



<b>OFFICIAL USE ONLY</b>
Agreement N°: 060812

### Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Microsoft 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)	Procurement Business Number: [REDACTED] 60001 Total number of employees in Canada (Full-Time/Part-Time/Temporary): 1300
Organization's North American Industry Classification System (NAICS) Code N° 54151	To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02i-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02i-eng.htm</a>

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 1950 Meadowvale Blvd Mississauga, Ontario	City Mississauga	Province Ontario	Postal Code L5N 8L9
	Telephone Number 289-365-9975	Fax Number	

EMPLOYMENT EQUITY CONTACT	
Name (print) Michael McGuire	Title Senior Human Resources Manager
Telephone Number 416-562-5757	E-mail Address mimcgui@microsoft.com

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

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Carolyn Buccongello	Title Vice President, Human Resources
Telephone Number 416-414-0599	E-mail Address carbuc@microsoft.com
[REDACTED]	Date 08/28/2013

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



FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA

Reporting Period 2015-01-01 to 2017-09-01

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	866	0	0	866	Calgary	88	0	0	88
Québec	201	0	0	201	Edmonton	31	0	0	31
Nova Scotia	5	0	0	5	Halifax	4	0	0	4
New Brunswick	4	0	0	4	Montréal	162	0	0	162
Manitoba	32	0	0	32	Regina	6	0	0	6
British Columbia	107	0	0	107	Toronto	762	0	0	762
Saskatchewan	7	0	0	7	Vancouver	107	0	0	107
Alberta	119	0	0	119	Winnipeg	32	0	0	32
Total Employees in Canada				1341	Moncton	1	0	0	1
					Saint John	1	0	0	1
					Québec	29	0	0	29
					Kingston	1	0	0	1
					Ottawa - Gatineau	103	0	0	103
					Kitchener - Cambridge - Waterloo	4	0	0	4
					London	1	0	0	1
					Guelph	1	0	0	1



Microsoft Canada Inc. (certificate # 060812)

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA

Reporting Period 2015-01-01 to 2017-09-01

	Census Metropolitan Areas			Total Number of Employees
	Permanent Full-time	Permanent Part-time	Temporary	
Saskatoon	1	0	0	1
N.B. less CMA	2	0	0	2
N.S. less CMA	1	0	0	1
Ont. less CMAs	1	0	0	1
Que. less CMAs	3	0	0	3
Total Employees in Canada				1341



Microsoft Canada Inc. (certificate # 060812)

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2015-01-01 to 2017-09-01

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
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	9	3	6							2	1	1
	<b>Total</b>	9	3	6							2	1	1
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	88	64	24	3	2	1	2	1	1	20	17	3
	<b>Total</b>	88	64	24	3	2	1	2	1	1	20	17	3
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	485	357	128	4	3	1	4	1	3	177	122	55
	<b>Total</b>	485	357	128	4	3	1	4	1	3	177	122	55
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2									
	<b>Total</b>	2		2									





Microsoft Canada Inc. (certificate # 060812)

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2015-01-01 to 2017-09-01

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
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2							1		1
	<b>Total</b>	2		2							1		1
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	280	204	76	1	1		4	2	2	60	42	18
	<b>Total</b>	280	204	76	1	1		4	2	2	60	42	18
<b>Total Number of Employees</b>		<b>866</b>	<b>628</b>	<b>238</b>	<b>8</b>	<b>6</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>6</b>	<b>260</b>	<b>182</b>	<b>78</b>



Microsoft Canada Inc. (certificate # 060812)

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2015-01-01 to 2017-09-01

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
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	11	7	4							2	2	
	<b>Total</b>	11	7	4							2	2	
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	127	108	19	1	1		1	1		24	20	4
	<b>Total</b>	127	108	19	1	1		1	1		24	20	4
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	63	48	15				2	1	1	4	4	
	<b>Total</b>	63	48	15				2	1	1	4	4	
<b>Total Number of Employees</b>		<b>201</b>	<b>163</b>	<b>38</b>	<b>1</b>	<b>1</b>		<b>3</b>	<b>2</b>	<b>1</b>	<b>30</b>	<b>26</b>	<b>4</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Nova Scotia

Reporting Period 2015-01-01 to 2017-09-01

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
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	<b>Total</b>	2	2										
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	<b>Total</b>	2	2										
<b>Total Number of Employees</b>		5	5										



Microsoft Canada Inc. (certificate # 060812)

Form 2 A

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**

Full-Time / New Brunswick

Reporting Period 2015-01-01 to 2017-09-01

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
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	1	1									
	<b>Total</b>	2	1	1									
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	1	1									
	<b>Total</b>	2	1	1									
<b>Total Number of Employees</b>		4	2	2									



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FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Manitoba

Reporting Period 2015-01-01 to 2017-09-01

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
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	27	23	4	1		1	1	1		4	3	1
	<b>Total</b>	27	23	4	1		1	1	1		4	3	1
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	4										
	<b>Total</b>	4	4										
<b>Total Number of Employees</b>		32	28	4	1		1	1	1		4	3	1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia

Reporting Period 2015-01-01 to 2017-09-01

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
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6	3	3				1		1			
	<b>Total</b>	6	3	3				1		1			
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	58	47	11							24	20	4
	<b>Total</b>	58	47	11							24	20	4
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	43	34	9							11	8	3
	<b>Total</b>	43	34	9							11	8	3
<b>Total Number of Employees</b>		<b>107</b>	<b>84</b>	<b>23</b>				<b>1</b>		<b>1</b>	<b>35</b>	<b>28</b>	<b>7</b>



Microsoft Canada Inc. (certificate # 060812)

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Saskatchewan**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	5										
	<b>Total</b>	5	5										
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	<b>Total</b>	2	2										
<b>Total Number of Employees</b>		7	7										



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Alberta

Reporting Period 2015-01-01 to 2017-09-01

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
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	9	8	1				1	1		1	1	
	<b>Total</b>	9	8	1				1	1		1	1	
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	61	52	9				2	1	1	21	17	4
	<b>Total</b>	61	52	9				2	1	1	21	17	4
<b>Skilled Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	49	38	11							6	4	2
	<b>Total</b>	49	38	11							6	4	2
<b>Total Number of Employees</b>		<b>119</b>	<b>98</b>	<b>21</b>				<b>3</b>	<b>2</b>	<b>1</b>	<b>28</b>	<b>22</b>	<b>6</b>





Microsoft Canada Inc. (certificate # 060812)

Form 3 A

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**

Full-Time / Ontario

Reporting Period 2015-01-01 to 2017-09-01

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
<b>Under \$15,000</b>	<b>866</b>	<b>628</b>	<b>238</b>	<b>8</b>	<b>6</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>6</b>	<b>260</b>	<b>182</b>	<b>78</b>
<b>Total Number of Employees</b>	<b>866</b>	<b>628</b>	<b>238</b>	<b>8</b>	<b>6</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>6</b>	<b>260</b>	<b>182</b>	<b>78</b>



Microsoft Canada Inc. (certificate # 060812)

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**

Full-Time / Québec

Reporting Period 2015-01-01 to 2017-09-01

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
<b>Under \$15,000</b>	<b>201</b>	<b>163</b>	<b>38</b>	<b>1</b>	<b>1</b>		<b>3</b>	<b>2</b>	<b>1</b>	<b>30</b>	<b>26</b>	<b>4</b>
<b>Total Number of Employees</b>	<b>201</b>	<b>163</b>	<b>38</b>	<b>1</b>	<b>1</b>		<b>3</b>	<b>2</b>	<b>1</b>	<b>30</b>	<b>26</b>	<b>4</b>



Microsoft Canada Inc. (certificate # 060812)

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / Nova Scotia**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Under \$15,000</b>	<b>5</b>	<b>5</b>										
<b>Total Number of Employees</b>	<b>5</b>	<b>5</b>										



Microsoft Canada Inc. (certificate # 060812)

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / New Brunswick**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Under \$15,000</b>	<b>4</b>	<b>2</b>	<b>2</b>									
<b>Total Number of Employees</b>	<b>4</b>	<b>2</b>	<b>2</b>									



Microsoft Canada Inc. (certificate # 060812)

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**

Full-Time / Manitoba

Reporting Period 2015-01-01 to 2017-09-01

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
<b>Under \$15,000</b>	32	28	4	1		1	1	1		4	3	1
<b>Total Number of Employees</b>	32	28	4	1		1	1	1		4	3	1



Microsoft Canada Inc. (certificate # 060812)

Form 3 A

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / British Columbia**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Under \$15,000</b>	<b>107</b>	<b>84</b>	<b>23</b>				<b>1</b>		<b>1</b>	<b>35</b>	<b>28</b>	<b>7</b>
<b>Total Number of Employees</b>	<b>107</b>	<b>84</b>	<b>23</b>				<b>1</b>		<b>1</b>	<b>35</b>	<b>28</b>	<b>7</b>



Microsoft Canada Inc. (certificate # 060812)

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / Saskatchewan**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Under \$15,000</b>	7	7										
<b>Total Number of Employees</b>	7	7										



Microsoft Canada Inc. (certificate # 060812)

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**

Full-Time / Alberta

Reporting Period 2015-01-01 to 2017-09-01

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
<b>Under \$15,000</b>	<b>119</b>	<b>98</b>	<b>21</b>				<b>3</b>	<b>2</b>	<b>1</b>	<b>28</b>	<b>22</b>	<b>6</b>
<b>Total Number of Employees</b>	<b>119</b>	<b>98</b>	<b>21</b>				<b>3</b>	<b>2</b>	<b>1</b>	<b>28</b>	<b>22</b>	<b>6</b>



Microsoft Canada Inc. (certificate # 060812)

Form 4 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / Ontario**  
**Reporting Period 2015-01-01 to 2017-09-01**

