2011 National Household Survey

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

Data from Previous Workforce Analysis

Date of Previous Workforce Analysis		
YYYY	MM	DD
2014	09	18

Data from Current Workforce Analysis

Date of Current Workforce Analysis		
YYYY	MM	DD
2017	10	31

Table 4: Persons with Disabilities

	Previous Workforce Analysis		
	All Employees		Persons with Disabilities Representation
	#	#	
01/02 Managers	46	1	3.2
03 Professionals	143	1	4.5
04 Semi-Professionals & Technicians	4	0	4.8
05 Supervisors	1	0	9.5
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	15	0	2.6
08 Skilled Sales & Service Personnel	46	0	5.6
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	19	0	4.4
11 Intermediate Sales & Service Personnel	5	0	5.3
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	2	4.4

Table 8: Persons with Disabilities

	Current Workforce Analysis		
	All Employees		Persons with Disabilities Representation
	#	#	
	56	0	4.3
	127	0	3.8
	3	0	4.6
	2	0	13.9
	0	0	0.0
	35	0	3.4
	94	0	3.5
	0	0	0.0
	18	0	7.0
	2	0	5.6
	0	0	0.0
	0	0	0.0
	0	0	0.0
	337	0	4.0

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

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

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

SAS Institute (Canada) Inc.

2017-10-31

Start Date of Flow Data			
YYYY	MM	DD	
2014	09	18	

End Date of Flow Data			
YYYY	MM	DD	
2017	10	31	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 1: Women Hired								Table 5: Women Promoted								Table 9: Women Terminated							
	Full-time / National		Part-time / National		All Employees Hired		Women Hired		Full-time / National		Part-time / National		All Employees Promoted		Women Promoted		Full-time / National		Part-time / National		All Employees Terminated		Women Terminated	
	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	2	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	7	3	0	0	0	0	0	21	8	1	1	1	1	11	6	0	0	0	0	0	0	0	0	1
03 Professionals	42	15	0	0	0	0	0	49	14	1	0	0	0	43	10	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	8	0	0	0	0	0	11	8	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	44	8	0	0	0	0	0	23	7	0	0	0	0	28	6	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	2	1	1	1	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0	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	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	0	0	0	0	0	0	0	0	0	0	0	0
Total	106	36	1	1	1	1	1	111	41	3	3	1	1	85	57	3	1	1	1	1	1	1	1	1

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

SAS Institute (Canada) Inc.

2017-10-31

Start Date of Flow Data		
YYYY	MM	DD
2014	09	18

End Date of Flow Data		
YYYY	MM	DD
2017	10	31

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
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	0
05 Supervisors	0	0	0	0	2	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	0	0	0	11	0	0	0	2	0	0	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	1	1	0	1	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
Part 2: Flow Data Analysis
SAS Institute (Canada) Inc.
2017-10-31

Start Date of Flow Data			End Date of Flow Data		
YYYY	MM	DD	YYYY	MM	DD
2014	09	18	2017	10	31

Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓ ↓

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓ ↓

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓ ↓

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	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 Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#	#	#	#	#	#	#	#	#	
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	0	1	0	11	0	0
03 Professionals	42	0	0	0	49	0	0	1	0	43	0	0
04 Semi-Professionals & Technicians	0	0	0	0	1	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	2	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	0	0	0	11	0	0	0	0	2	0	0
08 Skilled Sales & Service Personnel	44	0	0	0	23	0	0	0	0	28	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	1	0	0	1	0	1	0	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	0	1	111	0	0	3	0	85	0	3

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

SAS Institute (Canada) Inc.

2017-10-31

Start Date of Flow Data		
YYYY	MM	DD
2014	09	18

End Date of Flow Data		
YYYY	MM	DD
2017	10	31

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
01 Senior Managers	2	0	0	0	1	0	0	0	0	0	0	0
02 Middle & Other Managers	7	1	0	0	21	0	0	1	11	0	0	0
03 Professionals	42	15	0	0	49	0	0	1	43	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	1	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	2	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	9	8	0	0	11	0	0	0	2	0	0	0
08 Skilled Sales & Service Personnel	44	8	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	2	1	0	1	0	0	1	1	0	0	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	34	1	0	111	0	3	0	85	0	3	0

Federal Contractors Program Achievement Table

Part 3: Goals

SAS Institute (Canada) Inc.

2017-10-31

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Data from Current Goals

↓ ↓ ↓ ↓ ↓

Duration of Previous Goals				
Short-term		Long-term		
From	To	From	To	
YYYY	YYYY	YYYY	YYYY	
2014	2017	2014	2017	

Duration of Current Goals				
Short-term		Long-term		
From	To	From	To	
YYYY	YYYY	YYYY	YYYY	
2018	2020	2018	2020	

Table 1: Women

Table 5: Women

Employment Equity Occupational Group (EEOG)	Women				Women			
	Short-term Goals		Long-term Goals		Short-term Goals		Long-term Goals	
	#	%	#	%	#	%	#	%
01 Senior Managers	0	0.0	0	0.0	0	0.0	2	27.4
02 Middle & Other Managers	10	53.0	0	0.0	3	38.9	19	38.9
03 Professionals	0	0.0	0	0.0	0	0.0	0	0.0
04 Semi-Professionals & Technicians	1	0.0	0	0.0	0	0.0	0	0.0
05 Supervisors	0	0.0	0	0.0	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	0.0	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	14	30.0	0	0.0	8	27.9	26	27.9
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	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	25	0.0	0	0.0	0	0.0	132	39.0

Federal Contractors Program Achievement Table
Part 3: Goals
SAS Institute (Canada) Inc.
2017-10-31

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Data from Current Goals

↓ ↓ ↓ ↓ ↓

Duration of Previous Goals				
Short-term		Long-term		
From	To	From	To	
YYYY	YYYY	YYYY	YYYY	
2014	2017	2014	2017	

