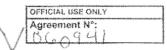
Human Resources and

Ressources humaines et Skills Development Canada Développement des compétences Canada

Labour Program Federal Contractors Program

#### **BEST AVAILABLE COPY**



# Agreement to Implement Employment Equity

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HEAD OFFICE  Widthos (building number, street, suite, etc.) 1120 Yoringe Street. Suite 600  HEAD OFFICE  Worth York ON M2P 2B8  Telephone Number Fax Number 416 229-0574  EMPLOYMENT EQUITY CONTACT  Same (print)  Eugenia Jakymec  Interpretation  Employment Equity Contact  Supply Arrangement designations in Contract at \$1.000,000 or more (including applicable taxes).  Telephone Number at Canada, AND  Interpretation is combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada, AND  Interpretation is committeed to grant at \$1.000,000 or more (including applicable taxes).  Supply Arrangement, valued at \$1.000,000 or more (including applicable taxes).  Telephone Number at Canada, AND  Interpretation is committeed 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 on an on-going basis, beyond the period of the procurement instrument to implement to implement to implement equity on an on-going basis, beyond the period of the procurement instrument to a supply in the Federal Contractors Program requirements. For more information on how to implement employment equity on an on-going basis, beyond the period of the procurement instrument (s) with the Government of Canada may be terminated.  SIGNATORY  NOTE: The signatory must be the Chief Executive Officer OR an authofized person in an executive position with legal authority to sign contract on behalf of the organization.  Title  Procurement is an authority to sign contract on behalf of the organization.  Final Address  Basin Actives  Final Actives  Basin Actives  Final Actives  Basin Actives						
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North York   ON   M2P 288		HEA	D OFFICE	***************************************	L	***************************************
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EMPLOYMENT EQUITY CONTACT  Name (print)  Eugenia Jakymec  Eleghone Number  Elemal Address eugenia. Jakymece  CERTIFICATION  The above-named organization:  * having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada, AND  * intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under: Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes).  ** having a commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procureme instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity and the procurement of the instrument of the instrument of the instrument of the part of the organization procurement instrument(s) with the Government of Canada may be terminated.  **SIGNATORY**  NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to signature of the organization.  **July 22 20 63**  **July 23 20 63**  **July 24					1	
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England Jakymec  Filephone Number  E-mail Address ettgenia.jakymec@sap.com  CERTIFICATION  The above-named organization:  • having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada, AND  • intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under: Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes).  • iereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procureme instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equitions are refer to: http://www.hrsdc.gc.ga/eng/abour/equality/fignindex.shtml  mportant note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization procurement instrument(s) with the Government of Canada may be terminated.  SIGNATORY  NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign contract on behalf of the organization.  Title  Vice Prenident, Human Resources  E-mail Address  baerbel ostertag@sap.com  Oato  Oato		EMPLOYMENT		ACT		
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# APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

Federal Contractors Program

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

I, the undersigned, on behalf of (legal name of organization) **SAP CANADA INC.** (hereafter referred to as "the organization") and (Agreement to Implement Employment Equity number) **V060941**, agree to the following statements:

- 1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
- 2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
- 3. I am therefore requesting an extension until (date) <u>FEBRUARY 28 2019</u> for the following reason(s):

(Please describe) - SAP Canada would like to request an extension for the Federal Contractor's Program - Employment Equity Compliance assessment until February 28 2019.

Unfortunately, due to a gap in resources and coverage within SAP Canada's HR team, urgent year end activities for the entire organization we are experiencing delays in collecting the necessary data to complete the compliance assessment. Thank you for your understanding for exception request. Please let us know if possible to extend as well as the preferred date from your office.

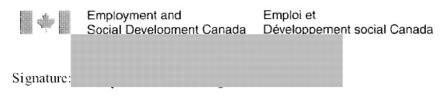
4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: <u>HEIKE NEUMANN</u> Position Title: <u>HR DIRECTOR FOR SAP CANADA</u>

Email address: **HEIKE.NEUMANN@SAP.COM** 

Telephone number: +1(604) 974-4399

Business address: 910 Mainland St, Vancouver, BC V6B 1A9



Date: NOVEMBER 25 2018

From: Brown, Celine E [NC] On Behalf Of EE-EME

**Sent:** November 27, 2018 9:01 AM **To:** 'Kar, Cindy' <cindy.kar@sap.com> **Cc:** Lu, Victoria <victoria.lu@sap.com>

Subject: Extension to Submit Federal Contractors Program Compliance Assessment Information

Importance: High

Good morning,

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

As requested, we hereby grant you an extension until February 28, 2019.

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

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada ee-eme@hrsdc-rhdcc.gc.ca

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



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

From: Kar, Cindy [mailto:cindy.kar@sap.com]

**Sent:** November-26-18 11:38 AM

**To:** EE-EME **Cc:** Lu, Victoria

Subject: SAP Canada FCO - Compliance Assessment - Extension Request 2018-2019

Hello,

As per SAP Canada's request for extension on the FCP compliance assessment for 2018-2019 please see attached extension request form.

Thank you for your consideration and time.

Best, Cindy K

# Cindy Kar, CHRP

HRBP PMO for SAP Canada SAP Canada., Montreal



Phone +1(604) 974-4399 Cindy.Kar@sap.com



# FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2016-04-19 to 2018-12-19

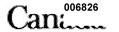
SAP Canada Inc (certificate # V060941)

**GEOGRAPHICAL AREAS** 

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

		Province		
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	913	19	0	932
Québec	866	31	0	897
British Columbia	1157	50	0	1207
Alberta	71	0	0	71
Total Employees in C	Canada			3107

	Cens	us Metropolitar	n Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Calgary	71	0	0	71
Montréal	866	31	0	897
Toronto	673	13	0	686
Vancouver	1157	50	0	1207
Ottawa - Gatineau	29	0	0	29
Kitchener - Cambridge - Waterloo	211	6	0	217
Total Employ	ees in Canada	•		3107



# FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

#### Full-Time / National

Occupational Group		Д	All Employee:	3	Abo	original Peop	les	Perso	ns with Disa	bilities	Member	s of Visible M	linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	22	15	7				1		1			
	Total	22	15	7				1		1			
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	465	331	134	3	1	2	6	4	2	104	79	25
	Total	465	331	134	3	1	2	6	4	2	104	79	25
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1863	1379	484	7	5	2	31	25	6	746	549	197
	Total	1863	1379	484	7	5	2	31	25	6	746	549	197
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	232	183	49	2	2		5	3	2	98	75	23
	Total	232	183	49	2	2		5	3	2	98	75	23



# FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

SAP Canada Inc (certificate # V060941)

Occupational Group		ļ ,	All Employee:	s	Ab	original Peop	oles	Perso	ns with Disal	bilities	Member	s of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	48	18	30				1		1	11	6	5
	Total	48	18	30				1		1	11	6	Ę
Skilled Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	174	104	70	3	3		1		1	55	31	24
	Total	174	104	70	3	3		1		1	55	31	24
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	197	141	56	2	1	1	5	5		61	40	21
	Total	197	141	56	2	1	1	5	5		61	40	21
Other Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	6	2	4							3	1	2
	Total	6	2	4							3	1	2

# FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS **Full-Time / National**

Occupational Group		P	II Employee	s	Ab	Aboriginal Peoples			ns with Disal	bilities	Members of Visible Minorities		
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Total Number of Employees		3007	2173	834	17	12	5	50	37	13	1078	781	297

# FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National

Occupational Group		A	All Employee:	s	Ak	original Peo <sub>l</sub>	ples	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	9	3	6							5	1	4
	Total	9	3	6							5	1	2
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	70	35	35				1	1		33	22	11
	Total	70	35	35				1	1		33	22	11
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	12	6	6							7	4	3
	Total	12	6	6							7	4	3
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	4	1	3							2	1	1
	Total	4	1	3							2	1	

# FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National

Occupational Group		P	All Employees		Ak	original Peor			ons with Disal	oilities	Members	s of Visible M	linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Skilled Sales and Service Personnel	4												I
Top Range: Under \$5,000	3												· I
Bottom Range: Under \$5,000	2												
	1	2	1	1							2	1	1
	Total	2	1	1							2	1	ı
Intermediate Sales and Service Personnel	4												<u> </u>
Top Range: Under \$5,000	3												<u> </u>
Bottom Range: Under \$5,000	2												
	1	1	1								1	1	
	Total	1	1								1	1	
Other Sales and Service Personnel	4												
Top Range: Under \$5,000	3												 
Bottom Range: Under \$5,000	2												
	1	2	1	1							1		1
	Total	2	1	1							1		ı
Total Number of Employees		100	48	52				1	1		51	30	21

# FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

#### Full-Time / National

		All Employees		Ab	original People	es	Perso	ns with Disabi	lities	Member	s of Visible Mi	norities
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	3007	2173	834	17	12	5	50	37	13	1078	781	297
Total Number of Employees	3007	2173	834	17	12	5	50	37	13	1078	781	297

# FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

## Part-Time / National

		All Employees		А	boriginal Peop	es	Perso	ons with Disabi	lities	Membe	s of Visible Mi	norities
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$5,000	100	48	52				1	1		51	30	21
Total Number of Employees	100	48	52				1	1		51	30	21

# FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

				oporting i one								
		All Employees		Al	ooriginal People	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	38	22	16							5	4	1
Professionals	382	276	106	1		1	6	4	2	212	156	56
Semi-Professionals and Technicians	45	25	20				2	1	1	21	13	8
Administrative and Senior Clerical Personnel	12	4	8							5	2	3
Skilled Sales and Service Personnel	59	39	20	2	2					18	9	9
Intermediate Sales and Service Personnel	32	25	7	1		1	2	2		14	9	5
Total Number of Employees Hired	568	391	177	4	2	2	10	7	3	275	193	82



# FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / National

SAP Canada Inc (certificate # V060941)

		All Employees		Α	boriginal Peop	les	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	8	4	4							4	1	3
Professionals	31	18	13				1	1		22	15	7
Semi-Professionals and Technicians	8	5	3							6	4	2
Administrative and Senior Clerical Personnel	2	1	1							1	1	
Skilled Sales and Service Personnel	2	1	1							2	1	1
Other Sales and Service Personnel	2	1	1							1		1
Total Number of Employees Hired	53	30	23				1	1		36	22	14

# FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / National

	Employe	es promoted (I	Employees pro	moted during t	he year are to	be reported on	nly in the occupa	ational groups	in which or to v	which they have	e been last pro	moted.)
	,	All Employees		Ak	original Peop	les	Perso	ns with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	4	2	2				1		1			
Middle and Other Managers	94	64	30				2	1	1	27	21	6
Professionals	263	191	72				5	4	1	106	79	27
Semi-Professionals and Technicians	43	34	9				1	1		23	17	6
Administrative and Senior Clerical Personnel	5	2	3				1		1			
Skilled Sales and Service Personnel	26	12	14	1	1					10	4	6
Intermediate Sales and Service Personnel	13	8	5							2	2	
Other Sales and Service Personnel	1		1									
Total Number of Employees Promoted	449	313	136	1	1		10	6	4	168	123	45
Total Number of Promotions	454	314	140	1	1		10	6	4	171	123	48



# SAP Canada Inc (certificate # V060941) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

# Part-Time / National

	Employ	ees promoted	(Employees pro	moted during	the year are to	be reported on	ly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
O a sum attack at Omeron	All Employees			Aboriginal Peoples			Pers	ons with Disak	oilities	Members of Visible Minorities		
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	2		2							1		1
Semi-Professionals and Technicians	1		1									
Total Number of Employees Promoted	3		3							1		1
Total Number of Promotions	3		3							1		1

# SAP Canada Inc (certificate # V060941) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Temporary / National

	Employ	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.)												
O a sum attack at Omeron		All Employees		Aboriginal Peoples			Perso	ons with Disab	ilities	Members of Visible Minorities				
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12		
Professionals	1	1	COI. 3	COI. 4		001. 0	1	1		1	1			
Total Number of Employees Promoted	1	1					1	1		1	1			
Total Number of Promotions	1	1					1	1		1	1			

# FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

		All Employees		А	boriginal Peop	les	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	3	2	1									
Professionals	79	49	30				1	1		40	27	13
Semi-Professionals and Technicians	9	1	8				1		1	3	1	2
Administrative and Senior Clerical Personnel	2		2							1		1
Skilled Sales and Service Personnel	2	2								1	1	
Intermediate Sales and Service Personnel	1	1										
Total Number of Employees Terminated	96	55	41				2	1	1	45	29	16

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / National

SAP Canada Inc (certificate # V060941)

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

# **Workforce Analysis - Detailed Report**

Date: 2019-03-19

#### Women

Women								
Employment Equity Occupational Group	Internal Location	All Employees #	Repres #	entation %	Avai %	lability #	Gap #	Recruitment Area
								N. e I
01 : Senior Managers	National	23	7	30.4 %	27.6 %	6	1	National
02 : Middle and Other Managers	National	485	145	29.9 %	39.4 %	191	-46	National
03 : Professionals		1976	535	27.1 %	25.4 %	502	33	
1111 : Financial auditors and accountants	National	45	32	71.1 %	56.0 %	25	7	National
1121 : Human resources professionals	National	15	13	86.7 %	73.2 %	11	2	National
1122 : Professional occupations in business management consulting	National	168	43	25.6 %	42.7 %	72	-29	National
1123 : Professional occupations in advertising, marketing and public relations	National	48	29	60.4 %	66.6 %	32	-3	National
2151 : Architects	National	15	1	6.7 %	32.4 %	5	-4	National
2171 : Information systems analysts and consultants	National	310	72	23.2 %	27.7 %	86	-14	National
2172 : Database analysts and data administrators	National	23	4	17.4 %	33.0 %	8	-4	National
2173 : Software engineers and designers	National	437	140	32.0 %	16.0 %	70	70	National
2174 : Computer programmers and interactive media developers	National	787	159	20.2 %	16.6 %	131	28	National
2175 : Web designers and developers	National	12	7	58.3 %	30.8 %	4	3	National
1021 : College and other vocational instructors	National	3	0	0.0 %	53.8 %	2	-2	National
1112 : Lawyers and Quebec notaries	National	5	1	20.0 %	43.9 %	2	-1	National
1162 : Economists and economic policy researchers and analysts	National	2	0	0.0 %	43.8 %	1	-1	National
1163 : Business development officers and marketing researchers and consultants	National	104	33	31.7 %	51.3 %	53	-20	National
1166 : Education policy researchers, consultants and program officers	National	2	1	50.0 %	71.8 %	1	0	National
04 : Semi-Professionals and Technicians		256	60	23.4 %	23.6 %	60	0	
2281 : Computer network technicians	British Columbia	1	0	0.0 %	21.6 %	0	0	British Columbia
2281 : Computer network technicians	Ontario	1	0	0.0 %	21.4 %	0	0	Ontario
2281 : Computer network technicians	Québec	11	0	0.0 %	14.0 %	2	-2	Québec
282 : User support technicians	Alberta	6	2	33.3 %	23.8 %	1	1	Alberta
2282 : User support technicians	British Columbia	97	22	22.7 %	24.5 %	24	-2	British Columbia