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	3		3									
Middle and Other Managers	16	11	5				1		1	2	2	
Professionals	163	117	46	1	1					49	32	17
Semi-Professionals and Technicians	1		1									
Skilled Sales and Service Personnel	115	81	34							28	14	14
<b>Total Number of Employees Hired</b>	<b>298</b>	<b>209</b>	<b>89</b>	<b>1</b>	<b>1</b>		<b>1</b>		<b>1</b>	<b>79</b>	<b>48</b>	<b>31</b>

Microsoft Canada Inc. (certificate # 060812)

Form 4 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / Québec**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Middle and Other Managers</b>	5	4	1							2	2	
<b>Professionals</b>	76	64	12	1	1		1	1		20	18	2
<b>Skilled Sales and Service Personnel</b>	29	21	8							2	1	1
<b>Total Number of Employees Hired</b>	110	89	21	1	1		1	1		24	21	3



Microsoft Canada Inc. (certificate # 060812)

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Full-Time / Nova Scotia

Reporting Period 2015-01-01 to 2017-09-01

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
<b>Professionals</b>	1	1										
<b>Total Number of Employees Hired</b>	1	1										



Microsoft Canada Inc. (certificate # 060812)

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Full-Time / Manitoba

Reporting Period 2015-01-01 to 2017-09-01

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
<b>Professionals</b>	1	1										
<b>Skilled Sales and Service Personnel</b>	2	2										
<b>Total Number of Employees Hired</b>	3	3										

Microsoft Canada Inc. (certificate # 060812)

Form 4 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / British Columbia**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Middle and Other Managers</b>	2	1	1									
<b>Professionals</b>	22	14	8							10	6	4
<b>Skilled Sales and Service Personnel</b>	16	11	5							6	4	2
<b>Total Number of Employees Hired</b>	40	26	14							16	10	6



Microsoft Canada Inc. (certificate # 060812)

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Full-Time / Saskatchewan

Reporting Period 2015-01-01 to 2017-09-01

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
<b>Professionals</b>	1	1										
<b>Skilled Sales and Service Personnel</b>	1	1										
<b>Total Number of Employees Hired</b>	<b>2</b>	<b>2</b>										



Microsoft Canada Inc. (certificate # 060812)

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Full-Time / Alberta

Reporting Period 2015-01-01 to 2017-09-01

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	3	3								1	1	
Professionals	26	22	4							9	8	1
Skilled Sales and Service Personnel	25	17	8				1		1	2	1	1
<b>Total Number of Employees Hired</b>	<b>54</b>	<b>42</b>	<b>12</b>				<b>1</b>		<b>1</b>	<b>12</b>	<b>10</b>	<b>2</b>

**Microsoft Canada Inc. (certificate # 060812)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Ontario**  
**Reporting Period 2015-01-01 to 2017-09-01**

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	3	2	1							2	1	1
Middle and Other Managers	43	36	7	2	2					8	7	1
Professionals	216	157	59				1		1	92	63	29
Semi-Professionals and Technicians	1		1									
Administrative and Senior Clerical Personnel	1		1									
Skilled Sales and Service Personnel	117	81	36	1	1		1		1	33	26	7
<b>Total Number of Employees Promoted</b>	<b>381</b>	<b>276</b>	<b>105</b>	<b>3</b>	<b>3</b>		<b>2</b>		<b>2</b>	<b>135</b>	<b>97</b>	<b>38</b>
<b>Total Number of Promotions</b>	<b>434</b>	<b>318</b>	<b>116</b>	<b>3</b>	<b>3</b>		<b>3</b>		<b>3</b>	<b>148</b>	<b>106</b>	<b>42</b>





**Microsoft Canada Inc. (certificate # 060812)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Québec**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Middle and Other Managers</b>	5	3	2									
<b>Professionals</b>	30	26	4							5	3	2
<b>Skilled Sales and Service Personnel</b>	38	31	7				1	1		2	2	
<b>Total Number of Employees Promoted</b>	73	60	13				1	1		7	5	2
<b>Total Number of Promotions</b>	77	63	14				1	1		7	5	2



**Microsoft Canada Inc. (certificate # 060812)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Nova Scotia**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Professionals</b>	1	1										
<b>Skilled Sales and Service Personnel</b>	1	1										
<b>Total Number of Employees Promoted</b>	<b>2</b>	<b>2</b>										
<b>Total Number of Promotions</b>	<b>3</b>	<b>3</b>										



**Microsoft Canada Inc. (certificate # 060812)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / New Brunswick**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Professionals</b>	2	1	1									
<b>Skilled Sales and Service Personnel</b>	1		1									
<b>Total Number of Employees Promoted</b>	3	1	2									
<b>Total Number of Promotions</b>	3	1	2									



**Microsoft Canada Inc. (certificate # 060812)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Manitoba**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Middle and Other Managers</b>	1	1										
<b>Professionals</b>	14	11	3	1		1				2	1	1
<b>Total Number of Employees Promoted</b>	15	12	3	1		1				2	1	1
<b>Total Number of Promotions</b>	17	13	4	1		1				3	2	1



**Microsoft Canada Inc. (certificate # 060812)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / British Columbia**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Middle and Other Managers</b>	4	2	2				1		1			
<b>Professionals</b>	23	19	4	1	1					9	7	2
<b>Skilled Sales and Service Personnel</b>	21	17	4							6	4	2
<b>Total Number of Employees Promoted</b>	48	38	10	1	1		1		1	15	11	4
<b>Total Number of Promotions</b>	51	39	12	1	1		1		1	17	12	5



**Microsoft Canada Inc. (certificate # 060812)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Saskatchewan**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Professionals</b>	1	1										
<b>Skilled Sales and Service Personnel</b>	1	1										
<b>Total Number of Employees Promoted</b>	2	2										
<b>Total Number of Promotions</b>	2	2										



**Microsoft Canada Inc. (certificate # 060812)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Alberta**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Middle and Other Managers</b>	<b>6</b>	<b>5</b>	<b>1</b>				<b>1</b>	<b>1</b>				
<b>Professionals</b>	<b>21</b>	<b>16</b>	<b>5</b>				<b>1</b>		<b>1</b>	<b>5</b>	<b>3</b>	<b>2</b>
<b>Skilled Sales and Service Personnel</b>	<b>18</b>	<b>15</b>	<b>3</b>							<b>2</b>	<b>2</b>	
<b>Total Number of Employees Promoted</b>	<b>45</b>	<b>36</b>	<b>9</b>				<b>2</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>5</b>	<b>2</b>
<b>Total Number of Promotions</b>	<b>50</b>	<b>40</b>	<b>10</b>				<b>2</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>5</b>	<b>2</b>



Microsoft Canada Inc. (certificate # 060812)

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

Full-Time / Ontario

Reporting Period 2015-01-01 to 2017-09-01

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	5	4	1									
Middle and Other Managers	22	17	5	1	1					3	3	
Professionals	86	58	28	1		1				24	19	5
Skilled Sales and Service Personnel	97	75	22				1		1	24	17	7
Clerical Personnel	2	1	1									
<b>Total Number of Employees Terminated</b>	<b>212</b>	<b>155</b>	<b>57</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>		<b>1</b>	<b>51</b>	<b>39</b>	<b>12</b>



Microsoft Canada Inc. (certificate # 060812)

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / Québec**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Middle and Other Managers</b>	2	2										
<b>Professionals</b>	18	17	1							3	3	
<b>Skilled Sales and Service Personnel</b>	22	17	5							1		1
<b>Total Number of Employees Terminated</b>	42	36	6							4	3	1

Microsoft Canada Inc. (certificate # 060812)

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / Manitoba**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Professionals</b>	<b>4</b>	<b>3</b>	<b>1</b>				<b>1</b>		<b>1</b>			
<b>Skilled Sales and Service Personnel</b>	<b>2</b>	<b>1</b>	<b>1</b>									
<b>Total Number of Employees Terminated</b>	<b>6</b>	<b>4</b>	<b>2</b>				<b>1</b>		<b>1</b>			

Microsoft Canada Inc. (certificate # 060812)

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / British Columbia**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Middle and Other Managers</b>	2	1	1									
<b>Professionals</b>	9	6	3							3	2	1
<b>Skilled Sales and Service Personnel</b>	15	12	3							1	1	
<b>Total Number of Employees Terminated</b>	26	19	7							4	3	1

Microsoft Canada Inc. (certificate # 060812)

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / Alberta**  
**Reporting Period 2015-01-01 to 2017-09-01**

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
<b>Middle and Other Managers</b>	3	3								1	1	
<b>Professionals</b>	8	6	2							1	1	
<b>Skilled Sales and Service Personnel</b>	18	14	4	1	1		1		1	2	2	
<b>Total Number of Employees Terminated</b>	29	23	6	1	1		1		1	4	4	



Workplace Equity Information Management System - Microsoft Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2017-10-17

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	10	6	60.0 %	27.4 %	3	3
02 : Middle and Other Managers	115	31	27.0 %	38.9 %	45	-14
03 : Professionals	767	171	22.3 %	32.4 %	249	-78
04 : Semi-Professionals and Technicians	2	2	100.0 %	82.0 %	2	0
07 : Administrative and Senior Clerical Personnel	2	2	100.0 %	80.1 %	2	0
08 : Skilled Sales and Service Personnel	445	113	25.4 %	27.6 %	123	-10
<b>Total</b>	<b>1341</b>	<b>325</b>	<b>24.2 %</b>	<b>31.5 %</b>	<b>424</b>	<b>-99</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Microsoft Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2017-10-17

**Aboriginal Peoples**

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	10	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	115	3	2.6 %	2.2 %	3	0
03 : Professionals	767	6	0.8 %	1.2 %	9	-3
04 : Semi-Professionals and Technicians	2	0	0.0 %	1.5 %	0	0
07 : Administrative and Senior Clerical Personnel	2	0	0.0 %	0.8 %	0	0
08 : Skilled Sales and Service Personnel	445	1	0.2 %	1.3 %	6	-5
<b>Total</b>	<b>1341</b>	<b>10</b>	<b>0.7 %</b>	<b>1.3 %</b>	<b>18</b>	<b>-8</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Microsoft Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2017-10-17