Duration of Current Goals				
Short-term		Long-term		
From	To	From	To	
YYYY	YYYY	YYYY	YYYY	
2018	2020	2018	2020	

Table 2: Aboriginal Peoples

Table 6: Aboriginal Peoples

	Aboriginal Peoples				Aboriginal Peoples			
	Short-term Goals		Long-term Goals		Short-term Goals		Long-term Goals	
	#	%	#	%	#	%	#	%
Employment Equity Occupational Group (EEOG)								
01 Senior Managers	0	0.0	0	0.0	0	0.0	0	0.0
02 Middle & Other Managers	1	3.0	0	0.0	1	7.2	1	2.2
03 Professionals	1	6.0	0	0.0	1	1.7	2	1.2
04 Semi-Professionals & Technicians	0	0.0	0	0.0	0	0.0	0	0.0
05 Supervisors	0	0.0	0	0.0	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	0.0	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	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	2	0.0	0	0.0	0	0.0	4	1.3

Federal Contractors Program Achievement Table	
Part 3: Goals	
SAS Institute (Canada) Inc.	
2017-10-31	

Data from Previous Goals	↓	↓	↓	↓
---------------------------------	---	---	---	---

Data from Current Goals	↓	↓	↓	↓
--------------------------------	---	---	---	---

Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2014	2017	2014	2017

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2018	2020	2018	2020

Table 3: Persons with Disabilities

	Employment Equity Occupational Group (EEOG)				Persons with Disabilities				
	Short-term Goals		Long-term Goals		Short-term Goals		Long-term Goals		
	#	%	#	%	#	%	#	%	
01/02	Managers	0	0.0	0	0.0	0	0.0	0	0.0
03	Professionals	5	50.0	0	0.0	0	0.0	0	0.0
04	Semi-Professionals & Technicians	0	0.0	0	0.0	0	0.0	0	0.0
05	Supervisors	0	0.0	0	0.0	0	0.0	0	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	0	0.0	0	0.0	0	0.0	0	0.0
08	Skilled Sales & Service Personnel	3	6.0	0	0.0	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
12	Semi-Skilled Manual Workers	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		8	0.0	0	0.0	0	0.0	0	0.0

Table 7: Persons with Disabilities

	Persons with Disabilities			
	Short-term Goals		Long-term Goals	
	#	%	#	%
	1	8.3	2	4.3
	1	3.8	5	3.8
	0	0.0	1	32.2
	0	0.0	0	0.0
	0	0.0	0	0.0
	1	8.4	1	3.4
	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	0	0.0
	0	0.0	86	25.4

Federal Contractors Program Achievement Table	
Part 3: Goals	
SAS Institute (Canada) Inc.	
2017-10-31	

Data from Previous Goals	↓	↓	↓	↓
---------------------------------	---	---	---	---

Data from Current Goals	↓	↓	↓	↓
--------------------------------	---	---	---	---

Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2014	2017	2014	2017

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2018	2020	2018	2020

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities			
	Short-term Goals		Long-term Goals	
	#	%	#	%
01 Senior Managers	0	0.0	0	0.0
02 Middle & Other Managers	0	0.0	0	0.0
03 Professionals	0	0.0	0	0.0
04 Semi-Professionals & 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	3	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	1	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

Members of Visible Minorities			
Short-term Goals		Long-term Goals	
#	%	#	%
0	0.0	1	10.1
0	0.0	0	0.0
10	31.7	38	29.7
1	32.2	1	32.2
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
2	48.1	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

Federal Contractors Program Achievement Table

Part 4: Results - Women

SAS Institute (Canada) Inc.

2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	E - H	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	V - X	$U - (DY \text{ Earl} + 2) \times 100$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Terminations						Turnover Rate %
		All Employees						Women						All Employees			Women			All Employees			Women									
		#	%	Availability	Gap	EE Result	#	#	%	Expected	Difference	#	#	%	Expected	Difference	#	#	%	Expected	Difference	#	#	%	Expected	Difference	#	#	%			
01 Senior Managers	2014	1	0.0	24.2	0	0	0.0	2	1	50.0	1	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0			
	2017	8	12.5	27.4	2	-1	45.6	2	1	50.0	1	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0			
	2014	45	28.9	39.1	18	-5	73.9	7	3	42.9	3	0	0.0	22	9	40.9	6	3	12	7	58.3	3	4	25.8	4	4	25.8	25.8				
02 Middle & Other Managers	2014	143	33.6	31.1	44	4	107.9	42	15	35.7	14	1	50	14	28.0	17	-3	43	10	23.3	14	-4	31.9	14	-4	31.9	31.9					
	2017	48	15	31.3	19	-4	80.3	7	3	42.9	3	0	0.0	22	9	40.9	6	3	12	7	58.3	3	4	25.8	4	4	25.8	25.8				
	2014	143	33.6	31.1	44	4	107.9	42	15	35.7	14	1	50	14	28.0	17	-3	43	10	23.3	14	-4	31.9	14	-4	31.9	31.9					
03 Professionals	2014	127	34.6	32.7	42	2	106.0	42	15	35.7	14	1	50	14	28.0	17	-3	43	10	23.3	14	-4	31.9	14	-4	31.9	31.9					
	2017	48	15	31.3	19	-4	80.3	7	3	42.9	3	0	0.0	22	9	40.9	6	3	12	7	58.3	3	4	25.8	4	4	25.8	25.8				
	2014	143	33.6	31.1	44	4	107.9	42	15	35.7	14	1	50	14	28.0	17	-3	43	10	23.3	14	-4	31.9	14	-4	31.9	31.9					

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + 1 \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01 Senior Managers	2017	3	33.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	3	33.3	0	0.0	2	50.0	27.4	121.7					
02 Middle & Other Managers	2017	29	41.4	10	120.0	53.0	78.1	0	0.0	0	0.0	106.4	106.4	
	2020	29	41.4	3	400.0	38.9	106.4	19	63.2	38.9	106.4	106.4	106.4	
03 Professionals	2017	92	31.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	92	31.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Table

Part 4: Results - Women

SAS Institute (Canada) Inc.