# **Workforce Analysis - Detailed Report**

Date: 2019-03-19

#### Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		-	Gap	Recruitment Area
		#	#	%	%	#	#	
2282 : User support technicians	Ontario	93	27	29.0 %	23.9 %	22	5	Ontario
2282 : User support technicians	Québec	45	9	20.0 %	22.1 %	10	-1	Québec
2283 : Information systems testing technicians	Québec	1	0	0.0 %	32.0 %	0	0	Québec
4211 : Paralegal and related occupations	British Columbia	1	0	0.0 %	88.8 %	1	-1	British Columbia
07 : Administrative and Senior Clerical Personnel		52	33	63.5 %	80.3 %	42	-9	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	6	4	66.7 %	82.1 %	5	-1	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	25	14	56.0 %	80.9 %	20	-6	Montréal
Employment Equity Occupational Group	Toronto	9	7	77.8 %	79.1 %	7	0	Toronto
Employment Equity Occupational Group	Vancouver	12	8	66.7 %	78.9 %	9	-1	Vancouver
08 : Skilled Sales and Service Personnel		180	72	40.0 %	30.6 %	55	17	
6221 : Technical sales specialists - wholesale trade	Alberta	11	3	27.3 %	23.4 %	3	0	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	73	36	49.3 %	27.9 %	20	16	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	55	18	32.7 %	27.9 %	15	3	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	26	10	38.5 %	29.9 %	8	2	Québec
6231 : Insurance agents and brokers	Québec	15	5	33.3 %	60.2 %	9	-4	Québec
11 : Intermediate Sales and Service Personnel		199	56	28.1 %	65.6 %	131	-75	
Employment Equity Occupational Group	Calgary	15	3	20.0 %	67.8 %	10	-7	Calgary
Employment Equity Occupational Group	Montréal	28	3	10.7 %	63.2 %	18	-15	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	3	2	66.7 %	62.8 %	2	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	73	26	35.6 %	65.7 %	48	-22	Toronto
Employment Equity Occupational Group	Vancouver	80	22	27.5 %	66.0 %	53	-31	Vancouver
13 : Other Sales and Service Personnel		8	5	62.5 %	55.3 %	4	1	
Employment Equity Occupational Group	Montréal	1	0	0.0 %	50.0 %	1	-1	Montréal
Employment Equity Occupational Group	Toronto	3	3	100.0 %	55.0 %	2	1	Toronto



# **Workforce Analysis - Detailed Report**

Date: 2019-03-19

#### Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
Employment Equity Occupational Group	Vancouver	4	2	50.0 %	56.9 %	2	0	Vancouver
Total		3179	913	28.7 %	31.2 %	991	-78	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



# **Workforce Analysis - Detailed Report**

Date: 2019-03-19

#### **Aboriginal Peoples**

		ntion All Employees		Aboriginal Peoples s Representation Availability Gap					
Employment Equity Occupational Group	Internal Location	All Employees #	Represe #	entation %	Availa %	ability #	Gap #	Recruitment Area	
01 : Senior Managers	National	23	0	0.0 %	3.2 %	1	-1	National	
02 : Middle and Other Managers	National	485	3	0.6 %	2.7 %	13	-10	National	
03 : Professionals		1976	7	0.4 %	1.2 %	24	-17		
1111 : Financial auditors and accountants	National	45	0	0.0 %	1.4 %	1	-1	National	
1121 : Human resources professionals	National	15	0	0.0 %	3.1 %	0	0	National	
1122 : Professional occupations in business management consulting	National	168	2	1.2 %	1.6 %	3	-1	National	
1123 : Professional occupations in advertising, marketing and public relations	National	48	0	0.0 %	2.1 %	1	-1	National	
2151 : Architects	National	15	0	0.0 %	0.7 %	0	0	National	
2171 : Information systems analysts and consultants	National	310	0	0.0 %	1.3 %	4	-4	National	
2172 : Database analysts and data administrators	National	23	0	0.0 %	1.5 %	0	0	National	
2173 : Software engineers and designers	National	437	3	0.7 %	0.6 %	3	0	National	
2174 : Computer programmers and interactive media developers	National	787	2	0.3 %	1.1 %	9	-7	National	
2175 : Web designers and developers	National	12	0	0.0 %	1.6 %	0	0	National	
4021 : College and other vocational instructors	National	3	0	0.0 %	3.0 %	0	0	National	
1112 : Lawyers and Quebec notaries	National	5	0	0.0 %	1.9 %	0	0	National	
1162 : Economists and economic policy researchers and analysts	National	2	0	0.0 %	1.8 %	0	0	National	
1163 : Business development officers and marketing researchers and consultants	National	104	0	0.0 %	2.0 %	2	-2	National	
1166 : Education policy researchers, consultants and program officers	National	2	0	0.0 %	5.3 %	0	0	National	
04 : Semi-Professionals and Technicians		256	2	0.8 %	1.9 %	5	-3		
2281 : Computer network technicians	British Columbia	1	0	0.0 %	3.0 %	0	0	British Columbia	
2281 : Computer network technicians	Ontario	1	0	0.0 %	1.7 %	0	0	Ontario	
2281 : Computer network technicians	Québec	11	0	0.0 %	1.1 %	0	0	Québec	
2282 : User support technicians	Alberta	6	0	0.0 %	2.3 %	0	0	Alberta	
2282 : User support technicians	British Columbia	97	1	1.0 %	2.8 %	3	-2	British Columbia	



# **Workforce Analysis - Detailed Report**

Date: 2019-03-19

#### **Aboriginal Peoples**

				•	jinal Peoples			
Employment Equity Occupational Group	Internal Location	All Employees #	Represe #	entation %	Availa %	ibility #	Gap #	Recruitment Area
2282 : User support technicians	Ontario	93	1	1.1 %	1.3 %	1	0	Ontario
2282 : User support technicians	Québec	45	0	0.0 %	1.3 %	1	-1	Québec
2283 : Information systems testing technicians	Québec	1	0	0.0 %	0.9 %	0	0	Québec
4211 : Paralegal and related occupations	British Columbia	1	0	0.0 %	2.8 %	0	0	British Columbia
07 : Administrative and Senior Clerical Personnel		52	0	0.0 %	1.2 %	1	-1	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	6	0	0.0 %	1.2 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	25	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	9	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	12	0	0.0 %	2.1 %	0	0	Vancouver
08 : Skilled Sales and Service Personnel		180	3	1.7 %	1.6 %	3	0	
6221 : Technical sales specialists - wholesale trade	Alberta	11	0	0.0 %	2.8 %	0	0	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	73	1	1.4 %	2.1 %	2	-1	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	55	2	3.6 %	1.2 %	1	1	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	26	0	0.0 %	1.1 %	0	0	Québec
6231 : Insurance agents and brokers	Québec	15	0	0.0 %	1.2 %	0	0	Québec
11 : Intermediate Sales and Service Personnel		199	2	1.0 %	1.7 %	3	-1	
Employment Equity Occupational Group	Calgary	15	0	0.0 %	3.0 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	28	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	3	0	0.0 %	3.1 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	73	1	1.4 %	0.8 %	1	0	Toronto
Employment Equity Occupational Group	Vancouver	80	1	1.3 %	2.5 %	2	-1	Vancouver
13 : Other Sales and Service Personnel		8	0	0.0 %	1.9 %	0	0	
Employment Equity Occupational Group	Montréal	1	0	0.0 %	1.0 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	3	0	0.0 %	1.0 %	0	0	Toronto



# **Workforce Analysis - Detailed Report**

Date: 2019-03-19

#### **Aboriginal Peoples**

		Aboriginal Peoples									
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	lability	Gap	Recruitment Area			
		#	#	%	%	#	#				
Employment Equity Occupational Group	Vancouver	4	0	0.0 %	2.9 %	0	0	Vancouver			
Total		3179	17	0.6 %	1.6 %	50	-33				