**Members of Visible Minorities**

Employment Equity Occupational Group	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #
		#	%	%	#	
01 : Senior Managers	10	2	20.0 %	10.1 %	1	1
02 : Middle and Other Managers	115	23	20.0 %	15.0 %	17	6
03 : Professionals	767	249	32.5 %	30.3 %	232	17
04 : Semi-Professionals and Technicians	2	0	0.0 %	22.3 %	0	0
07 : Administrative and Senior Clerical Personnel	2	1	50.0 %	37.3 %	1	0
08 : Skilled Sales and Service Personnel	445	81	18.2 %	17.9 %	80	1
<b>Total</b>	<b>1341</b>	<b>356</b>	<b>26.6 %</b>	<b>24.7 %</b>	<b>331</b>	<b>25</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Microsoft Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2017-10-17

**Persons with Disabilities**

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	125	4	3.2 %	4.3 %	5	-1
03 : Professionals	767	8	1.0 %	3.8 %	29	-21
04 : Semi-Professionals and Technicians	2	0	0.0 %	4.6 %	0	0
07 : Administrative and Senior Clerical Personnel	2	0	0.0 %	3.4 %	0	0
08 : Skilled Sales and Service Personnel	445	6	1.3 %	3.5 %	16	-10
<b>Total</b>	<b>1341</b>	<b>18</b>	<b>1.3 %</b>	<b>3.7 %</b>	<b>50</b>	<b>-32</b>

Total may not equal sum of components due to rounding.





## Workforce Analysis - Summary Report

Date: 2017-10-17

### 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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA



## Workforce Analysis - Summary Report

Date: 2017-10-17

### 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
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National

<b>Federal Contractors Program Achievement Report</b>
<b>Part 1: Workforce Analysis</b>
<b>Microsoft Canada</b>
<b>[Date: 2018-01-18]</b>

**Data from First/Previous Workforce Analysis**



<b>Data from First/Previous Workforce Analysis</b>		
<b>YYYY</b>	<b>MM</b>	<b>DD</b>
2015	09	01

**Data from Subsequent/Current Workforce Analysis**



<b>Data from Subsequent/Current Workforce Analysis</b>		
<b>YYYY</b>	<b>MM</b>	<b>DD</b>
2017	09	01

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 1: Women</b>			
		<b>First/Previous Workforce Analysis</b>			
		<b>All Employees</b>	<b>Women</b>		
			<b>Representation</b>	<b>Availability*</b>	
<b>#</b>	<b>#</b>	<b>%</b>			
01	Senior Managers	9	3	27.40	
02	Middle & Other Managers	101	29	38.90	
03	Professionals	616	138	36.20	
04	Semi-Professionals & Technicians	1	1	82.00	
05	Supervisors	0	0	0.00	
06	Supervisors: Crafts & Trades	0	0	0.00	
07	Administrative & Senior Clerical Personnel	2	2	80.10	
08	Skilled Sales & Service Personnel	445	108	27.70	
09	Skilled Crafts & Trades Workers	0	0	0.00	
10	Clerical Personnel	1	1	65.20	
11	Intermediate Sales & Service Personnel	0	0	0.00	
12	Semi-Skilled Manual Workers	0	0	0.00	
13	Other Sales & Service Personnel	0	0	0.00	
14	Other Manual Workers	0	0	0.00	
<b>Total</b>		<b>1,175</b>	<b>282</b>	<b>33.3</b>	

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

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 5: Women</b>			
		<b>Subsequent/Current Workforce Analysis</b>			
		<b>All Employees</b>	<b>Women</b>		
			<b>Representation</b>	<b>Availability*</b>	
<b>#</b>	<b>#</b>	<b>%</b>			
01	Senior Managers	9	6	27.4	9
02	Middle & Other Managers	101	32	38.9	116
03	Professionals	616	172	32.5	767
04	Semi-Professionals & Technicians	1	2	82.0	2
05	Supervisors	0	0	0.0	0
06	Supervisors: Crafts & Trades	0	0	0.0	0
07	Administrative & Senior Clerical Personnel	2	2	80.1	2
08	Skilled Sales & Service Personnel	445	112	27.6	445
09	Skilled Crafts & Trades Workers	0	0	0.0	0
10	Clerical Personnel	1	0	0.0	0
11	Intermediate Sales & Service Personnel	0	0	0.0	0
12	Semi-Skilled Manual Workers	0	0	0.0	0
13	Other Sales & Service Personnel	0	0	0.0	0
14	Other Manual Workers	0	0	0.0	0
<b>Total</b>		<b>1,341</b>	<b>326</b>	<b>31.5</b>	

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

<b>Federal Contractors Program Achievement Report</b>
<b>Part 1: Workforce Analysis</b>
<b>Microsoft Canada</b>
<b>[Date: 2018-01-18]</b>

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	09	01

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	09	01

Employment Equity Occupational Group (EEOG)		Table 2: Aboriginal Peoples		
		First/Previous Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	9	0	2.90
02	Middle & Other Managers	101	3	2.20
03	Professionals	616	5	1.30
04	Semi-Professionals & Technicians	1	0	1.50
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	2	0	0.80
08	Skilled Sales & Service Personnel	445	5	1.20
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	1	0	0.70
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>1,175</b>	<b>13</b>	<b>1.4</b>

Table 2: Aboriginal Peoples		
First/Previous Workforce Analysis		
All Employees	Aboriginal Peoples	
	Representation	Availability*
#	#	%
9	0	2.90
101	3	2.20
616	5	1.30
1	0	1.50
0	0	0.00
0	0	0.00
2	0	0.80
445	5	1.20
0	0	0.00
1	0	0.70
0	0	0.00
0	0	0.00
0	0	0.00
0	0	0.00
0	0	0.00
0	0	0.00
0	0	0.00
<b>1,175</b>	<b>13</b>	<b>1.4</b>

Table 6: Aboriginal Peoples		
Subsequent/Current Workforce Analysis		
All Employees	Aboriginal Peoples	
	Representation	Availability*
#	#	%
9	0	2.9
116	3	2.2
767	6	1.2
2	0	1.5
0	0	0.0
0	0	0.0
2	0	0.8
445	1	1.3
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
<b>1,341</b>	<b>10</b>	<b>1.3</b>

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

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

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Microsoft Canada**

**[Date: 2018-01-18]**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	09	01

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	09	01

**Table 3: Members of Visible Minorities**

**First/Previous Workforce Analysis**

<b>Employment Equity Occupational Group (EEOG)</b>		All Employees		Members of Visible Minorities	
		#		Representation	Availability*
				#	%
		#	%	#	%
01	Senior Managers	9	0	10.10	
02	Middle & Other Managers	101	16	15.00	
03	Professionals	616	184	28.40	
04	Semi-Professionals & Technicians	1	0	22.30	
05	Supervisors	0	0	0.00	
06	Supervisors: Crafts & Trades	0	0	0.00	
07	Administrative & Senior Clerical Personnel	2	1	37.30	
08	Skilled Sales & Service Personnel	445	81	18.30	
09	Skilled Crafts & Trades Workers	0	0	0.00	
10	Clerical Personnel	1	0	48.10	
11	Intermediate Sales & Service Personnel	0	0	0.00	
12	Semi-Skilled Manual Workers	0	0	0.00	
13	Other Sales & Service Personnel	0	0	0.00	
14	Other Manual Workers	0	0	0.00	
<b>Total</b>		<b>1,175</b>	<b>282</b>	<b>23.0</b>	

**Table 7: Members of Visible Minorities**

**Subsequent/Current Workforce Analysis**

<b>Employment Equity Occupational Group (EEOG)</b>		All Employees		Members of Visible Minorities	
		#		Representation	Availability*
				#	%
		#	%	#	%
01	Senior Managers	9	2	10.1	
02	Middle & Other Managers	116	23	15.0	
03	Professionals	767	250	30.3	
04	Semi-Professionals & Technicians	2	0	22.3	
05	Supervisors	0	0	0.0	
06	Supervisors: Crafts & Trades	0	0	0.0	
07	Administrative & Senior Clerical Personnel	2	1	37.3	
08	Skilled Sales & Service Personnel	445	81	18.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	
10	Clerical Personnel	0	0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0.0	
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	
<b>Total</b>		<b>1,341</b>	<b>357</b>	<b>24.8</b>	

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

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

### Federal Contractors Program Achievement Report

### Part 1: Workforce Analysis

Microsoft Canada

[Date: 2018-01-18]

#### Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	09	01

#### Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	09	01

**Table 4: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis		
	All Employees	Persons with Disabilities	
		Representation	Availability*
	#	#	%
01/02 Managers	110	2	4.30
03 Professionals	616	15	3.80
04 Semi-Professionals & Technicians	1	0	4.60
05 Supervisors	0	0	0.00
06 Supervisors: Crafts & Trades	0	0	0.00
07 Administrative & Senior Clerical Personnel	2	0	3.40
08 Skilled Sales & Service Personnel	445	9	3.50
09 Skilled Crafts & Trades Workers	0	0	0.00
10 Clerical Personnel	1	0	7.00
11 Intermediate Sales & Service Personnel	0	0	0.00
12 Semi-Skilled Manual Workers	0	0	0.00
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	0	0	0.00
<b>Total</b>	<b>1,175</b>	<b>26</b>	<b>3.7</b>

**Table 8: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Subsequent/Current Workforce Analysis		
	All Employees	Persons with Disabilities	
		Representation	Availability*
	#	#	%
01/02 Managers	125	4	4.3
03 Professionals	767	8	3.8
04 Semi-Professionals & Technicians	2	0	4.6
05 Supervisors	0	0	0.0
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	2	0	3.4
08 Skilled Sales & Service Personnel	445	6	3.5
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	0	0	0.0
11 Intermediate Sales & Service Personnel	0	0	0.0
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
<b>Total</b>	<b>1,341</b>	<b>18</b>	<b>3.7</b>