2017-10-31

Federal Contractors Program Achievement Table

Part 4: Results - Women
 SAS Institute (Canada) Inc.
 2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	E - H	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	V - X	$U - (DY \text{ ear} 1 + \text{ ear} 2) \times 100$

Occupational Group (EEOC)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Women Availability	Gap	EE Result	All Employees	Actual	Women Expected	Difference	All Employees	Actual	Women Expected	Difference	All Employees	Actual	Women Expected	Difference	All Employees	Actual	Women Expected	Difference	Turnover Rate		
04 Semi-Professionals & Technicians	2014	4	0.0	24.6	1	-1	0.0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0.0		
	2017	3	33.3	25.3	1	0	131.8	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0.0		
05 Supervisors	2014	1	100.0	52.7	1	0	189.8	0	0	0	0	0.0	0	0	0	100.0	2	0	0	0	0	0.0	0	0.0	
	2017	2	100.0	53.0	1	1	188.7	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0	
06 Supervisors, Crafts & Trades	2014	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0	
	2017	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + 1 \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
----------------------------	----------------------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
04 Semi-Professionals & Technicians	2017	1	0.0	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
05 Supervisors	2017	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
06 Supervisors, Crafts & Trades	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Table

Part 4: Results - Women

SAS Institute (Canada) Inc.

2017-10-31

Federal Contractors Program Achievement Table

Part 4: Results - Women

SAS Institute (Canada) Inc.

2017-10-31

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

Occupational Group (EOC*)	Year	Workforce Analysis												Flow Data Analysis												
		Workforce						Hires						Promotions						Terminations						
		All Employees	Representation %	Women Availability %	Gap #	EE Result %	All Employees	Actual #	Women Expected #	Difference #	All Employees	Actual #	Women Expected #	Difference #	All Employees	Actual #	Women Expected #	Difference #	All Employees	Actual #	Women Expected #	Difference #	Turnover Rate %			
Administrative & Senior Clerical	2014	15	100.0	80.5	12	3	124.2			9	8	88.9	7	1	11	8	72.7	11	-3	2	2	2	100.0	2	0	8.0
	2017	35	82.9	79.8	28	1	103.8			9	8	88.9	7	1	11	8	72.7	11	-3	2	2	2	100.0	2	0	8.0
Skilled Sales & Service Personnel	2014	46	21.7	28.0	13	-3	77.6			44	8	18.2	12	-4	23	7	30.4	5	2	28	6	6	21.4	6	0	40.0
	2017	94	19.1	27.9	26	-8	68.6			44	8	18.2	12	-4	23	7	30.4	5	2	28	6	6	21.4	6	0	40.0
Skilled Crafts & Trades Workers	2014	0	0.0	0.0	0	0	0.0			0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
	2017	0	0.0	0.0	0	0	0.0			0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

Data sources:

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
Administrative & Senior Clerical	2017	20	80.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	20	80.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Skilled Sales & Service Personnel	2017	67	22.4	14	107.1	30.0	74.6	0	0.0	0	0.0	0	0.0	
	2020	67	22.4	8	187.5	27.9	80.2	26	57.7	27.9	80.2	26	80.2	
Skilled Crafts & Trades Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Table

Part 4: Results - Women

SAS Institute (Canada) Inc.

2017-10-31

Federal Contractors Program Achievement Table
Part 4: Results - Women
SAS Institute (Canada) Inc.
2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	$V - X$	$U \div (DY \text{ ear} + 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis												
		Workforce						Hires						Promotions						Terminations						
		All Employees	Representation %	Women Availability %	Gap #	EE Result %	All Employees	Actual #	Women Expected #	Difference #	All Employees	Actual #	Women Expected #	Difference #	All Employees	Actual #	Women Expected #	Difference #	All Employees	Actual #	Women Expected #	Difference #	Turnover Rate %			
10 Clerical Personnel	2014	19	73.7	68.3	13	1	107.9			3	2	2	2	2	2	100.0			1	1	3	1	33.3	2	-1	16.2
	2017	18	66.7	65.2	12	0	102.2			2	2	2	2	2	2	100.0			1	1	3	1	33.3	2	-1	16.2
11 Intermediate Sales & Service Personnel	2014	5	80.0	65.1	3	1	122.9			0	0	0	0	2	0	0.0			2	-2	0	0	0.0	0	0	0.0
	2017	2	100.0	63.9	1	1	156.5			0	0	0	0	2	0	0.0			2	-2	0	0	0.0	0	0	0.0
12 Semi-Skilled Manual Workers	2014	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
	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

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + 1 \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
----------------------------	----------------------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
10 Clerical Personnel	2017	5	80.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	5	80.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
11 Intermediate Sales & Service Personnel	2017	2	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	2	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12 Semi-Skilled Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Table

Part 4: Results - Women

SAS Institute (Canada) Inc.

2017-10-31

Federal Contractors Program Achievement Table

Part 4: Results - Women

SAS Institute (Canada) Inc.

2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	E - H	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	V - X	$U - (DY \text{ ear} 1 + \text{ ear} 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce					Hires					Promotions					Terminations									
		All Employees	Representation	Women Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	Turnover Rate			
13 Other Sales & Service Personnel	2014	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	
	2017	0	0.0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	
14 Other Manual Workers	2014	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	
	2017	0	0.0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	
Total	2014	279	105	37.6	36.7	102	3	102.5	3	102.5	107	37	34.6	42	-5	114	42	36.8	43	-1	88	58	65.9	33	25	28.6
	2017	337	124	36.8	39.0	131	-7	94.3	-7	94.3	107	37	34.6	42	-5	114	42	36.8	43	-1	88	58	65.9	33	25	28.6

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + 1 \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
----------------------------	----------------------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
13 Other Sales & Service Personnel	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
14 Other Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total	2017	221	35.7	79	35.7	25	316.0	0	0.0	0	0.0	0	0.0	
	2020	221	35.7	79	35.7	25	316.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Table

Part 4: Results - Women

SAS Institute (Canada) Inc.