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



# **Workforce Analysis - Detailed Report**

Date: 2019-03-19

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

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	•	entation		ilability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	23	0	0.0 %	11.5 %	3	-3	National
02 : Middle and Other Managers	National	485	115	23.7 %	17.6 %	85	30	National
03 : Professionals		1976	808	40.9 %	35.8 %	707	101	
1111 : Financial auditors and accountants	National	45	18	40.0 %	32.3 %	15	3	National
1121 : Human resources professionals	National	15	2	13.3 %	16.7 %	3	-1	National
1122 : Professional occupations in business management consulting	National	168	62	36.9 %	26.4 %	44	18	National
1123 : Professional occupations in advertising, marketing and public relations	National	48	16	33.3 %	18.8 %	9	7	National
2151 : Architects	National	15	8	53.3 %	26.4 %	4	4	National
2171 : Information systems analysts and consultants	National	310	126	40.6 %	38.6 %	120	6	National
2172 : Database analysts and data administrators	National	23	12	52.2 %	35.5 %	8	4	National
2173 : Software engineers and designers	National	437	146	33.4 %	46.7 %	204	-58	National
2174 : Computer programmers and interactive media developers	National	787	365	46.4 %	34.2 %	269	96	National
2175 : Web designers and developers	National	12	7	58.3 %	27.5 %	3	4	National
1021 : College and other vocational instructors	National	3	0	0.0 %	14.9 %	0	0	National
1112 : Lawyers and Quebec notaries	National	5	1	20.0 %	14.2 %	1	0	National
162 : Economists and economic policy researchers and analysts	National	2	0	0.0 %	30.4 %	1	-1	National
163 : Business development officers and marketing researchers and consultants	National	104	45	43.3 %	25.7 %	27	18	National
166 : Education policy researchers, consultants and program officers	National	2	0	0.0 %	16.1 %	0	0	National
04 : Semi-Professionals and Technicians		256	115	44.9 %	34.0 %	87	28	
2281 : Computer network technicians	British Columbia	1	0	0.0 %	35.2 %	0	0	British Columbia
2281 : Computer network technicians	Ontario	1	0	0.0 %	38.7 %	0	0	Ontario
2281 : Computer network technicians	Québec	11	2	18.2 %	16.5 %	2	0	Québec
282 : User support technicians	Alberta	6	3	50.0 %	29.7 %	2	1	Alberta
2282 : User support technicians	British Columbia	97	42	43.3 %	37.8 %	37	5	British Columbia



# **Workforce Analysis - Detailed Report**

Date: 2019-03-19

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

							s of Visible Minorities			
Employment Equity Occupational Group	Internal Location	All Employees #	Repres #	sentation %	Avai %	lability #	Gap #	Recruitment Area		
2282 : User support technicians	Ontario	93	48	51.6 %	38.8 %	36	12	Ontario		
2282 : User support technicians	Québec	45	19	42.2 %	20.8 %	9	10	Québec		
2283 : Information systems testing technicians	Québec	1	1	100.0 %	23.2 %	0	1	Québec		
4211 : Paralegal and related occupations	British Columbia	1	0	0.0 %	26.1 %	0	0	British Columbia		
07 : Administrative and Senior Clerical Personnel		52	13	25.0 %	24.5 %	13	0			
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	6	0	0.0 %	10.9 %	1	-1	Kitchener - Cambridge		
Employment Equity Occupational Group	Montréal	25	8	32.0 %	14.6 %	4	4	Montréal		
Employment Equity Occupational Group	Toronto	9	4	44.4 %	40.6 %	4	0	Toronto		
Employment Equity Occupational Group	Vancouver	12	1	8.3 %	39.9 %	5	-4	Vancouver		
08 : Skilled Sales and Service Personnel		180	61	33.9 %	20.7 %	37	24			
6221 : Technical sales specialists - wholesale trade	Alberta	11	2	18.2 %	12.9 %	1	1	Alberta		
6221 : Technical sales specialists - wholesale trade	British Columbia	73	31	42.5 %	26.1 %	19	12	British Columbia		
6221 : Technical sales specialists - wholesale trade	Ontario	55	17	30.9 %	22.8 %	13	4	Ontario		
6221 : Technical sales specialists - wholesale trade	Québec	26	6	23.1 %	10.9 %	3	3	Québec		
6231 : Insurance agents and brokers	Québec	15	5	33.3 %	9.6 %	1	4	Québec		
11 : Intermediate Sales and Service Personnel		199	63	31.7 %	48.2 %	96	-33			
Employment Equity Occupational Group	Calgary	15	1	6.7 %	37.7 %	6	-5	Calgary		
Employment Equity Occupational Group	Montréal	28	3	10.7 %	26.6 %	7	-4	Montréal		
Employment Equity Occupational Group	Ottawa - Gatineau	3	0	0.0 %	25.9 %	1	-1	Ottawa - Gatineau		
Employment Equity Occupational Group	Toronto	73	22	30.1 %	54.7 %	40	-18	Toronto		
Employment Equity Occupational Group	Vancouver	80	37	46.3 %	52.6 %	42	-5	Vancouver		
13 : Other Sales and Service Personnel		8	4	50.0 %	55.1 %	4	0			
Employment Equity Occupational Group	Montréal	1	0	0.0 %	28.3 %	0	0	Montréal		
Employment Equity Occupational Group	Toronto	3	2	66.7 %	58.2 %	2	0	Toronto		



# **Workforce Analysis - Detailed Report**

Date: 2019-03-19

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

	Members of Visible Minorities							
Employment Equity Occupational Group	Internal Location	All Employees	Representation		Availability		Gap	Recruitment Area
		#	#	%	%	#	#	
Employment Equity Occupational Group	Vancouver	4	2	50.0 %	59.5 %	2	0	Vancouver
Total		3179	1179	37.1 %	32.5 %	1032	147	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



# **Workforce Analysis - Detailed Report**

Date: 2019-03-19

#### Persons with Disabilities

				Persons	with Disabil	ities		
Employment Equity Occupational Group	Internal Location	All Employees	Represe	entation	Ava	ilability	Gap	Recruitment Area
		#	#	%	%	#	#	
01/02 : Managers	National	508	9	1.8 %	5.0 %	25	-16	National
03 : Professionals	National	1976	33	1.7 %	8.9 %	176	-143	National
04 : Semi-Professionals and Technicians	National	256	5	2.0 %	7.6 %	19	-14	National
07 : Administrative and Senior Clerical Personnel	National	52	1	1.9 %	10.0 %	5	-4	National
08 : Skilled Sales and Service Personnel	National	180	1	0.6 %	8.0 %	14	-13	National
11 : Intermediate Sales and Service Personnel	National	199	5	2.5 %	10.8 %	21	-16	National
13 : Other Sales and Service Personnel	National	8	0	0.0 %	10.7 %	1	-1	National
Total		3179	54	1.7 %	8.3 %	261	-207	

Total may not equal sum of components due to rounding.

Sources: 2017 Canadian Survey on Disability and employer's internal data



# **Workforce Analysis - Detailed Report**

Date: 2019-03-19

## 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
11 : Intermediate Sales and Service Personnel	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	СМА



# **Workforce Analysis - Detailed Report**

Date: 2019-03-19

#### 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
11 : Intermediate Sales and Service Personnel	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National



# **Workforce Analysis - Summary Report**

Date: 2019-03-19

#### Women

Women						
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap
	#	#	%	%	#	#
01 : Senior Managers	23	7	30.4 %	27.6 %	6	1
02 : Middle and Other Managers	485	145	29.9 %	39.4 %	191	-46
03 : Professionals	1976	535	27.1 %	25.4 %	502	33
04 : Semi-Professionals and Technicians	256	60	23.4 %	23.6 %	60	0
07 : Administrative and Senior Clerical Personnel	52	33	63.5 %	80.3 %	42	-9
08 : Skilled Sales and Service Personnel	180	72	40.0 %	30.6 %	55	17
11 : Intermediate Sales and Service Personnel	199	56	28.1 %	65.6 %	131	-75
13 : Other Sales and Service Personnel	8	5	62.5 %	55.3 %	4	1
Total	3179	913	28.7 %	31.2 %	991	-78



# **Workforce Analysis - Summary Report**

Date: 2019-03-19

#### **Aboriginal Peoples**

Aboriginal Peoples							
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	23	0	0.0 %	3.2 %	1	-1	
02 : Middle and Other Managers	485	3	0.6 %	2.7 %	13	-10	
03 : Professionals	1976	7	0.4 %	1.2 %	24	-17	
04 : Semi-Professionals and Technicians	256	2	0.8 %	1.9 %	5	-3	
07 : Administrative and Senior Clerical Personnel	52	0	0.0 %	1.2 %	1	-1	
08 : Skilled Sales and Service Personnel	180	3	1.7 %	1.6 %	3	0	
11 : Intermediate Sales and Service Personnel	199	2	1.0 %	1.7 %	3	-1	
13 : Other Sales and Service Personnel	8	0	0.0 %	1.9 %	0	0	
Total	3179	17	0.6 %	1.6 %	50	-33	