\* Source:  
2012 Canadian Survey on Disability

\* Source:  
2012 Canadian Survey on Disability

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Microsoft Canada**

**[Date: 2018-01-18]**

Start Date of Flow Data		
YYYY	MM	DD
2015	06	17

End Date of Flow Data		
YYYY	MM	DD
2017	09	01

**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				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	3	3	0	0	3	1	0	0	5	1	0	0
02 Middle & Other Managers	26	7	0	0	59	12	0	0	29	6	0	0
03 Professionals	290	70	0	0	308	76	0	0	125	35	0	0
04 Semi-Professionals & Technicians	1	1	0	0	1	1	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	1	1	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	188	55	0	0	197	51	0	0	154	35	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	2	1	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
<b>Total</b>	<b>508</b>	<b>136</b>	<b>0</b>	<b>0</b>	<b>569</b>	<b>142</b>	<b>0</b>	<b>0</b>	<b>315</b>	<b>78</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Microsoft Canada**

**[Date: 2018-01-18]**

Start Date of Flow Data		
YYYY	MM	DD
2015	06	17

End Date of Flow Data		
YYYY	MM	DD
2017	09	01

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

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	3	0	0	0	3	0	0	0	5	0	0	0
02 Middle & Other Managers	26	0	0	0	59	2	0	0	29	1	0	0
03 Professionals	290	2	0	0	308	2	0	0	125	1	0	0
04 Semi-Professionals & Technicians	1	0	0	0	1	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	1	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	188	0	0	0	197	1	0	0	154	1	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	2	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
<b>Total</b>	<b>508</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>569</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>315</b>	<b>3</b>	<b>0</b>	<b>0</b>



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Microsoft Canada**

**[Date: 2018-01-18]**

Start Date of Flow Data		
YYYY	MM	DD
2015	06	17

End Date of Flow Data		
YYYY	MM	DD
2017	09	01

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 3: Persons with Disabilities**

**Table 7: Persons with Disabilities**

**Table 11: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
	01 Senior Managers	3	0	0
02 Middle & Other Managers	26	1	0	0
03 Professionals	290	1	0	0
04 Semi-Professionals & Technicians	1	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	188	1	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
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
<b>Total</b>	<b>508</b>	<b>3</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
3	0	0	0
59	2	0	0
308	2	0	0
1	0	0	0
0	0	0	0
0	0	0	0
1	0	0	0
197	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
<b>569</b>	<b>6</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
5	0	0	0
29	0	0	0
125	1	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
154	2	0	0
0	0	0	0
2	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>315</b>	<b>3</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Microsoft Canada**

**[Date: 2018-01-18]**

Start Date of Flow Data		
YYYY	MM	DD
2015	06	17

End Date of Flow Data		
YYYY	MM	DD
2017	09	01

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**



**Table 4: Members of Visible Minorities**

**Table 8: Members of Visible Minorities**

**Table 12: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	3	0	0	0	3	2	0	0	5	0	0	0
02 Middle & Other Managers	26	5	0	0	59	8	0	0	29	4	0	0
03 Professionals	290	88	0	0	308	113	0	0	125	31	0	0
04 Semi-Professionals & Technicians	1	0	0	0	1	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	1	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	188	38	0	0	197	43	0	0	154	28	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	2	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
<b>Total</b>	<b>508</b>	<b>131</b>	<b>0</b>	<b>0</b>	<b>569</b>	<b>166</b>	<b>0</b>	<b>0</b>	<b>315</b>	<b>63</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

Microsoft Canada

[Date: 2018-01-18]

**Data for First/Previous Goals**

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

**Table 1: Women**

Employment Equity Occupational Group (EEOG)	All Employees										Women								
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2015-09-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-09-01	Annually	Over 3 Years									
	#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%		
01 Senior Managers	9	0.0%		0	55.6%		0	0	3	0.0%	0	-1	0	27.4%	1	1	33.3%	33.3%	
02 Middle & Other Managers	101	4.7%		0	26.7%		0	0	29	0.0%	0	10	0	38.9%	-10	-10	28.7%	28.7%	
03 Professionals	616	7.6%		0	18.1%		0	0	138	0.0%	0	85	0	36.2%	-85	-85	22.4%	22.4%	
04 Semi-Professionals & Tech	1	26.0%		0	0.0%		0	0	1	0.0%	0	0	0	82.0%	0	0	100.0%	100.0%	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	2	0.0%		0	0.0%		0	0	2	0.0%	0	0	0	80.1%	0	0	100.0%	100.0%	
08 Skilled Sales & Service	445	0.0%		0	34.6%		0	0	108	0.0%	0	15	0	27.7%	-15	-15	24.3%	24.3%	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	1	-100.0%		0	400.0%		0	0	1	0.0%	0	0	0	65.2%	0	0	100.0%	100.0%	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>1,175</b>	<b>4.5%</b>		<b>0</b>	<b>25.0%</b>		<b>0</b>	<b>0</b>	<b>282</b>	<b>0.0%</b>	<b>0</b>	<b>109</b>	<b>0</b>	<b>33.3%</b>	<b>-109</b>	<b>-109</b>	<b>24.0%</b>	<b>24.0%</b>	

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

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

**Table 2: Women**

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	2	0.0	8	0.0	
03 Professionals	13	0.0	40	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	2	0.0	13	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>	<b>17</b>	<b>30.0%</b>	<b>61</b>	<b>31.5%</b>	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

Microsoft Canada

[Date: 2018-01-18]

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	All Employees										Aboriginal Peoples											
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Turnover (Replacement of Terminated Employees)	From - To											
	2015-09-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-09-01	Annually	Over 3 Years	YYYY - YYYY	2015	2018									
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%			
01 Senior Managers	9	0.0%		0	55.6%		0	0	0	0.0%	0	0	0	0	2.9%	0	0	0.0%	0.0%			
02 Middle & Other Managers	101	4.7%		0	26.7%		0	0	3	0.0%	0	-1	0	2.2%	1	1	3.0%	3.0%				
03 Professionals	616	7.6%		0	18.1%		0	0	5	0.0%	0	3	0	1.3%	-3	-3	0.8%	0.8%				
04 Semi-Professionals & Tech	1	26.0%		0	0.0%		0	0	0	0.0%	0	0	0	1.5%	0	0	0.0%	0.0%				
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
07 Administrative & Sr Clerical	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.8%	0	0	0.0%	0.0%				
08 Skilled Sales & Service	445	0.0%		0	34.6%		0	0	5	0.0%	0	0	0	1.2%	0	0	1.1%	1.1%				
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
10 Clerical Personnel	1	-100.0%		0	400.0%		0	0	0	0.0%	0	0	0	0.7%	0	0	0.0%	0.0%				
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
<b>Total</b>	<b>1,175</b>	<b>4.5%</b>		<b>0</b>	<b>25.0%</b>		<b>0</b>	<b>0</b>	<b>13</b>	<b>0.0%</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>1.4%</b>	<b>-3</b>	<b>-3</b>	<b>1.1%</b>	<b>1.1%</b>				

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

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

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	3	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>	<b>0</b>	<b>1.0%</b>	<b>3</b>	<b>1.3%</b>	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

Microsoft Canada

[Date: 2018-01-18]

**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	All Employees										Persons with Disabilities									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years						From - To
	2015-09-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-09-01	Annually	Over 3 Years	2015	2018	%	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%	
01/02 Managers	110	2.4%		0	41.1%		0	0	2	0.0%	0	3	0	4.3%	-3	-3	1.8%	1.8%		
03 Professionals	616	7.6%		0	18.1%		0	0	15	0.0%	0	8	0	3.8%	-8	-8	2.4%	2.4%		
04 Semi-Professionals & Tech	1	26.0%		0	0.0%		0	0	0	0.0%	0	0	0	4.6%	0	0	0.0%	0.0%		
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	3.4%	0	0	0.0%	0.0%		
08 Skilled Sales & Service	445	0.0%		0	34.6%		0	0	9	0.0%	0	7	0	3.5%	-7	-7	2.0%	2.0%		
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	1	-100.0%		0	400.0%		0	0	0	0.0%	0	0	0	7.0%	0	0	0.0%	0.0%		
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
<b>Total</b>	<b>1,175</b>	<b>4.5%</b>		<b>0</b>	<b>25.0%</b>		<b>0</b>	<b>0</b>	<b>26</b>	<b>0.0%</b>	<b>0</b>	<b>17</b>	<b>0</b>	<b>3.7%</b>	<b>-17</b>	<b>-17</b>	<b>2.2%</b>	<b>2.2%</b>		

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

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

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	1	0.0	2	0.0	
03 Professionals	4	0.0	5	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	3	0.0	4	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>	<b>8</b>	<b>2.0%</b>	<b>11</b>	<b>3.7%</b>	



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

Microsoft Canada

[Date: 2018-01-18]

**Data for First/Previous Goals**

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

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	All Employees										Members of Visible Minorities										
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Turnover	Over 3 Years	From - To	Present Availability		Present Gap	Projected Gap					
	2015-09-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-09-01	Annually	Over 3 Years	2015	2018	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years				
	#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%				
01 Senior Managers	9	0.0%		0	55.6%		0	0	0	0.0%	0	1	0		10.1%	-1	-1	0.0%	0.0%		
02 Middle & Other Managers	101	4.7%		0	26.7%		0	0	16	0.0%	0	-1	0		15.0%	1	1	15.8%	15.8%		
03 Professionals	616	7.6%		0	18.1%		0	0	184	0.0%	0	-9	0		28.4%	9	9	29.9%	29.9%		
04 Semi-Professionals & Tech	1	26.0%		0	0.0%		0	0	0	0.0%	0	0	0		22.3%	0	0	0.0%	0.0%		
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!		
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	2	0.0%		0	0.0%		0	0	1	0.0%	0	0	0		37.3%	0	0	50.0%	50.0%		
08 Skilled Sales & Service	445	0.0%		0	34.6%		0	0	81	0.0%	0	0	0		18.3%	0	0	18.2%	18.2%		
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	1	-100.0%		0	400.0%		0	0	0	0.0%	0	0	0		48.1%	0	0	0.0%	0.0%		
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!		
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!		
<b>Total</b>	<b>1,175</b>	<b>4.5%</b>		<b>0</b>	<b>25.0%</b>		<b>0</b>	<b>0</b>	<b>282</b>	<b>0.0%</b>	<b>0</b>	<b>-12</b>	<b>0</b>		<b>23.0%</b>	<b>12</b>	<b>12</b>	<b>24.0%</b>	<b>24.0%</b>		