2017-10-31

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

SAS Institute (Canada) Inc.

2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	E - H	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	V - X	$U - (DY \text{ ear} 1 + \text{ ear} 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis													
		All Employees						Aboriginal Peoples						All Employees						Aboriginal Peoples							
		#	Representation %	Availability %	Gap #	EE Result %	Employees #	#	%	#	%	#	%	#	Actual %	Expected #	Difference #	Employees #	Actual #	Expected %	Expected #	Difference #	Employees #	Actual #	Expected %	Expected #	Difference #
01 Senior Managers	2014	1	0.0	2.4	0	0.0	0	0.0	0	0.0	2	0	0.0	0	0	0	0	1	0	0.0	0	0	0	0	0.0	0	0.0
	2017	8	0.0	2.9	0	0.0	0	0.0	0	0.0	2	0	0.0	0	0	0	0	1	0	0.0	0	0	0	0	0.0	0	0.0
02 Middle & Other Managers	2014	45	0.0	1.9	1	0.0	-1	0.0	-1	0.0	7	0	0.0	0	0	0	0	22	0	0.0	0	0	12	0	0.0	0	25.8
	2017	48	0.0	2.2	1	0.0	-1	0.0	-1	0.0	7	0	0.0	0	0	0	0	22	0	0.0	0	0	12	0	0.0	0	25.8
03 Professionals	2014	143	0.0	1.0	1	0.0	-1	0.0	-1	0.0	42	0	0.0	-1	0	0	0	50	0	0.0	0	0	43	0	0.0	0	31.9
	2017	127	0.0	1.2	2	0.0	-2	0.0	-2	0.0	42	0	0.0	-1	0	0	0	50	0	0.0	0	0	43	0	0.0	0	31.9

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
---------------	----------------------------	----------------------------	--------------------	---------------	--------------------	---------------	---------------	--------------------	---------------	--------------------	---------------	--------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples				
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %			
01 Senior Managers	2017	3	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0		
	2020	3	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0		
02 Middle & Other Managers	2017	29	0.0	1	0.0	3.0	0.0	0	0.0	0.0	0.0	0.0		
	2020	29	0.0	1	0.0	7.2	0.0	1	0.0	2.2	0.0	0.0		
03 Professionals	2017	92	0.0	1	0.0	6.0	0.0	0	0.0	0.0	0.0	0.0		
	2020	92	0.0	1	0.0	1.7	0.0	2	0.0	1.2	0.0	0.0		

Federal Contractors Program Achievement Table	
Part 5: Results - Aboriginal Peoples	
	SAS Institute (Canada) Inc.
	2017-10-31

Federal Contractors Program Achievement Table
Part 5: Results - Aboriginal Peoples
SAS Institute (Canada) Inc.
2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times R + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	$V - X$	$U + (DY \text{ ear} 1 + \text{ ear} 2) \times 100$	

Occupational Equity (EEOC*)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	Turnover Rate		
04	Semi-Professionals & Technicians	2014	4	0	0.0	1.5	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
		2017	3	0	0.0	2.4	0	0	0.0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
05	Supervisors	2014	1	0	0.0	0.7	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
		2017	2	0	0.0	1.0	0	0	0.0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0.0
06	Supervisors, Crafts & Trades	2014	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
		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

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
----------------------------	----------------------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
04	Semi-Professionals & Technicians	2017	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
		2020	1	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
05	Supervisors	2017	2	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
		2020	2	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
06	Supervisors, Crafts & Trades	2017	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
		2020	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

SAS Institute (Canada) Inc.

2017-10-31

Federal Contractors Program Achievement Table
Part 5: Results - Aboriginal Peoples
SAS Institute (Canada) Inc.
2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	$V - X$	$U - (DY \text{ ear} 1 + \text{ ear} 2) \times 100$		

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	Turnover Rate		
07	Administrative & Senior Clerical	2014	15	0	0.0	0.9	0	0	0.0	9	0	0.0	0	0	11	0	0.0	0	0	2	0	0.0	0	8.0	
08	Skilled Sales & Service Personnel	2014	46	0	0.0	0.8	0	0	0.0	23	0	0.0	0	0	28	0	0.0	0	0	28	0	0.0	0	40.0	
09	Skilled Crafts & Trades Workers	2014	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0.0	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
----------------------------	----------------------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants						Short-term Goals						Long-term Goals						Comments
		All Employees			Aboriginal Peoples			Aboriginal Peoples			Aboriginal Peoples			Aboriginal Peoples						
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					
07	Administrative & Senior Clerical	2017	20	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0						
08	Skilled Sales & Service Personnel	2017	67	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0						
09	Skilled Crafts & Trades Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0						

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

SAS Institute (Canada) Inc.