# **Workforce Analysis - Summary Report**

Date: 2019-03-19

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

	Members of Visible Minorities					
Employment Equity Occupational Group	All Employees	Repres	entation	Ava	ilability	Gap
	#	#	%	%	#	#
01 : Senior Managers	23	0	0.0 %	11.5 %	3	-3
02 : Middle and Other Managers	485	115	23.7 %	17.6 %	85	30
03 : Professionals	1976	808	40.9 %	35.8 %	707	101
04 : Semi-Professionals and Technicians	256	115	44.9 %	34.0 %	87	28
07 : Administrative and Senior Clerical Personnel	52	13	25.0 %	24.5 %	13	0
08 : Skilled Sales and Service Personnel	180	61	33.9 %	20.7 %	37	24
11 : Intermediate Sales and Service Personnel	199	63	31.7 %	48.2 %	96	-33
13 : Other Sales and Service Personnel	8	4	50.0 %	55.1 %	4	0
Total	3179	1179	37.1 %	32.5 %	1032	147



# **Workforce Analysis - Summary Report**

Date: 2019-03-19

#### **Persons with Disabilities**

	Persons with Disabilities						
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	ilability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	508	9	1.8 %	5.0 %	25	-16	
03 : Professionals	1976	33	1.7 %	8.9 %	176	-143	
04 : Semi-Professionals and Technicians	256	5	2.0 %	7.6 %	19	-14	
07 : Administrative and Senior Clerical Personnel	52	1	1.9 %	10.0 %	5	-4	
08 : Skilled Sales and Service Personnel	180	1	0.6 %	8.0 %	14	-13	
11 : Intermediate Sales and Service Personnel	199	5	2.5 %	10.8 %	21	-16	
13 : Other Sales and Service Personnel	8	0	0.0 %	10.7 %	1	-1	
Total	3179	54	1.7 %	8.3 %	261	-207	



#### Workplace Equity Information Management System - SAP Canada Inc

## **Workforce Analysis - Summary Report**

Date: 2019-03-19

### 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
11 : Intermediate Sales and Service Personnel	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA



#### Workplace Equity Information Management System - SAP Canada Inc

## **Workforce Analysis - Summary Report**

Date: 2019-03-19

#### 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
11 : Intermediate Sales and Service Personnel	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National



## Part 1: Workforce Analysis

## SAP CANADA INC

## 2019-03-19

Data from Fi	rst/Previous Work	xforce Analysis
T	T	

Data from Sul	osequent/Curr Analysis	ent Workforce
$\downarrow$	$\downarrow$	$\downarrow$

Data from Fir	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	04	29

Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD
2019	03	19

			Table 1: Women	
		First/Previous Workforce Analysis		
		All Employees	Won	Women
emba	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	29	5	27.40
02	Middle & Other Managers	188	63	38.90
03	Professionals	1,359	376	29.10
04	Semi-Professionals & Technicians	174	37	24.10
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	9	6	81.50
08	Skilled Sales & Service Personnel	7	3	25.70
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	0	0	0.00
11	Intermediate Sales & Service Personnel	285	95	63.70
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
Total		2,051	585	34.6

Table 5: Women				
Subsequent/Current Workforce Analysis				
All Employees Women				
	Representation	Availability*		
#	#	%		
23	7	27.60		
485	145	39.40		
1,976	535	25.40		
256	60	23.60		
0	0	0.00		
0	0	0.00		
52	33	80.30		
180	72	30.60		
0	0	0.00		
0	0	0.00		
199	56	65.60		
0	0	0.00		
8	5	55.30		
o	0	0.00		
3,179	913	31.2		

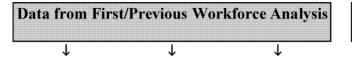
* Source:				
2011 Natio	nal House	hold Surv	vey	

* Source:			
2011 Nation	al Household S	Survey	

## **Part 1: Workforce Analysis**

## SAP CANADA INC

## 2019-03-19



2016	04	29
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD
2019	03	19

		Table	2: Aboriginal Po	eoples
		First/Pr	evious Workforce A	<b>Analysis</b>
Empl	ovment Fauity Occupational Croup (FFOC)	All Employees Aboriginal Peoples		
Employment Equity Occupational Group (EEOG)			Representation	Availability*
		#	#	%
01	Senior Managers	29	0	2.90
02	Middle & Other Managers	188	1	2.20
03	Professionals	1,359	6	1.20
04	Semi-Professionals & Technicians	174	1	1.70
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	9	0	1.50
08	Skilled Sales & Service Personnel	7	0	1.70
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	0	0	0.00
11	Intermediate Sales & Service Personnel	285	2	1.50
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
Total		2,051	10	1.4

Table	6: Aboriginal Pe	eoples		
Subsequent	/Current Workford	e Analysis		
All Employees	Aboriginal Peoples			
	Representation	Availability*		
#	#	%		
23	0	3.20		
485	3	2.70		
1,976	7	1.20		
256	2	1.90		
0	0	0.00		
0	0	0.00		
52	o	1.20		
180	3	1.60		
0	0	0.00		
0	0	0.00		
199	2	1.70		
0	0	0.00		
8	0	1.90		
0	0	0.00		
3,179	17	1.6		

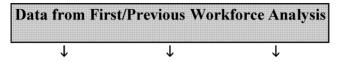
* Source:	
2011 National Household Survey	

* Source:	
2011 National Household Survey	

## **Part 1: Workforce Analysis**

## SAP CANADA INC

## 2019-03-19



2016	0.4	20
VVVV	MM	DD
Data from Fi	rst/Previous Work	force Analysis

Data from S	Subsequent/Curro Analysis	ent workloree
J.	L	J.

2019	03	19
YYYY	MM	DD
Data from Subse	quent/Current Wo	orkforce Analysis

		Table 3: Me	embers of Visible	e Minorities		
		First/Pr	evious Workforce A	Analysis		
Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities			
			Representation	Availability*		
		#	#	%		
01	Senior Managers	29	1	10.10		
02	Middle & Other Managers	188	50	15.00		
03	Professionals	1,359	636	28.70		
04	Semi-Professionals & Technicians	174	92	31.00		
05	Supervisors	0	0	0.00		
06	Supervisors: Crafts & Trades	0	0	0.00		
07	Administrative & Senior Clerical Personnel	9	1	18.60		
08	Skilled Sales & Service Personnel	7	2	19.20		
09	Skilled Crafts & Trades Workers	0	o	0.00		
10	Clerical Personnel	0	o	0.00		
11	Intermediate Sales & Service Personnel	285	97	41.60		
12	Semi-Skilled Manual Workers	0	0	0.00		
13	Other Sales & Service Personnel	0	o	0.00		
14	Other Manual Workers	0	o	0.00		
Total		2,051	879	29.1		

Table 7: Me	mbers of Visible	Minorities
Subsequent	/Current Workford	e Analysis
All Employees	Members of Vis	ible Minorities
	Representation	Availability*
#	#	%
23	0	11.50
485	115	17.60
1,976	808	35.80
256	115	34.00
0	0	0.00
0	0	0.00
52	13	24.50
180	61	20.70
0	0	0.00
0	0	0.00
199	63	48.20
0	0	0.00
8	4	55.10
0	0	0.00
3,179	1,179	32.5

* S	ource.							
201	1 Natio	nal Ho	usehol	d Sur	vey	•		

* Source:
2011 National Household Survey

## **Part 1: Workforce Analysis**

## SAP CANADA INC

## 2019-03-19

Data from Firs	t/Previous Wor	kforce Analysis
1	1	ı

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	04	29

Data from Su	ubsequent/Curre	nt Workforce
I	Analysis	ı

2019	03	19
YYYY	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

		Table 4:	Persons with Di	sabilities
		First/Pr	evious Workforce A	Analysis
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Persons with	Disabilities
rmbio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01/02	Managers	217	3	4.30
03	Professionals	1,359	19	3.80
04	Semi-Professionals & Technicians	174	5	4.60
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	9	0	3.40
08	Skilled Sales & Service Personnel	7	0	3.50
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	0	0	0.00
11	Intermediate Sales & Service Personnel	285	3	5.60
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
Total		2,051	30	4.2