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

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	1	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>	<b>0</b>	<b>26.6%</b>	<b>1</b>	<b>26.6%</b>	Maintain or increase representation further

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

Microsoft Canada

[Date: 2018-01-18]

**Data for Subsequent/Current Goals**

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

**Table 9: Women**

Employment Equity Occupational Group (EEOG)	All Employees										Women													
	Number			Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number			Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected		Actual	Projected	Actual	Projected	Actual	Projected		From - To	YYYY - YYYY					
	2017-09-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Annually	Over 3 Years	Annually	Over 3 Years	2017	2020								
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	#	%								
01 Senior Managers	9	0.0%	0.0%	0	55.6%	1.0%	0	0	0	6	1.0%	0	-4	0		27.4%	4	4	66.7%	66.7%				
02 Middle & Other Managers	116	4.7%	2.0%	7	26.7%	2.0%	7	14	14	32	2.0%	2	18	5	38.9%	38.9%	-13	-13	27.6%	28.5%				
03 Professionals	767	7.6%	2.0%	46	18.1%	5.0%	115	161	161	172	5.0%	26	118	56	35.0%	32.5%	-77	-62	22.4%	24.8%				
04 Semi-Professionals & Tech	2	26.0%	0.0%	0	0.0%	0.0%	0	0	0	2	0.0%	0	0	0		82.0%	0	0	100.0%	100.0%				
05 Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/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	#DIV/0!	#DIV/0!				
07 Administrative & Sr Clerical	2	0.0%	0.0%	0	0.0%	0.0%	0	0	0	2	0.0%	0	0	0		80.1%	0	0	100.0%	100.0%				
08 Skilled Sales & Service	445	0.0%	2.0%	27	34.6%	5.0%	67	94	94	112	5.0%	17	35	33	35.0%	27.6%	-11	-2	25.2%	27.1%				
09 Skilled 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	#DIV/0!	#DIV/0!				
10 Clerical Personnel	0	-100.0%	0.0%	0	400.0%	0.0%	0	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!				
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!				
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!				
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!				
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!				
<b>Total</b>	<b>1,341</b>	<b>4.5%</b>		<b>0</b>	<b>25.0%</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>326</b>	<b>0.0%</b>	<b>0</b>	<b>96</b>	<b>0</b>		<b>31.5%</b>	<b>-96</b>	<b>-96</b>	<b>24.3%</b>	<b>24.3%</b>				

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

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

**Table 10: Women**

Employment Equity Occupational Group (EEOG)	Women			Comments
	Short-term Goals	Long-term Goals		
	%	%	%	
01 Senior Managers	0.0%			
02 Middle & Other Managers	38.9%		38.9%	
03 Professionals	35.0%		35.0%	
04 Semi-Professionals & Tech	0.0%			
05 Supervisors	0.0%			
06 Supervisors: Crafts & Trades	0.0%			
07 Administrative & Sr Clerical	0.0%			
08 Skilled Sales & Service	35.0%		35.0%	
09 Skilled Crafts & Trades	0.0%			
10 Clerical Personnel	0.0%			
11 Intermediate Sales & Service	0.0%			
12 Semi-Skilled Manual	0.0%			
13 Other Sales & Service	0.0%			
14 Other Manual Workers	0.0%			
<b>Total</b>	<b>0.0%</b>			

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

Microsoft Canada

[Date: 2018-01-18]

**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2017-09-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2017-09-01	Annually	Over 3 Years	#	2017	2020	%	#	#	%	%
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%
01 Senior Managers	9	0.0%	0.0%	0	55.6%	1.0%	0	0	0	1.0%	0	0	0	0	2.9%	0	0	0.0%	0.0%
02 Middle & Other Managers	116	4.7%	2.0%	7	26.7%	2.0%	7	14	3	2.0%	0	0	0	2.2%	0	0	2.6%	2.4%	
03 Professionals	767	7.6%	2.0%	46	18.1%	5.0%	115	161	6	5.0%	1	5	2	1.2%	1.2%	-3	-3	0.8%	0.9%
04 Semi-Professionals & Tech	2	26.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	1.5%	0	0	0.0%	0.0%	
05 Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/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	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	2	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.8%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	445	0.0%	2.0%	27	34.6%	5.0%	67	94	1	5.0%	0	5	1	1.3%	1.3%	-5	-4	0.2%	0.4%
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	-100.0%	0.0%	0	400.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	1,341	4.5%		0	25.0%		0	0	10	0.0%	0	7	0	1.3%	-7	-7	0.7%	0.7%	

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

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

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples			Comments
	Short-term Goals	Long-term Goals		
	%	%	%	
01 Senior Managers	0.0%			
02 Middle & Other Managers	0.0%			
03 Professionals	1.2%		1.2%	
04 Semi-Professionals & Tech	0.0%			
05 Supervisors	0.0%			
06 Supervisors: Crafts & Trades	0.0%			
07 Administrative & Sr Clerical	0.0%			
08 Skilled Sales & Service	1.3%		1.3%	
09 Skilled Crafts & Trades	0.0%			
10 Clerical Personnel	0.0%			
11 Intermediate Sales & Service	0.0%			
12 Semi-Skilled Manual	0.0%			
13 Other Sales & Service	0.0%			
14 Other Manual Workers	0.0%			
Total	0.0%			



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

Microsoft Canada

[Date: 2018-01-18]

**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2017-09-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2017-09-01	Annually	Over 3 Years	#	#	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01/02 Managers	125	2.4%	0.0%	0	41.1%	1.0%	4	4	4	1.0%	0	1	1	4.3%	4.3%	-1	0	3.2%	4.0%	
03 Professionals	767	7.6%	2.0%	46	18.1%	2.0%	46	92	8	2.0%	0	23	6	3.8%	3.8%	-21	-17	1.0%	1.7%	
04 Semi-Professionals & Tech	2	26.0%	2.0%	0	0.0%	5.0%	0	0	0	5.0%	0	0	0	4.6%	0	0	0	0.0%	0.0%	
05 Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/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	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	2	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	3.4%	0	0	0	0.0%	0.0%	
08 Skilled Sales & Service	445	0.0%	2.0%	27	34.6%	5.0%	67	94	6	5.0%	1	12	3	3.5%	3.5%	-10	-9	1.3%	1.7%	
09 Skilled 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	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	-100.0%	0.0%	0	400.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>1,341</b>	<b>4.5%</b>	<b>0</b>	<b>0</b>	<b>25.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>0.0%</b>	<b>0</b>	<b>32</b>	<b>0</b>	<b>3.7%</b>	<b>-32</b>	<b>-32</b>	<b>1.3%</b>	<b>1.3%</b>		

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

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers		4.3%		4.3%	
03 Professionals		3.8%		3.8%	
04 Semi-Professionals & Tech		0.0%			
05 Supervisors		0.0%			
06 Supervisors: Crafts & Trades		0.0%			
07 Administrative & Sr Clerical		0.0%			
08 Skilled Sales & Service		3.5%		3.5%	
09 Skilled Crafts & Trades		0.0%			
10 Clerical Personnel		0.0%			
11 Intermediate Sales & Service		0.0%			
12 Semi-Skilled Manual		0.0%			
13 Other Sales & Service		0.0%			
14 Other Manual Workers		0.0%			
<b>Total</b>		<b>0.0%</b>			

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

Microsoft Canada

[Date: 2018-01-18]

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Members of Visible Minorities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2017-09-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2017-09-01	Annually	Over 3 Years	#	2017	2020	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%
01 Senior Managers	9	0.0%	0.0%	0	55.6%	1.0%	0	0	2	1.0%	0	-1	0	10.1%	1	1	22.2%	22.2%		
02 Middle & Other Managers	116	4.7%	2.0%	7	26.7%	2.0%	7	14	23	2.0%	1	-4	0	15.0%	6	4	19.8%	17.9%		
03 Professionals	767	7.6%	2.0%	46	18.1%	5.0%	115	161	250	5.0%	38	34	0	30.3%	18	-34	32.6%	26.1%		
04 Semi-Professionals & Tech	2	26.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	22.3%	0	0	0.0%	0.0%		
05 Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/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	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	2	0.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	0	0	37.3%	0	0	50.0%	50.0%		
08 Skilled Sales & Service	445	0.0%	2.0%	27	34.6%	5.0%	67	94	81	5.0%	12	16	0	18.0%	1	-16	18.2%	14.6%		
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	0	-100.0%	0.0%	0	400.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
<b>Total</b>	<b>1,341</b>	<b>4.5%</b>		<b>0</b>	<b>25.0%</b>		<b>0</b>	<b>0</b>	<b>357</b>	<b>0.0%</b>	<b>0</b>	<b>-24</b>	<b>0</b>	<b>24.8%</b>	<b>24</b>	<b>24</b>	<b>26.6%</b>	<b>26.6%</b>		