2017-10-31

Federal Contractors Program Achievement Table
Part 5: Results - Aboriginal Peoples
SAS Institute (Canada) Inc.
2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	E - H	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	V - X	$U - (DY \text{ ear} 1 + \text{ ear} 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		All Employees						Aboriginal Peoples						All Employees						Aboriginal Peoples					
		#	%	Availability	Gap	EE Result	#	%	Availability	Gap	EE Result	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference	Turnover Rate	
10 Clerical Personnel	2014	19	0.0	0.6	0	0	0.0	0	0.0	0	0	0.0	3	0	0.0	0	0	0	0	3	0	0.0	0	0	16.2
	2017	18	0.0	0.7	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	
11 Intermediate Sales & Service Personnel	2014	5	0.0	0.6	0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	2	0	0.0	0	0	0.0
	2017	2	0.0	0.6	0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0
12 Semi-Skilled Manual Workers	2014	0	0.0	0.0	0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0
	2017	0	0.0	0.0	0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
----------------------------	----------------------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants						Short-term Goals						Long-term Goals						Comments				
		All Employees			Aboriginal Peoples			Aboriginal Peoples			Aboriginal Peoples			Aboriginal Peoples										
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met									
10 Clerical Personnel	2017	5	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	5	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
11 Intermediate Sales & Service Personnel	2017	2	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	2	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12 Semi-Skilled Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Table	
Part 5: Results - Aboriginal Peoples	
SAS Institute (Canada) Inc.	
2017-10-31	

Federal Contractors Program Achievement Table
Part 5: Results - Aboriginal Peoples
SAS Institute (Canada) Inc.
2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E - H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L - K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x R + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x F + 100	V - X	U + (DYear1 + 2) x 100	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce					Hires					Promotions					Terminations								
		All Employees	Representation	Aboriginal Peoples Availability	Gap	EE Result	All Employees	Actual	Aboriginal Peoples Expected	Difference	All Employees	Actual	Aboriginal Peoples Expected	Difference	All Employees	Actual	Aboriginal Peoples Expected	Difference	Turnover Rate						
13 Other Sales & Service Personnel	2014	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
	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
14 Other Manual Workers	2014	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
	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
Total	2014	279	0.0	0.0	1.1	3	-3	0.0	22.8	107	0	0.0	1	-1	114	0	0.0	0	0	0	88	0	0.0	0	28.6
	2017	337	0.0	0.3	1.3	4	-3	0.0	22.8	107	0	0.0	1	-1	114	0	0.0	0	0	0	88	0	0.0	0	28.6

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
----------------------------	----------------------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples				
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
13 Other Sales & Service Personnel	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
14 Other Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total	2017	221	0.0	2	0.0	0	0.0	0	0.0	4	0.0	1.3	0.0	
	2020	221	0.0	0	0.0	0	0.0	4	0.0	4	0.0	1.3	0.0	

Federal Contractors Program Achievement Table	
Part 5: Results - Aboriginal Peoples	
	SAS Institute (Canada) Inc.
	2017-10-31

Federal Contractors Program Achievement Table
Part 6: Results - Persons with Disabilities
SAS Institute (Canada) Inc.
2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z																											
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	E - H	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	V - X	$\frac{U - V}{DY} \times 100$																											
Workforce Analysis																																																				
Flow Data Analysis																																																				
Workforce																																																				
Hires																																																				
Promotions																																																				
Terminations																																																				
Turnover Rate																																																				
			All Employees	Representation	Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	Turnover Rate																												
Employment Equity Occupational Group (EEOG)	Year	All Employees	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#																											
																										01 & Managers	2014	46	1	2.2	3.2	1	0	67.9																		
																											2017	56	0	0.0	4.3	2	-2	0.0	9	0	0.0	0	0	0.0	1	-1										
03 Professionals	2014	143	1	0.7	4.5	6	-5	15.5																																												
	2017	127	0	0.0	3.8	5	-5	0.0	42	0	0.0	2	-2		50	0	0.0	0	0										31.9																							

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E + G \times 100$	Part 3: Goals	$F + 1 \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
----------------------------	----------------------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants						Short-term Goals						Long-term Goals						Comments
		All Employees			Persons with Disabilities			Persons with Disabilities			Persons with Disabilities			Persons with Disabilities						
		#	#	%	#	#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
																		Actual	Goal	
01 & Managers	2017	32	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0				
	2020	32	0	0.0	1	1	0.0	8.3	0.0	2	0.0	4.3	0.0							
03 Professionals	2017	92	0	0.0	5	5	0.0	50.0	0.0	0	0.0	0.0	0.0							
	2020	92	0	0.0	1	1	0.0	3.8	0.0	5	0.0	3.8	0.0							

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

SAS Institute (Canada) Inc.

2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	E - H	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	V - X	$U \div (DY \text{ ear} 1 + \text{ ear} 2) \times 100$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis														
		Workforce						Hires						Promotions			Terminations			Turnover Rate %								
		All Employees	Representation %	Persons with Disabilities Availability %	Gap #	EZ Result %	All Employees	Actual #	Persons with Disabilities Expected #	Difference #	All Employees	Actual #	Persons with Disabilities Expected #	Difference #	All Employees	Actual #	Persons with Disabilities Expected #	Difference #										
#	%	%	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%		#	%	#	%	#	%		
04	Semi-Professionals & Technicians	2014	4	0.0	4.8	0	0	0.0	0	0.0	0	0	0.0	0	0.0	1	0	0.0	0	0	0.0	0	0	0.0	0	0.0	0	0.0
		2017	3	0.0	4.6	0	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0.0	0	0.0
05	Supervisors	2014	1	0.0	9.5	0	0	0.0	0	0.0	0	0	0.0	0	0.0	2	0	0.0	0	0	0.0	0	0	0.0	0	0.0	0	0.0
		2017	2	0.0	13.9	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	0	0.0
06	Supervisors, Crafts & Trades	2014	0	0.0	0.0	0	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0.0	0	0.0
		2017	0	0.0	0.0	0	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0.0	0	0.0

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments														
		Hires and Promotions		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities																
		All Employees	Actual #	Goal #	Percent of Goal Met %	Actual #	Goal #	Percent of Goal Met %	Actual #	Goal #	Percent of Goal Met %	Actual #	Goal #		Percent of Goal Met %													
04	Semi-Professionals & Technicians	2017	1	0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0		
		2020	1	0	0	0.0	0	0.0	1	0	0.0	32.2	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	
05	Supervisors	2017	2	0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0		
		2020	2	0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0		
06	Supervisors, Crafts & Trades	2017	0	0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0		
		2020	0	0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0		

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

SAS Institute (Canada) Inc.