Table 8:	Persons with Dis	abilities
Subsequent	/Current Workford	e Analysis
All Employees	Persons with	Disabilities
	Representation	Availability*
#	#	%
508	9	5.00
1,976	33	8.90
256	5	7.60
0	0	0.00
0	0	0.00
52	1	10.00
180	1	8.00
0	0	0.00
0	0	0.00
199	5	10.80
0	0	0.00
8	0	10.70
0	0	0.00
3,179	54	8.3

* Source:	
2012 Canadian Survey on Disal	oility

\* Source:
2017 Canadian Survey on Disability

### Part 2: Flow Data Analysis

### SAP CANADA INC

43543

Start	Date of Flov	Data
YYYY	MM	DD
2016	04	29

End I	Date of Flow	Data
YYYY	MM	DD
2019	03	

## Data from Form 4 - Employees Hired

				ì																																	
																								ì													

Data from Form 6 - Employees Terminated

Table 9: Women

	•	Table 1:	Women	•
	Full-time	/ National	Part-time	'National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	38	16	8	4
03 Professionals	382	106	31	13
04 Semi-Professionals & Technicians	45	20	8	3
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personne	1 12	8	2	1
08 Skilled Sales & Service Personnel	59	20	2	1
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	32	7	0	0
12 Semi-Skilled Manual Workers	ol	0	0	0
13 Other Sales & Service Personnel	0	0	2	1
14 Other Manual Workers	0	0	0	0

Total

568

177

53

23

	Table 5:	Women										
Full-time	National	Part-time / National										
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted									
#	#	#	#									
4	2	0	0									
94	30	0	0									
263	72	2	2									
43	9	1	1									
0	0	0	0									
0	0	0	0									
5	3	0	0									
26	14	0	0									
0	0	0	0									
0	0	0	0									
13	5	0	0									
0	0	0	0									
1	1	0	0									
0	0	0	0									
449	136	3	3									

Full-time	Full-time / National		Part-time / National		
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated		
#	#	#	#		
0	0	0	0		
3	1	1	0		
79	30	4	3		
9	8	2	0		
0	0	0	0		
0	0	0	0		
2	2	0	0		
2	0	0	0		
0	0	0	0		
0	0	0	0		
1	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
96	41	7	3		

#### Part 2: Flow Data Analysis

#### **SAP CANADA INC**

43543

Start Date of Flow Data		
YYYY	MM	DD
2016	04	29

End I	Date of Flow	Data
YYYY	MM	DD
2019	03	0

## Data from Form 4 - Employees Hired

Table 2: Aboriginal Peoples

## Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓ ↓ ↓ Table 6: Aboriginal Peoples

rable of Aboriginal reopies				
Full-time	/ National	Part-time	/ National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	
#	#	#	#	
4	0	0	(	
94	0	0	(	
263	0	2	(	
43	0	1	(	
0	0	0	(	
0	0	0	(	
5	0	0	(	
26	1	0	(	
0	0	0	(	
0	0	0	(	
13	0	0	(	
0	0	0	(	
1	0	0	(	
0	0	0	(	
449	1	3	(	

## Data from Form 6 - Employees Terminated

**Table 10: Aboriginal Peoples** Full-time / National Part-time / National All Aboriginal All Aboriginal Employees Peoples **Employees** Peoples Terminated Terminated Terminated Terminated #

	Tab	Table 2: Aboriginal Peoples			
	Full-time	/ National	Part-time / National		
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	
	#	#	#	#	
01 Senior Managers	0	0	0	0	
02 Middle & Other Managers	38	0	8	0	
03 Professionals	382	1	31	0	
04 Semi-Professionals & Technicians	45	0	8	0	
05 Supervisors	0	0	0	0	
06 Supervisors: Crafts & Trades	0	0	0	0	
07 Administrative & Senior Clerical Personnel	12	0	2	0	
08 Skilled Sales & Service Personnel	59	2	2	0	
09 Skilled Crafts & Trades Workers	0	0	0	0	
10 Clerical Personnel	0	0	0	0	
11 Intermediate Sales & Service Personnel	32	1	0	0	
12 Semi-Skilled Manual Workers	0	0	0	0	
13 Other Sales & Service Personnel	0	0	2	0	
14 Other Manual Workers	0	0	0	0	
Total	568	4	53	0	

### Part 2: Flow Data Analysis

#### SAP CANADA INC

43543

Start	Date of Flov	Data
YYYY	MM	DD
2016	04	29

End I	Date of Flow	Data
YYYY	MM	DD
2019	03	0

**Data from Form 4 - Employees** Hired

Data from Form 5 - Employees Promoted

**Data from Form 6 - Employees** Terminated

	Table 3: Persons with Disabiliti			bilities	
	Full-time	Full-time / National		Part-time / National	
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	
	#	#	#	#	
01 Senior Managers	0	0	0	0	
02 Middle & Other Managers	38	0	8	0	
03 Professionals	382	6	31	1	
04 Semi-Professionals & Technicians	45	2	8	0	
05 Supervisors	0	0	0	0	
06 Supervisors: Crafts & Trades	0	0	0	0	
07 Administrative & Senior Clerical Personnel	12	0	2	0	
08 Skilled Sales & Service Personnel	59	0	2	0	
09 Skilled Crafts & Trades Workers	0	0	0	0	
10 Clerical Personnel	0	0	0	0	
11 Intermediate Sales & Service Personnel	32	2	0	0	
12 Semi-Skilled Manual Workers	0	0	0	0	
13 Other Sales & Service Personnel	0	0	2	0	
14 Other Manual Workers	0	0	0	0	
Total	568	10	53	1	

Full-time	/ National	Part-time	/ National
All Employees Promoted		All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
4	1	0	C
94	2	0	C
263	5	2	C
43	1	1	C
0	0	0	C
0	0	0	0
5	1	0	C
26	0	0	(
0	0	0	C
0	0	0	C
13	0	0	0
0	0	0	C
1	0	0	C
0	0	0	C
449	10	3	0

70.11.1	- V	.u D.	1 111/1
l able i	11: Persons	s with Disa	abilities
Full-time	/ National	Part-time	/ National
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
0	0	0	0
3	0	1	0
79	1	4	0
9	1	2	0
0	0	0	0
0	0	0	0
2	0	0	0
2	0	0	0
0	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
96	2	7	0

#### Part 2: Flow Data Analysis

#### SAP CANADA INC

43543

Start Date of Flow Data			
YYYY	MM	DD	
2016	04	29	

End I	Date of Flow	Data
2019	03	0 0

## **Data from Form 4 - Employees** Hired

**Table 4: Members of Visible Minorities** 

Employment Equity Occupational Group

04 Semi-Professionals & Technicians

08 Skilled Sales & Service Personnel

09 Skilled Crafts & Trades Workers

12 Semi-Skilled Manual Workers 13 Other Sales & Service Personnel 14 Other Manual Workers

11 Intermediate Sales & Service Personnel

07 Administrative & Senior Clerical Personnel

06 Supervisors: Crafts & Trades

(EEOG)

01 Senior Managers 02 Middle & Other Managers

10 Clerical Personnel

03 Professionals

05 Supervisors

Total

## Data from Form 5 - Employees Promoted

Full-time	/ National	Part-time	/ National	Full-
All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Emplo Promo
#	#	#	#	#
0	0	0	0	
38	5	8	4	
382	212	31	22	
45	21	8	6	
0	0	0	0	
0	0	0	0	
12	5	2	1	
59	18	2	2	
0	0	0	0	
0	0	0	0	
32	14	0	0	
0	0	0	0	
0	0	2	1	
0	0	0	0	
568	275	53	36	

Table 8:	Members o	f Visible I	<b>Ainorities</b>	Т
Full-time	/ National	Part-time	/ National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	I
#	#	#	#	
4	0	0	0	
94	27	0	0	
263	106	2	1	
43	23	1	0	
0	0	0	0	
0	0	0	0	
5	0	0	0	
26	10	0	0	
0	0	0	0	
0	0	0	0	
13	2	0	0	
0	0	0	0	
1	0	0	0	
0	ol	0	0	