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

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

**Table 16: Members of Visible Minorities**

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

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Microsoft Canada**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees		Women				Gap				All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference		
01 Senior Managers	2015	9	33.3	27.4	2	1	121.7																	
	2017	9	66.7	27.4	2	4	243.3	3	3	100.0	1	2	3	1	33.3	1	0	5	1	20.0	2	-1		
02 Middle & Other Managers	2015	101	28.7	38.9	39	-10	73.8																	
	2017	116	27.6	38.9	45	-13	70.9	26	7	26.9	10	-3	59	12	20.3	17	-5	29	6	20.7	8	-2		
03 Professionals	2015	616	22.4	36.2	223	-85	61.9																	
	2017	767	22.4	32.5	249	-77	69.0	290	70	24.1	94	-24	308	76	24.7	69	7	125	35	28.0	28	7		
04 Semi-Professionals & Technicians	2015	1	100.0	82.0	1	0	122.0																	
	2017	2	100.0	82.0	2	0	122.0	1	1	100.0	1	0	1	1	100.0	1	0	0	0	0.0	0	0		
05 Supervisors	2015	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		
06 Supervisors: Crafts & Trades	2015	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 x 100	Part 3: Goals	E = G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F = M x 100
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees		Women		Women		Women		Women		Women		
		#	%	Actual	Goal	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01 Senior Managers	2017	6	66.7	4	0	0.0	0.0	0	0.0	0.0	0.0			
	2020	6	66.7	4	0	0.0	0.0	0	0.0	0.0	0.0			
02 Middle & Other Managers	2017	85	22.4	19	2	950.0	0.0	0.0	8	237.5	0.0	0.0		
	2020	85	22.4	19	0.4	5746.3	0.4	5746.3	0.4	5746.3	0.4	5746.3		
03 Professionals	2017	598	24.4	146	13	1,123.1	0.0	0.0	40	365.0	0.0	0.0		
	2020	598	24.4	146	0.4	6975.6	0.4	6975.6	0.4	6975.6	0.4	6975.6		
04 Semi-Professionals & Technicians	2017	2	100.0	2	0	0.0	0.0	0	0.0	0.0	0.0			
	2020	2	100.0	2	0	0.0	0.0	0	0.0	0.0	0.0			
05 Supervisors	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			
06 Supervisors: Crafts & Trades	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			

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Microsoft Canada**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions					Terminations				
		All Employees	Women				All Employees	Women			All Employees	Women				All Employees	Women							
		#	Representation	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference		
	#	%	%	%	%	#	%	%	%	#	%	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2015	2	2	100.0	80.1	2	0	124.8																
	2017	2	2	100.0	80.1	2	0	124.8	0	0	0.0	0	0	0	1	1	100.0	1	0	0	0	0.0	0	
08 Skilled Sales & Service Personnel	2015	445	108	24.3	27.7	123	-15	87.6																
	2017	445	112	25.2	27.6	123	-11	91.2	188	55	29.3	52	3	197	51	25.9	48	3	154	35	22.7	37	-2	
09 Skilled Crafts & Trades Workers	2015	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	
10 Clerical Personnel	2015	1	1	100.0	65.2	1	0	153.4																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	2	1	50.0	2	-1	
11 Intermediate Sales & Service Personnel	2015	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	
12 Semi-Skilled Manual Workers	2015	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	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
	#	%	%	%	%	%	%	%	%	%	%			
07 Administrative & Senior Clerical	2017	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	1	100.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2017	385	106	27.5	2	5300.0	0.0	0.0	13	815.4	0.0	0.0		
	2020	385	106	27.5			0.4	7866.4			0.4	7866.4		
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		
10 Clerical 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		
11 Intermediate 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		
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		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Microsoft Canada

[Date: 2018-01-18]

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
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Data sources:	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X
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Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women									
		#	Representation	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference							
13 Other Sales & Service Personnel	2015	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	
14 Other Manual Workers	2015	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	2015	1,175	282	24.0	33.3	391	-109	72.1																	
	2017	1,341	326	24.3	31.5	422	-96	77.2	508	136	26.8	160	-24	569	142	25.0	137	5	315	78	24.8	76	2		

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
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments		
		Flow Data				Short-term Goals				Long-term Goals						
		All Employees	Women			Women				Women						
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	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	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	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	1,077	278	25.8	17	1635.3	0.3	8604.1	61	455.7	0.3	8194.4				
	2020	1,077	278	25.8			0.0	0.0			0.0	0.0				



**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Microsoft Canada**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	%	#	%	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
01 Senior Managers	2015	9	0	0.0	2.9	0	0	0.0																	
	2017	9	0	0.0	2.9	0	0	0.0	3	0	0.0	0	0	0	3	0	0.0	0	0	5	0	0.0	0	0	0
02 Middle & Other Managers	2015	101	3	3.0	2.2	2	1	135.0																	
	2017	116	3	2.6	2.2	3	0	117.6	26	0	0.0	1	-1	59	2	3.4	2	0	29	1	3.4	1	0	0	
03 Professionals	2015	616	5	0.8	1.3	8	-3	62.4																	
	2017	767	6	0.8	1.2	9	-3	65.2	290	2	0.7	3	-1	308	2	0.6	3	-1	125	1	0.8	1	0	0	
04 Semi-Professionals & Technicians	2015	1	0	0.0	1.5	0	0	0.0																	
	2017	2	0	0.0	1.5	0	0	0.0	1	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0	0	
05 Supervisors	2015	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	
06 Supervisors: Crafts & Trades	2015	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 x 100	Part 3: Goals	E = G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2017	6	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	6	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2017	85	2	2.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	85	2	2.4			0.0	0.0			0.0	0.0		
03 Professionals	2017	598	4	0.7	0	0.0	0.0	0.0	3	133.3	0.0	0.0		
	2020	598	4	0.7			0.0	5574.1			0.0	5574.1		
04 Semi-Professionals & Technicians	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		
05 Supervisors	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		
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		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Microsoft Canada**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples						All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	%	#	#			
07 Administrative & Senior Clerical	2015	2	0	0.0	0.8	0	0	0.0																	
	2017	2	0	0.0	0.8	0	0	0.0	0	0	0.0	0	0	0	1	0	0.0	0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2015	445	5	1.1	1.2	5	0	93.6																	
	2017	445	1	0.2	1.3	6	-5	17.3	188	0	0.0	2	-2	197	1	0.5	2	-1	154	1	0.6	2	-1		
09 Skilled Crafts & Trades Workers	2015	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	
10 Clerical Personnel	2015	1	0	0.0	0.7	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	2	0	0.0	0	0	
11 Intermediate Sales & Service Personnel	2015	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	
12 Semi-Skilled Manual Workers	2015	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 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
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	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	
08 Skilled Sales & Service Personnel	2017	385	1	0.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	385	1	0.3			0.0	1998.0				0.0	1998.0	
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0				0.0	0.0	
10 Clerical 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	
11 Intermediate 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	
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	

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Microsoft Canada**

**[Date: 2018-01-18]**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
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Data sources:	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X
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Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	%	#	%	#	#	%	%	#	%	#	%	#	%	#	%	#	%		
13 Other Sales & Service Personnel	2015	0	0	0.0	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
14 Other Manual Workers	2015	0	0	0.0	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	2015	1,175	13	1.1	1.4	16	-3	79.0	508	2	0.4	7	-5	569	5	0.9	6	-1	315	3	1.0	3	0		
	2017	1,341	10	0.7	1.3	17	-7	57.4																	

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
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Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	%	%	#	%	%	%			
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	
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	
Total	2017	1,077	7	0.6	0	0.0	0.0	6499.5	3	233.3	0.0	4999.6	
	2020	1,077	7	0.6		0.0	0.0				0.0	0.0	



**Federal Contractors Program Achievement Report**

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

**Microsoft Canada**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities						All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
01 & 02 Managers	2015	110	2	1.8	4.3	5	-3	42.3																	
	2017	125	4	3.2	4.3	5	-1	74.4	29	1	3.4	1	0	62	2	3.2	1	1	34	0	0.0	1	-1		
03 Professionals	2015	616	15	2.4	3.8	23	-8	64.1																	
	2017	767	8	1.0	3.8	29	-21	27.4	290	1	0.3	11	-10	308	2	0.6	8	-6	125	1	0.8	3	-2		
04 Semi-Professionals & Technicians	2015	1	0	0.0	4.6	0	0	0.0																	
	2017	2	0	0.0	4.6	0	0	0.0	1	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0		
05 Supervisors	2015	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		
06 Supervisors: Crafts & Trades	2015	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		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2017	91	3	3.3	1	300.0	0.0	0.0	2	150.0	0.00	0.0		
	2020	91	3	3.3			0.0	7666.8			0.04	7666.8		
03 Professionals	2017	598	3	0.5	4	75.0	0.0	0.0	5	60.0	0.00	0.0		
	2020	598	3	0.5			0.0	1320.2			0.04	1320.2		
04 Semi-Professionals & Technicians	2017	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2020	2	0	0.0			0.0	0.0			0.00	0.0		
05 Supervisors	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2020	0	0	0.0			0.0	0.0			0.00	0.0		
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2020	0	0	0.0			0.0	0.0			0.00	0.0		

**Federal Contractors Program Achievement Report**

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

**Microsoft Canada**

**[Date: 2018-01-18]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		Persons with Disabilities								Persons with Disabilities				Persons with Disabilities				Persons with Disabilities							
		All Employees	Representation			Availability		Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference				
#	#	%	%	#	%	#	%	#	#	%	#	#	%	#	#	%	#	%	#	#					
07 Administrative & Senior Clerical	2015	2	0	0.0	3.4	0	0	0.0																	
	2017	2	0	0.0	3.4	0	0	0.0	0	0	0.0	0	0	0	1	0	0.0	0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2015	445	9	2.0	3.5	16	-7	57.8																	
	2017	445	6	1.3	3.5	16	-10	38.5	188	1	0.5	7	-6	197	2	1.0	4	-2	154	2	1.3	3	-1		
09 Skilled Crafts & Trades Workers	2015	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	
10 Clerical Personnel	2015	1	0	0.0	7.0	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	2	0	0.0	0	0	
11 Intermediate Sales & Service Personnel	2015	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	
12 Semi-Skilled Manual Workers	2015	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 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
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		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	
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0										
08 Skilled Sales & Service Personnel	2017	385	3	0.8	3	100.0	0.0	0.0	4	75.0	0.0	0.0		
	2020	385	3	0.8			0.0	2226.3			0.0	2226.3		
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		
10 Clerical 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		
11 Intermediate 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		
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		