2017-10-31

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

SAS Institute (Canada) Inc.

2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	$V - X$	$U \div (DY \text{ ear} + 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Persons with Disabilities Availability	Gap	EZ Result	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	Turnover Rate		
07	Administrative & Senior Clerical	2014	15	0	0.0	2.6	0	0	0.0	9	0	0.0	0	0	11	0	0.0	0	0	2	0	0.0	0	8.0	
08	Skilled Sales & Service Personnel	2014	46	0	0.0	5.6	3	-3	0.0	44	0	0.0	2	-2	23	0	0.0	0	0	28	0	0.0	0	40.0	
09	Skilled Crafts & Trades Workers	2014	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0.0	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
----------------------------	----------------------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants						Short-term Goals						Long-term Goals						Comments				
		Hires and Promotions			Persons with Disabilities			Persons with Disabilities			Persons with Disabilities			Persons with Disabilities										
		All Employees	Actual	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met										
07	Administrative & Senior Clerical	2017	20	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
08	Skilled Sales & Service Personnel	2017	67	0	0.0	3	0.0	6.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	3.5	0.0	0.0	0.0	0.0	0.0	0.0	
09	Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	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	

Federal Contractors Program Achievement Table
Part 6: Results - Persons with Disabilities
SAS Institute (Canada) Inc.
2017-10-31

Federal Contractors Program Achievement Table
Part 6: Results - Persons with Disabilities
SAS Institute (Canada) Inc.
2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	$V - X$	$U \div (DY \text{ ear} + 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Persons with Disabilities Availability	Gap	EZ Result	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	Turnover Rate		
10 Clerical Personnel	2014	19	0	0.0	4.4	1	-1	0.0		3	0	0.0	0	0	0	0.0	0	0	3	0	0.0	0	0	16.2	
	2017	18	0	0.0	7.0	1	-1	0.0		2	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0		
11 Intermediate Sales & Service Personnel	2014	5	0	0.0	5.3	0	0	0.0		0	0	0.0	0	0	0.0	0	0	0	2	0	0.0	0	0	0.0	
	2017	2	0	0.0	5.6	0	0	0.0		0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	
12 Semi-Skilled Manual Workers	2014	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	
	2017	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
----------------------------	----------------------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
10 Clerical Personnel	2017	5	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	5	0.0	0	0.0	9	0.0	48.1	0.0					
11 Intermediate Sales & Service Personnel	2017	2	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	2	0.0	0	0.0	1	0.0	48.9	0.0					
12 Semi-Skilled Manual Workers	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0.0	0.0					

Federal Contractors Program Achievement Table
Part 6: Results - Persons with Disabilities
SAS Institute (Canada) Inc.
2017-10-31

Federal Contractors Program Achievement Table
Part 6: Results - Persons with Disabilities
SAS Institute (Canada) Inc.
2017-10-31

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z											
																										Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	D x G + 100	E - H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L - K x 100	K x G - 100	L - N	Part 2: Flow Data Analysis
Workforce Analysis																								Hires				Promotions				Terminations				Turnover Rate
Employment Equity Occupational Group (EEOG)		Year	Workforce										Flow Data Analysis																							
			All Employees		Persons with Disabilities		Hires		Promotions		Terminations																									
		#	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%											
		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L - K x 100	K x G - 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x F + 100	V - X	U - (DYear1 + 2) x 100													
13	Other Sales & Service Personnel	2014	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0.0	0	0	0.0	0.0											
		2017	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0.0	0	0	0.0	0.0											
14	Other Manual Workers	2014	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0.0	0	0	0.0	0.0											
		2017	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0.0	0	0	0.0	0.0											
Total		2014	279	0.7	4.4	12	-10	16.3	107	0	0.0	4	-4	114	0	0.0	1	-1	88	0	0.0	0	0	0.0	28.6											
		2017	337	0	4.0	13	-13	0.0	107	0	0.0	4	-4	114	0	0.0	1	-1	88	0	0.0	0	0	0.0	28.6											

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees	Persons with Disabilities	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
13	Other Sales & Service Personnel	2017	0	0.0	0	0.0	0.0	0	0.0	0.0	
		2020	0	0.0	0	0.0	0.0	0	0.0	0.0	
14	Other Manual Workers	2017	0	0.0	0	0.0	0.0	0	0.0	0.0	
		2020	0	0.0	0	0.0	0.0	0	0.0	0.0	
Total		2017	221	0.0	0	0.0	0.0	0	0.0	0.0	
		2020	221	0.0	0	0.0	0.0	86	0.0	25.4	

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

SAS Institute (Canada) Inc.

2017-10-31

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

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z								
																										Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	D x G + 100	E - H	E - H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis
Workforce Analysis																								Flow Data Analysis									
Employment Equity Occupational Group (EEOG)		Year	Workforce										Hires					Promotions					Terminations					Turnover Rate					
			All Employees	Representation	Visible Minorities Availability	Gap	EE Result	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference										
01	Senior Managers	2014	1	0	0.0	8.7	0	0	0.0	2	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0							
		2017	8	0	0.0	10.0	1	-1	0.0	2	0	0.0	0	1	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0							
02	Middle & Other Managers	2014	45	6	13.3	14.0	6	0	95.2	7	1	14.3	1	0	22	0	0.0	3	-3	12	0	0.0	2	-2	25.8								
		2017	48	10	20.8	15.0	7	3	138.9	7	1	14.3	1	0	22	0	0.0	3	-3	12	0	0.0	2	-2	25.8								
03	Professionals	2014	143	41	28.7	25.6	37	4	112.0	42	15	35.7	12	3	50	0	0.0	14	-14	43	0	0.0	12	-12	31.9								
		2017	127	36	28.3	29.7	38	-2	95.4	42	15	35.7	12	3	50	0	0.0	14	-14	43	0	0.0	12	-12	31.9								