168

## Data from Form 6 - Employees Terminated

Table 12: Members of Visible Minorities Full-time / National Part-time / National Members of Members of All All Visible Visible Employees Employees Minorities Minorities erminated Terminated Terminated Terminated 96 45

43543

Data for First/Previous Goals

0.0%

0.0%

28.4%

0.0%

0.0%

0.0%

16.0%

95

585

81

281

276

440

145

185

35.0%

17.1%

0.0%

0.0%

63.7%

0.0%

0.0%

0.0%

34.6%

A B	C	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	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	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
£	<b></b>	<b></b>	,	<b>\</b>	<b></b>	1	<b></b>	<b>V</b>	<b></b>	<b></b>	<u> </u>	<b></b>	<b></b>	<u> </u>	<b></b>	······································	<b>\</b>	······································	1
										Table 1:									
									First/	Previous Sh	iort-term G	oals							
				All Em	ployees										omen			1	
	Number	Grov	vth (New Positi	ons)	Turnover (Re	placement of Employees)	Terminated		Number	Turnover (Re	eplacement of	Hires		r Goals					
<b>Employment Equity Occupational</b>								Anticipated Hires Over 3		Terminated	Employees)	Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Proje	ectea	Actual	Proj	ectea		YYYY-MM-DD			Over 3	****	- * * * * *	Availability	riesem Gap	Gap	Representation	Years
		l	1		l			Years					1	1					
	2016-04-29	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2016-04-29	Annually	Over 3 Years	Years	2016	2019					
	2016-04-29 #	Annually %	Annually %		Annually %	Annually %		Years #	2016-04-29 #	Annually %		Years #	2016 #	2019 %	%	#	#	%	%
01 Senior Managers		· ·	% -9.1%		% 0.0%	,					Years #	Years #	<b>2016</b> #	% -24.0%	<b>%</b> 27.4%	# -3	<b>#</b>	% 17.2%	% 33.3%
01 Senior Managers 02 Middle & Other Managers	# 29 188	% -7.4% 37.1%	% -9.1% 5.0%	Years #	% 0.0% 1.2%	% -1.5% 30.9%	Years # -1 174	# -9 202	# 5 63	% -1.5% 30.9%	Years # 0 58	# 1 79	# 2 78	% -24.0% 38.6%	27.4% 38.9%	# -3 -10	# 1 -1	17.2% 33.5%	% 33.3% 38.4%
	# 29 188 1,359	% -7.4% 37.1% 13.3%	% -9.1% 5.0% 1.1%	Years # -8	% 0.0% 1.2% 5.0%	% -1.5% 30.9% 35.8%	Years # -1 174 1,460	# -9 202 1,505	# 5 63 376	% -1.5% 30.9% 35.8%	Years # 0 58 404	# 1	# 2	% -24.0% 38.6% 28.0%	27.4% 38.9% 29.1%	ا ۱	# 1 -1 -16	17.2% 33.5% 27.7%	% 33.3% 38.4% 28.0%
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech	# 29 188	% -7.4% 37.1% 13.3% 13.7%	% -9.1% 5.0% 1.1% 0.1%	Years # -8 28	% 0.0% 1.2% 5.0% 5.1%	% -1.5% 30.9%	Years # -1 174	# -9 202	# 5 63	% -1.5% 30.9% 35.8% -10.0%	Years # 0 58	# 1 79	# 2 78 421	% -24.0% 38.6%	27.4% 38.9% 29.1% 24.1%	-10	# 1 -1 -16 2	17.2% 33.5% 27.7% 21.3%	% 33.3% 38.4% 28.0% 25.1%
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors	# 29 188 1,359	% -7.4% 37.1% 13.3% 13.7% 0.0%	% -9.1% 5.0% 1.1% 0.1%	Years # -8 28	% 0.0% 1.2% 5.0% 5.1% 0.0%	% -1.5% 30.9% 35.8%	Years # -1 174 1,460	# -9 202 1,505	# 5 63 376	% -1.5% 30.9% 35.8% -10.0% 0.0%	Years # 0 58 404	# 1 79 437	# 2 78 421	% -24.0% 38.6% 28.0%	27.4% 38.9% 29.1% 24.1% 0.0%	-10	# 1 -1 -16 2 0	17.2% 33.5% 27.7% 21.3% #DIV/0!	% 33.3% 38.4% 28.0% 25.1% #DIV/0!
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades	# 29 188 1,359	% -7.4% 37.1% 13.3% 13.7% 0.0% 0.0%	% -9.1% 5.0% 1.1% 0.1%	Years # -8 28	% 0.0% 1.2% 5.0% 5.1% 0.0% 0.0%	% -1.5% 30.9% 35.8% -10.0%	Years # -1 174 1,460	# -9 202 1,505	# 5 63 376	% -1.5% 30.9% 35.8% -10.0% 0.0%	Years # 0 58 404	# 1 79 437	# 2 78 421	% -24.0% 38.6% 28.0% 7.0%	27.4% 38.9% 29.1% 24.1% 0.0% 0.0%	-10	# 1 -1 -16 2 0 0	17.2% 33.5% 27.7% 21.3% #DIV/0! #DIV/0!	% 33.3% 38.4% 28.0% 25.1% #DIV/0! #DIV/0!
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors	# 29 188 1,359	% -7.4% 37.1% 13.3% 13.7% 0.0%	% -9.1% 5.0% 1.1% 0.1%	Years # -8 28	% 0.0% 1.2% 5.0% 5.1% 0.0%	% -1.5% 30.9% 35.8%	Years # -1 174 1,460	# -9 202 1,505	# 5 63 376	% -1.5% 30.9% 35.8% -10.0% 0.0%	Years # 0 58 404	# 1 79 437	# 2 78 421	% -24.0% 38.6% 28.0%	27.4% 38.9% 29.1% 24.1% 0.0%	-10	# 1 -1 -16 2 0 0	17.2% 33.5% 27.7% 21.3% #DIV/0!	% 33.3% 38.4% 28.0% 25.1% #DIV/0!

† 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.

171

99

0.0%

0.0%

0.4%

0.0%

0.0%

0.0%

3.9%

28.4%

16.0%

243

984

0.0%

0.0%

0.0%

0.0%

0.0%

15.7%

20.0%

1.6%

-11.3%

285

2,051

09

10

Total

Skilled Crafts & Trades

Intermediate Sales & Service

Clerical Personnel

12 Semi-Skilled Manual

13 Other Sales & Service

14 Other Manual Workers

t Calculated by using the following formula: (Terminated full-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.

1,083

	Workforce Analysis) · 2) x 10					Table 2: Women
е .	4F ': 0 .: 1		Wome	en		
	yment Equity Occupational (EEOG)	Short-ter	m Goals	Long-term	Goals	Comments
Group	(LLOU)	#	%	#	%	
01	Senior Managers	2	0.0	2	0.0 P	ercentage formula not working, absolute numbers are provided
02	Middle & Other Managers	10	0.0	20	0.0	
03	Professionals	19	0.0	100	0.0	
04	Semi-Professionals & Tech	5	0.0	5	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0,0	
07	Administrative & Sr Clerical	- 1	0.0	- 1	0.0	
08	Skilled Sales & Service	0	0.0	3	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	87		140	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		124		271		

#DIV/0!

#DIV/0!

33.3%

#DIV/0!

#DIV/0!

#DIV/0!

28.5%

-131

-255

-87

-125

#DIV/0!

#DIV/0!

34.9%

#DIV/0!

#DIV/0!

#DIV/0!