**Federal Contractors Program Achievement Report**

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

**Microsoft Canada**

**[Date: 2018-01-18]**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
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Data sources:	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X
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Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	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	2015	0	0	0.0	0.0	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	2015	1,175	26	2.2	3.7	43	-17	59.8																	
	2017	1,341	18	1.3	3.7	50	-32	36.3	508	3	0.6	19	-16	569	6	1.1	13	-7	315	3	1.0	7	-4		

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
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	#	%	#	%	#	%			
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		
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		
Total	2017	1,077	9	0.8	8	112.5	0.0	4178.3	11	81.8	0.0	2258.5		
	2020	1,077	9	0.8		0.0	0.0			0.0	0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Microsoft Canada

[Date: 2018-01-18]

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
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
		#	Representation	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference			
01 Senior Managers	2015	9	0	0.0	10.1	1	-1	0.0																	
	2017	9	2	22.2	10.1	1	1	220.0	3	0	0.0	0	0	0	3	2	66.7	0	2	5	0	0.0	0	0	
02 Middle & Other Managers	2015	101	16	15.8	15.0	15	1	105.6																	
	2017	116	23	19.8	15.0	17	6	132.2	26	5	19.2	4	1	59	8	13.6	9	-1	29	4	13.8	5	-1		
03 Professionals	2015	616	184	29.9	28.4	175	9	105.2																	
	2017	767	250	32.6	30.3	232	18	107.6	290	88	30.3	88	0	308	113	36.7	92	21	125	31	24.8	37	-6		
04 Semi-Professionals & Technicians	2015	1	0	0.0	22.3	0	0	0.0																	
	2017	2	0	0.0	22.3	0	0	0.0	1	0	0.0	0	0	1	0	0.0	0	0	0	0	0	0.0	0	0	
05 Supervisors	2015	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	
06 Supervisors: Crafts & Trades	2015	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 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
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01 Senior Managers	2017	6	2	33.3	0	0.0	0.0	0.0	1	200.0	0.0	0.0		
	2020	6	2	33.3			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2017	85	13	15.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	85	13	15.3			0.0	0.0			0.0	0.0		
03 Professionals	2017	598	201	33.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	598	201	33.6			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	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		
05 Supervisors	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		
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		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Microsoft Canada

[Date: 2018-01-18]

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
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires			Promotions			Terminations							
		All Employees	Visible Minorities				All Employees	Visible Minorities		All Employees	Visible Minorities		All Employees	Visible Minorities		All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative & Senior Clerical	2015	2	1	50.0	37.3	1	0	134.0																	
	2017	2	1	50.0	37.3	1	0	134.0	0	0	0.0	0	0	1	0	0.0	1	-1	0	0	0.0	0	0		
08 Skilled Sales & Service Personnel	2015	445	81	18.2	18.3	81	0	99.5																	
	2017	445	81	18.2	18.0	80	1	101.1	188	38	20.2	34	4	197	43	21.8	36	7	154	28	18.2	28	0		
09 Skilled Crafts & Trades Workers	2015	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		
10 Clerical Personnel	2015	1	0	0.0	48.1	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	2	0	0.0	0	0		
11 Intermediate Sales & Service Personnel	2015	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		
12 Semi-Skilled Manual Workers	2015	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		

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
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	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		
08 Skilled Sales & Service Personnel	2017	385	81	21.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	385	81	21.0			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		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical 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		
11 Intermediate 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		
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		



Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Microsoft Canada

[Date: 2018-01-18]

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
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Data sources:	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X
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Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	%	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%			
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	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	2015	0	0	0.0	0.0	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	2015	1,175	282	24.0	23.0	270	12	104.3																	
	2017	1,341	357	26.6	24.8	333	24	107.3	508	131	25.8	126	5	569	166	29.2	137	29	315	63	20.0	76	-13		

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
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Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	%	#	%	%	%				
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	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	0.0	0.0	
	2020	0	0	0.0		0.0	0.0			0.0	0.0	0.0	0.0	
Total	2017	1,077	297	27.6	0	0.0	0.3	10367.1	1	29700.0	0.3	10367.1		
	2020	1,077	297	27.6		0.0	0.0				0.0	0.0		

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Microsoft Canada</b>
<b>[Date: 2018-01-18]</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

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

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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



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

- Other.

**Additional Details**

Please provide any additional information (optional):

**Short-term Goal Setting Tool**

**Microsoft Canada  
18-Dec-17**

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 2017/10/17	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 2018-2021		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
		#	%	#	%		#	#	%	#	%	%	#	#	%	%	
Senior Managers	10	0.0%	0	1.0%	0	0	6	1.0%	0	-3	0	35.0%	27.4%	3	3	60.0%	60.0%
Middle & Other Managers	115	2.0%	7	2.0%	7	14	31	2.0%	2	19	5	38.9%	38.9%	-14	-13	27.0%	27.9%
Professionals	767	2.0%	46	5.0%	115	161	171	5.0%	26	119	56	35.0%	32.4%	-78	-62	22.3%	24.7%
Semi-Professionals & Technicians	2	0.0%	0	0.0%	0	0	2	0.0%	0	0	0	35.0%	82.0%	0	0	100.0%	100.0%
Supervisors	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	2	0.0%	0	0.0%	0	0	2	0.0%	0	0	0	35.0%	80.1%	0	0	100.0%	100.0%
Skilled Sales & Service Personnel	445	2.0%	27	5.0%	67	94	113	5.0%	17	34	33	35.0%	27.6%	-10	-1	25.4%	27.3%
Skilled Crafts & Trades Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Clerical Personnel	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Intermediate Sales & Service Personnel	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Other Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!

**Short-term Goal Setting Tool**

**Microsoft Canada  
2017-12-18**

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

Employment Equity Occupational Group (EEOG)	All Employees 2017/10/17	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	ABORIGINAL PEOPLES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2018-2021		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
		#	%	#	%		#	%	%	%	%	%	#	#	%	%	
Senior Managers	10	0.0%	0	1.0%	0	0	0	1.0%	0	0	0	2.9%	2.9%	0	0	0.0%	0.0%
Middle & Other Managers	115	2.0%	7	2.0%	7	14	3	2.0%	0	0	0	2.2%	2.2%	0	0	2.6%	2.5%
Professionals	767	2.0%	46	5.0%	115	161	6	5.0%	1	5	2	1.2%	1.2%	-3	-3	0.8%	0.9%
Semi-Professionals & Technicians	2	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	1.5%	1.5%	0	0	0.0%	0.0%
Supervisors	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0					#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0					#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	2	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.8%	0.8%	0	0	0.0%	0.0%
Skilled Sales & Service Personnel	445	2.0%	27	5.0%	67	94	1	5.0%	0	5	1	1.2%	1.3%	-5	-4	0.2%	0.4%
Skilled Crafts & Trades Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0					#DIV/0!	#DIV/0!
Clerical Personnel	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0					#DIV/0!	#DIV/0!
Intermediate Sales & Service Personnel	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0					#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0					#DIV/0!	#DIV/0!
Other Sales & Service Personnel	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0					#DIV/0!	#DIV/0!
Other Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0					#DIV/0!	#DIV/0!

**Short-term Goal Setting Tool**

**Microsoft Canada  
18-Dec-17**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>
	Data entry from Workforce Analysis	Date entry	$B \times C \times 3$	Data entry	$B \times E \times 3$	$D + F$	Data entry from Workforce Analysis	Equivalent to E	$H \times 1 \times 3$	$(D \times N) - O + J$	$G \times M$	Data entry	Data entry from Workforce Analysis	Data entry from Workforce Analysis	$(H - J + L) - ((B + D) \times N)$	$H + B$	$(H - J + L) + (B + D)$

Employment Equity Occupational Group (EEOG)	All Employees 2017/10/17	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	PERSONS WITH DISABILITIES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2018-2021		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
		#	%	#	%		#	%	%	%	%	#	#	%	%		
Senior Managers	10	0.0%	0	1.0%	0	0		1.0%	0	0	0				0	0.0%	0.0%
Middle & Other Managers	115	2.0%	7	2.0%	7	14	4	2.0%	0	1	1	4.3%	4.3%	-1	0	3.5%	4.1%
Professionals	767	2.0%	46	5.0%	115	161	8	5.0%	1	24	6	3.8%	3.8%	-21	-18	1.0%	1.6%
Semi-Professionals & Technicians	2	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	4.6%	4.6%	0	0	0.0%	0.0%
Supervisors	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	2	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	3.4%	3.4%	0	0	0.0%	0.0%
Skilled Sales & Service Personnel	445	2.0%	27	5.0%	67	94	6	5.0%	1	12	3	3.5%	3.5%	-10	-9	1.3%	1.7%
Skilled Crafts & Trades Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Clerical Personnel	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Intermediate Sales & Service Personnel	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0				0	#DIV/0!	#DIV/0!
Other Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0				0	#DIV/0!	#DIV/0!