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Hires and Promotions		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01	Senior Managers	2017	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		2020	3	0	0.0	0	0.0	1	0.0	10.1	0.0			
02	Middle & Other Managers	2017	29	1	3.4	0	0.0	0	0.0	0	0.0	0	0.0	
		2020	29	1	3.4	0	0.0	0	0.0	0.0	0.0	0	0.0	
03	Professionals	2017	92	15	16.3	0	0.0	0	0.0	0	0.0	0	0.0	
		2020	92	15	16.3	10	150.0	38	39.5	29.7	54.9			

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

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

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H$	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times R + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	$V - X$	$U + (DY \text{ ear} 1 + \text{ ear} 2) \times 100$	

Occupational Group (EOC*)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Visible Minorities Availability	Gap	EE Result	All Employees	Visible Minorities Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	Turnover Rate		
04 Semi-Professionals & Technicians	2014	4	2	50.0	31.8	1	1	157.2	0	0	0.0	0	0	0	1	0	0.0	1	-1	0	0	0	0.0	0.0	
	2017	3	0	0.0	32.2	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0.0	0	0	0	0	0.0	0.0		
05 Supervisors	2014	1	0	0.0	41.3	0	0	0.0	0	0	0.0	0	0	0	2	0	0.0	0	0	0	0	0.0	0.0	0.0	
	2017	2	1	50.0	45.8	1	0	109.2	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0.0	0.0	
06 Supervisors, Crafts & Trades	2014	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0.0	0.0	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0.0	0.0	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
----------------------------	----------------------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------

Employment Equity Occupational Group (EOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities Actual		Visible Minorities Goal		Visible Minorities Goal		Visible Minorities Goal		Visible Minorities Goal		
		#	%	#	%	#	%	#	%	#	%	#	%	
04 Semi-Professionals & Technicians	2017	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	1	0.0	1	0.0	32.2	0.0	1	0.0	32.2	0.0	0	0.0	
05 Supervisors	2017	2	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	2	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
06 Supervisors, Crafts & Trades	2017	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

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

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

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G + 100$	$E - H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G + 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	$V - X$	$U \div (DY \text{ ear} + 2) \times 100$		

Occupational Group (EOC*)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Visible Minorities Availability	Gap	EE Result	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	Turnover Rate		
07 Administrative & Senior Clerical	2014	15	2	13.3	24.7	4	-2	54.0	9	8	88.9	3	5	11	0	0.0	1	-1	2	0	0.0	0	0	8.0	
	2017	35	14	40.0	31.9	11	3	125.4	9	8	88.9	3	5	11	0	0.0	1	-1	2	0	0.0	0	0	8.0	
08 Skilled Sales & Service Personnel	2014	46	7	15.2	15.3	7	0	99.5	44	8	18.2	8	0	23	0	0.0	4	-4	28	0	0.0	4	-4	40.0	
	2017	94	12	12.8	18.4	17	-5	69.4	44	8	18.2	8	0	23	0	0.0	4	-4	28	0	0.0	4	-4	40.0	
09 Skilled Crafts & Trades Workers	2014	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
----------------------------	----------------------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------	---------------	--------------------

Employment Equity Occupational Group (EOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
07 Administrative & Senior Clerical	2017	20	8	40.0	3	266.7	42.0	95.2	0	0.0	0.0	0.0		
	2020	20	8	40.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2017	67	8	11.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	67	8	11.9	6	133.3	18.4	64.9	17	47.1	18.4	64.9		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

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

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

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E - H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L - K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x R + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x F + 100	V - X	U + (DYear1 + 2) x 100	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis																		
		All Employees						Visible Minorities						Hires						Promotions						Terminations						Turnover Rate %
		#	Representation %	Availability %	Gap #	EE Result %	All Employees #	Actual #	Visible Minorities #	Expected #	Difference #	All Employees #	Actual #	Visible Minorities #	Expected #	Difference #	All Employees #	Actual #	Visible Minorities #	Expected #	Difference #											
10 Clerical Personnel	2014	19	47.4	45.0	9	0	105.3	3	2	66.7	1	1	2	0	0.0	1	-1	3	0	0.0	0	0	0	0	0	0	0	16.2				
	2017	18	27.8	48.1	9	-4	57.8	3	2	66.7	1	1	2	0	0.0	1	-1	3	0	0.0	0	0	0	0	0	0	0	0				
11 Intermediate Sales & Service Personnel	2014	5	20.0	42.4	2	-1	47.2	0	0	0.0	0	0	0	2	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0.0				
	2017	2	0	48.9	1	-1	0.0	0	0	0.0	0	0	0	2	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0.0				
12 Semi-Skilled Manual Workers	2014	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0.0				
	2017	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0.0				

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
----------------------------	----------------------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants						Short-term Goals						Long-term Goals						Comments							
		All Employees			Visible Minorities			Visible Minorities			Visible Minorities			Visible Minorities													
		#	Actual #	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %												
10 Clerical Personnel	2017	5	2	40.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
	2020	5	2	40.0	2	100.0	48.1	83.2	9	22.2	48.1	83.2															
11 Intermediate Sales & Service Personnel	2017	2	0	0.0	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	2	0	0.0	0	0.0	0	0.0	1	0.0	48.9	0.0															
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

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

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

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z											
																										Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	D x G + 100	E - H	E - H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L - K x 100	K x G + 100	L - N
Workforce Analysis																								Hires				Promotions				Terminations				Turnover Rate
Employment Equity Occupational Group (EEOG)		Year	All Employees		Visible Minorities		Gap		EE Result		All Employees		Visible Minorities		Difference		All Employees		Visible Minorities		Difference		All Employees		Visible Minorities		Difference		%							
			#	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%						
13	Other Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0.0							
		2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0.0							
14	Other Manual Workers	2014	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0.0							
		2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0.0							
Total		2014	279	68	24.4	23.7	66	2	102.8	107	34	31.8	27	7	114	0	0.0	28	-28	88	0	0.0	0	0.0	21	-21	28.6									
		2017	337	78	23.1	25.4	86	-8	91.1	107	34	31.8	27	7	114	0	0.0	28	-28	88	0	0.0	0	0.0	21	-21	28.6									

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
----------------------------	----------------------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees	Visible Minorities Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
13	Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		2020	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
14	Other Manual Workers	2017	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		2020	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total		2017	221	34	15.4	0	0.0	0	0.0	0	0.0	0	0.0	
		2020	221	34	15.4	0	0.0	0	0.0	0	0.0	0	0.0	

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

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

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

Employment Equity Occupational Group (EEOG)	All Employees 2017/10/31	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	WOMEN										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2018 - 2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		%	#	%	#			%	#		#	%					
Senior Managers	8	0.0%	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%	-4	-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%	-8	-7	19.1%	21.1%

Short-term Goal Setting Tool

2017/10/31
2017-10-31

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

Employment Equity Occupational Group (EEOG)	All Employees 2017/10/31 #	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years #	ABORIGINAL PEOPLES			Present Availability %	Present Gap #	Projected Gap #	Present Representation %	Projected Representation in 3 Years %	
		Annually %	Over 3 Years #	Annually %	Over 3 Years #	Number #	Turnover (Replacement of Terminated Employees) Annually %		Over 3 Years #	Hires Required #	3 Year Goals 2018-2020 #						Present Availability %
Middle & Other Managers	48	0.00%	0	4.9%	7	7	0	0	0	1	1	7.2%	2.2%	-1	0	0.0%	2.1%
Professionals	127	0.00%	0	7.9%	30	30	0	0	0	2	1	1.7%	1.2%	-2	-1	0.0%	0.8%

Short-term Goal Setting Tool
 SAS Institute (Canada) Inc.
 43039

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

Employment Equity Occupational Group (EEOG)	All Employees 2017/10/31	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required	MEMBERS OF VISIBLE MINORITIES		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Annually	Over 3 Years	Annually	Over 3 Years			Annually	Over 3 Years		3 Year Goals 2018-2020	%					
Senior Managers	8	0.00%	0	0.00%	0	0	0	0.00%	0	1	0	0.00%	10.1%	-1	-1	0.0%	0.0%
Professionals	127	0.00%	0	7.9%	30	30	36	7.9%	9	11	10	31.7%	29.7%	-2	-1	28.3%	29.1%
Semi-Professionals & Technicians	3	11.1%	1	11.1%	1	2	0	11.1%	0	1	1	32.2%	32.2%	-1	0	0.0%	25.0%
Skilled Sales & Service Personnel	94	5.3%	15	5.3%	15	30	12	5.3%	2	10	6	18.4%	18.4%	-5	-4	12.8%	14.7%
Clerical Personnel	18	1.9%	1	5.6%	3	4	5	6.0%	1	5	2	48.1%	48.1%	-4	-3	27.8%	31.6%
Intermediate Sales & Service Personnel	2	0.0%	0	0.0%	0	0	0	0.0%	0	1	0	0.0%	48.9%	-1	-1	0.0%	0.0%

Short-term Goal Setting Tool
 SAS Institute (Canada) Inc.
 43039

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

Employment Equity Occupational Group (EEOG)	All Employees 2017/10/31	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required	PERSONS WITH DISABILITIES		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Annually	Over 3 Years	#	Annually	Over 3 Years	#		Annually	Over 3 Years	#	%		%	%					
Managers	56	0.00%	0	7	4.2%	7	7	0	0	2	1	8.00%	4.3%	-2	-1	0.00%	1.8%			
Professionals	127	0.00%	0	30	7.9%	30	30	0	0	5	1	3.8%	3.8%	-5	-4	0.00%	0.8%			
Administrative & Senior Clerical Personnel	35	0.00%	0	6	5.7%	6	6	0	0	1	1	8.4%	3.4%	-1	0	0.00%	2.9%			
Skilled Sales & Service Personnel	94	5.3%	15	15	5.3%	15	30	0	0	4	2	5.0%	3.9%	-3	-2	0.00%	1.8%			
Clerical Personnel	18	1.9%	1	3	5.6%	3	4	0	0	1	1	12.5%	7.0%	-1	0	0.00%	5.5%			



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 SAS Institute (Canada) Inc. 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.



REASONABLE EFFORTS FOR THE SUBSEQUENT COMPLIANCE ASSESSMENT

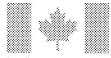
Federal Contractors Program

- 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.
- Ensured ongoing senior-level support for employment equity and its implementation.
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.



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):

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 economic and industrial conditions on the organization.

No impact.

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



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.
- Acquisitions, mergers or transfers of employees.
None
- Significant layoffs (include the number of employees affected and the occupational groups of those employees).
None
- Strikes (include dates, the number of employees affected and the occupational groups of those employees).
None
- Other

Additional Details

Please provide any additional information (optional):

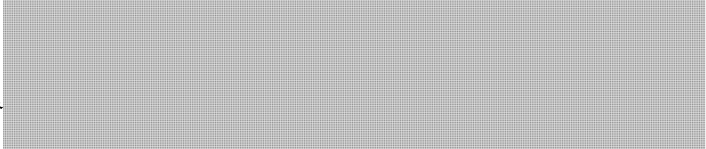
Name: Kerry Tompson

Position Title: Vice President, Human Resources, Canada & Latin America

Email address: kerry.tompson@sas.com

Telephone number: 416-307-4522

Business address: 280 King Street East, Suite 500
Toronto, ON
M5A 1K7

Signature: 

Date: January 17, 2018

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 EEOG: 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:

Yes No

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 of 1.9%.
- 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 01 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 under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

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

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