**Short-term Goal Setting Tool**

**Microsoft Canada  
18-Dec-17**

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

Employment Equity Occupational Group (EEOG)	All Employees 2017/10/17	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	MEMBERS OF VISIBLE MINORITIES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2018-2021		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
Senior Managers	10	0.0%	0	1.0%	0	0	2	1.0%	0	-1	0	10.1%	10.1%	1	1	20.0%	20.0%
Middle & Other Managers	115	2.0%	7	2.0%	7	14	23	2.0%	1	-4	2	15.0%	15.0%	6	6	20.0%	19.7%
Professionals	767	2.0%	46	5.0%	115	161	249	5.0%	37	34	49	30.3%	30.3%	17	15	32.5%	32.1%
Semi-Professionals & Technicians	2	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	22.3%	22.3%	0	0	0.0%	0.0%
Supervisors	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Administrative & Senior Clerical Personnel	2	0.0%	0	0.0%	0	0	1	0.0%	0	0	0	37.3%	37.3%	0	0	50.0%	50.0%
Skilled Sales & Service Personnel	445	2.0%	27	5.0%	67	94	81	5.0%	12	16	17	17.9%	17.9%	1	2	18.2%	18.2%
Skilled Crafts & Trades Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Clerical Personnel	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Intermediate Sales & Service Personnel	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Semi-Skilled Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Other Sales & Service Personnel	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!
Other Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0			0	0	#DIV/0!	#DIV/0!

<b>Summary of Goals</b>
<b>Microsoft Canada</b>
<b>December 18, 2017</b>

**Women**

<b>Workforce Analysis Results</b>			<b>Goals</b>		<b>Comments</b>
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Present Gap</b>	<b>Short-term (1 to 3 years)</b>	<b>Long-term (3 years or more)</b>	
<b>#</b>	<b>Description</b>	<b>#</b>	<b># or %</b>	<b># or %</b>	
02	Middle and Other Managers	-14	5	10	
03	Professionals	-78	56	65	
08	Skilled Sales and Service Personnel	-10	33	40	

**Aboriginal Peoples**

<b>Workforce Analysis Results</b>			<b>Goals</b>		<b>Comments</b>
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Present Gap</b>	<b>Short-term (1 to 3 years)</b>	<b>Long-term (3 years or more)</b>	
<b>#</b>	<b>Description</b>	<b>#</b>	<b># or %</b>	<b># or %</b>	
03	Professionals	-3	2	3	
08	Skilled Sales and Service Personnel	-5	1	2	

**Persons with Disabilities**

<b>Workforce Analysis Results</b>			<b>Goals</b>		<b>Comments</b>
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Present Gap</b>	<b>Short-term (1 to 3 years)</b>	<b>Long-term (3 years or more)</b>	
<b>#</b>	<b>Description</b>	<b>#</b>	<b># or %</b>	<b># or %</b>	
01/02	Managers	-1	1	2	
03	Professionals	-21	6	8	
08	Skilled Sales and Service Personnel	-10	3	5	

**Members of Visible Minorities**

<b>Workforce Analysis Results</b>			<b>Goals</b>		<b>Comments</b>
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Present Gap</b>	<b>Short-term (1 to 3 years)</b>	<b>Long-term (3 years or more)</b>	
<b>#</b>	<b>Description</b>	<b>#</b>	<b># or %</b>	<b># or %</b>	

**Federal Contractors Program  
Report of the Subsequent Compliance Assessment**

**Employer Name:** Microsoft Canada Inc.

**Primary Location:** Mississauga, Ontario

**Number of Employees:** 1341

Ontario	866
Quebec	201
Alberta	119
British Columbia	107
Saskatchewan	7
Nova Scotia	5
New Brunswick	4

**Organization Overview:**

NAICS # 5415 (Computer Systems Design and Related Services)

Microsoft Canada Inc. is the Canadian subsidiary of Microsoft Corp. Microsoft Canada Inc. provides nationwide sales, marketing, consulting and local support services. It has nine regional offices in Canada.

**Key Dates – First Year Assessment**

Initiated:	2014-10-17
Received:	2015-09-01
Closed:	2015-11-19
WFA:	2015-02-18

**Key Dates – Subsequent Assessment**

Initiated:	2017-16-11
Received:	2018-12-11
WFA:	2017-09-01

**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 period reported on the Achievement report is 2015-01-01 to 2017-09-01. 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**



In the previous assessment many gaps were found in different EEOG's in each designated group. In the previous assessment short and long-term goals were set in numerical format.

### **Women**

02	Middle & Other Managers	Goal met (achieved 950%)
03	Professionals	Goal met (achieved 1123.1%)
08	Skilled Sales & Service Personnel	Goal met (achieved 5300.0%)

#### Assessment/Observations

- EEOG 02 - Out of 85 new entrants, 19 were from this designated group. The market availability is 38.9%. The company had set a goal of hiring/ promoting 2 individuals while they hired/promoted 19 individuals, thus achieved 950% of the goal set.
- EEOG 03 - Out of 598 new entrants, 146 were from this designated group. The market availability is 36.2%. The company had set a goal of hiring/ promoting 13 individuals while they hired/promoted 146 individuals, thus achieved 1123.1% of the goal set.
- EEOG 08 - Out of 385 new entrants, 106 were from this designated group. The market availability is 27.7%. The company had set a goal of hiring/ promoting 2 individuals while they hired/promoted 106 individuals, thus achieved 5300.0% of the goal set.

### **Aboriginal Peoples**

03	Professionals	No short term goal set, Long term goal achieved 133.3%
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#### Assessment/Observations

- EEOG 03 - Out of 598 new entrants, 4 were from this designated group. The market availability is 2.2%. The company had not set a short term goal and thus reasonable effort could not be assessed. The Employer did set a Long term goal of hiring / promoting 3 individuals while they hired / promoted 3, thus achieved 133.3% of the goal set.

### **Person with Disabilities**

1./2.	Managers	Goal met (achieved 300.0%)
3.	Professionals	Goal not met (achieved 75.0%)
8.	Skilled Sales & Service Personnel	Goal met (achieved 100.0%)

#### Assessment/Observations

- EEOG 01/02 - Out of 91 new entrants, 3 were from this designated group. The market availability is 4.3%. The company had set a goal of hiring/ promoting 1 individual while they hired / promoted 3, thus achieved 300.0% of the goal set.
- EEOG 03 - Out of 598 new entrants, 3 were from this designated group. The market availability is 3.8%. The company had set a goal of hiring/ promoting 4 individual while they hired / promoted 3, thus achieved 75.0% of the goal set.
- EEOG 08 - Out of 385 new entrants, 3 were from this designated group. The market availability is 3.5%. The company had set a goal of hiring/ promoting 3 individuals and they hired / promoted 3, thus achieved 100.0% of the goal set.



- **Members of Visible Minorities**

01	Senior Managers	No short term goal set, Long term goal achieved 133.3%
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**Assessment/Observations**

- EEOG 01 - Out of 6 new entrants, 2 were from this designated group. The market availability is 10.1%. The company had not set a short term goal and thus reasonable effort could not be assessed. The Employer did set a Long term goal of hiring / promoting 1 individual while they hired / promoted 2, thus achieved 200.0% of the goal set.

**ASSESSMENT OF REASONABLE EFFORTS**

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- This assessment covers a period of three years, from 2015-01-01 to 2017-09-01.
- Of the 6 short term goals and 2 long term goals were set by the organization during their first compliance assessment, only 1 short term goal was achieved less than 80.0%.

**ASSESSMENT OF SHORT-TERM GOALS**

- All short and long-term goals are set in percentage format.
- All short-term goals are set as per the labour market availability.

**Women**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%
02	Middle & Other Managers	-13	38.9	38.9	27.6	38.9
03	Professionals	-77	35.0	35.0	22.4	35.0
08	Skilled Sales & Service	-11	35.0	35.0	25.2	35.0

**Observations:**

- All short and long term goals are set as per the market availability.

**Aboriginal Peoples**

Workforce Analysis Results	Goals	Representation	LMA
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Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
			(1 to 3 years)	(3+ years)		
#	Description	#	# or %	# or %	%	%
03	Professionals	-3	1.2	1.2	0.8	1.2
08	Skilled Sales & Service Personnel	-5	1.3	1.3	0.2	1.3

Observations:

- All short and long-term goals are set as per the market availability.

### ***Person with Disabilities***

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
01/ 02	Managers	-1	4.3	4.3	3.2	4.3
03	Professionals	-21	3.8	3.8	1.0	3.8
08	Skilled Sales & Service Personnel	-10	3.5	3.5	1.3	3.5

Observations:

- All short and long-term goals are set as per the market availability.

### ***Members of Visible Minorities***

Observations:

- No goals are required to be set since no gaps / under representation exists.

### **RECOMMENDATION**

I recommend that the employer be found:

in compliance    in non-compliance

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

- Given that there are a number of gaps in Women, Indigenous People and Persons with Disabilities, the organization may want to consider partnering with universities or reaching out to professional associations in order to identify qualified potential employees that are members of the designated groups to help them in reducing / eliminating the gaps.
- As there are some large gaps present in the Women and Persons with Disabilities groups, the organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals specifically in the two mentioned designated groups.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

**Name of Analyst:** Neena Sharan

**Date:** December 20, 2018

**From:** Sharan, Neena N [NC] **On Behalf Of** EE-EME

**Sent:** January 15, 2019 8:19 AM

**To:** 'cherisem@microsoft.com' <cherisem@microsoft.com>; 'Kate Russell' <Kate.E.Russell@microsoft.com>

**Subject:** Government of Canada Agreement Number: 060812 – Notification of Compliance with the Federal Contractors Program

*Cette information est également disponible en français sur demande.*

Dear Cherise Mendoza:

I am writing to inform you that the subsequent compliance assessment initiated on October 21, 2017 has been completed. As a result of the assessment, Microsoft 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 the Microsoft Canada Inc. employment equity program.

- Given that there are a number of gaps in women, Aboriginal Peoples and persons with disabilities, the organization may want to consider partnering with universities or reaching out to professional associations in order to identify qualified potential employees that are members of the designated groups to help them in reducing / eliminating the gaps.
- As there are some large gaps present in the women and persons with disabilities groups, the organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals specifically in the two mentioned designated groups.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on October 21, 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:

1. Workforce data (Forms 1 to 6) at the national level;
2. An updated workforce analysis; and
3. 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, Microsoft 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.

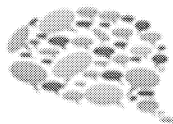
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

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



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