22.7%

43543

									Data	for First/I	revious (	Goals							
A B	C	D	Е	F	G	Н	I	J	K	L	М	N	О	P	Q	R	s	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry		From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (IIII + F)
	↓	1	1	<b>\</b>	<b>↓</b>	1	Ţ	↓	1	<b>\</b>	¥	1	1	↓	Ţ	1	Ţ	↓	<b>↓</b>
										e 3: Abor									

									First/	Previous St	ort-term G	oals							
				All Em	ployees									Aborigi	nal Peoples				
	Number	Growth	(New Positi	ons)	Turnover (Re	•	Terminated		Number	Turnover (R	eplacement of		3 Year						
<b>Employment Equity Occupational</b>					,	Employees)		Anticipated			Employees)	Hires Required	From		Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proje	cted	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD		,	Over 3	YYYY-	YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2016-04-29	Annually A	unnually	Over 3 Years	Annually	Annually	Over 3 Years	itais	2016-04-29	Annually	Over 3 Years	Years	2016	2019					icars
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	29	-7.4%	-9.1%	-8	0.0%	-1.5%	-1	<b>-</b> 9	0	-1.5%	0	1	0	0.0%	2.9%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	188	37.1%	5.0%	28	1.2%	30.9%	174	202	1	30.9%	1	5	2	0.9%	2.2%	-3	-3	0.5%	0.9%
03 Professionals	1,359	13.3%	1.1%	45	5.0%	35.8%	1,460	1,505	6	35.8%	6	17	8	0.5%	1.2%	-10	-9	0.4%	0.6%
04 Semi-Professionals & Tech	174	13.7%	0.1%	1	5.1%	-10.0%	-52	-51	1	-10.0%	0	2	0	0.0%	1.7%	-2	-2	0.6%	0.6%
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	9	79.4%	-0.1%	0	6.6%	-10.4%	-3	-3	0	-10.4%	0	0	0	0.0%	1.5%	0	0	0.0%	0.0%
08 Skilled Sales & Service	7	195.2%	-5.7%	-1	2.1%	38.8%	8	7	0	38.8%	0	0	0	0.0%	1.7%	0	0	0.0%	0.0%
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	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	285	-11.3%	20.0%	171	0.4%	28.4%	243	414	2	28.4%	2	7	3	0.8%	1.5%	-2	-4	0.7%	0.7%
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!
Total	2,051	15.7%	1.6%	99	3.9%	16.0%	984	1,083	10	16.0%	5	25	3	0.3%	1.4%	-19	-22	0.5%	0.4%

<sup>†</sup> 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.

t Calculated by using the following formula: (Terminated full-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.

workforce Allarysis) + 2) x 10	0.				
					Table 4: Aboriginal Peoples
F1		Aboriginal l	Peoples		
Employment Equity Occupational Group (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments
Group (EEOG)	#	%	#	%	
01 Senior Managers	0	0.0	1	0.0	
02 Middle & Other Managers	2	0.0	3	0.0	
03 Professionals	10	0.0	15	0.0	
04 Semi-Professionals & Tech	2	0.0	3	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	2	0.0	3	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.8	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	16		25		

									Data	or First/P	revious (	Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	↓	↓	1	<b>J</b>	1	1	1	↓	↓	<b>↓</b>	↓	↓	1	↓	1	↓	<b>1</b>	<b>1</b>	<b>1</b>
										Persons									
		First/Previous Short-term Goals  All Employees Persons with Disabilities																	
		Turnover (Replacement of Terminated 3 Year Goals														,			
	Number	Grow	rth (New Posit	ions)		placement of Employees)	Terminated		Number	Turnover (Re	placement of	Hires							
<b>Employment Equity Occupational</b>	YYYY-MM-DD		Proje			Proi		Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYY-MM-DD	Actual	Fruji		Actual	riop		Years	YYYY-MM-DD			Over 3 Years	1111	- 1111	Availability	r resem Gap	Gap	Representation	Years
	2016-04-29	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-04-29	Annually	Over 3 Years	rears	2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	217	14.9%	-2.1%	-13	0.6%	14.7%	96	83	3	14.7%	1	7	0	0.4%	4.3%	-6	-7	1.4%	1.0%
03 Professionals	1,359	13.3%	1.1%	45	5.0%	35.8%	1,460	1,505	19	35.8%	20	54	90	6.0%	3.8%	-33	36	1.4%	6.3%
04 Semi-Professionals & Tech	174	13.7%	0.1%	1	5.1%	-10.0%	-52	-51	5	-10.0%	-2	1	-1	2.0%	4.6%	-3	-2	2.9%	3.4%
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	9	79.4%	-0.1%	0	6.6%	-10.4%	-3	-3	0	-10.4%	0	0	0	0.0%	3.4%	0	0	0.0%	0.0%
08 Skilled Sales & Service	7	195.2%	-5.7%	-1	2.1%	38.8%	8	7	0	38.8%	0	0	0	0.0%	3.5%	0	0	0.0%	0.0%
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	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	285	-11.3%	20.0%	171	0.4%	28.4%	243	414	3	28.4%	3	26	10	2.5%	5.6%	-13	-16	1.1%	2.2%
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!

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)\(^{13} - 1\) x 100.

16.2%

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
Emal	oyment Equity Occupational	P	ersons with I	Disabilities		
	p (EEOG)	Short-ter	m Goals	Long-teri	m Goals	Comments
		#	%	#	%	
01/02	Managers	6	0.0	10	0.0	
03	Professionals	32	0.0	50	0.0	
04	Semi-Professionals & Tech	3	0.0	5	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	13	0.0	15	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	
Total		54		80		

1.6%

4.2%

									Data f	or First/I	Previous (	Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	Workforce	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
3	<b>\</b>	Ţ	1	<b>T</b>	1	1	<b>\</b>	<b>\</b>	1	<b>\</b>	<b>\</b>	1	Ţ	Ţ	<b>1</b>	Ţ	<b>1</b>	<b>J</b>	<b>↓</b>
									Table 7: M	embers o	f Visible ]	Minoritie:	S						
									First/	Previous SI	nort-term G	loals							
				All En	iployees								Ŋ	lembers of <b>\</b>	isible Minor	ities			

									First/	Previous Sh	ort-term G	oals							
				All Emp	oloyees								Mo	embers of <b>V</b>	isible Minorit	ies			
	Number	Crow	th (New Positio	one)	Turnover (Re	eplacement of T	'erminated		Number				3 Year	Goals					
Employment Equity Occupational	Numa	Gron	m (see rosm	,		Employees)		Anticipated	(Minoci	Turnover (Re Terminated		Hires Required	From	- To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Projec	rted	Actual	Projec	ted	Hires Over 3	YYYY-MM-DD			Over 3	YYYY-	YYYY	Availability	Present Gap	Gap	Representation	Representation in 3
	2016-04-29	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2016-04-29	Annually	Over 3 Years	Years	2016	2019					Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	29	-7.4%	2.0%	2	0.0%	-1.5%	-1	1	1	-1.5%	0	2	0	0.0%	10.1%	-2	-2	3.4%	3.2%
02 Middle & Other Managers	188	37.1%	5.0%	28	1.2%	30.9%	174	202	50	30.9%	46	28	2	0.9%	15.0%	22	-26	26.6%	2.8%
03 Professionals	1,359	13.3%	1.1%	45	5.0%	35.8%	1,460	1,505	636	I .	683	450	8	0.5%	28.7%	246	-442	46.8%	-2.8%
04   Semi-Professionals & Tech	174	13.7%	0.1%	1	5.1%	-10.0%	-52	-51	92	I .	-28	-66	0	0.0%	31.0%	38	66	52.9%	68.6%
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	9	79.4%	-0.1%	0	6.6%	-10.4%	-3	-3	1	-10.4%	0	1	0	0.0%	18.6%	-1	-1	11.1%	11.1%
08 Skilled Sales & Service	7	195.2%	-5.7%	-1	2.1%	38.8%	8	7	2	38.8%	2	1	0	0.0%	19.2%	1	-1	28.6%	0.0%
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	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	285	-11.3%	20.0%	171	0.4%	28.4%	243	414	97	28.4%	83	176	3	0.8%	41.6%	-22	-173	34.0%	3.7%
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!
Total	2,051	15.7%	3.2%	197	3.9%	16.0%	984	1,181	879	16.0%	422	197	4	0.3%	29.1%	282	-193	42.9%	20.5%

<sup>†</sup> 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.

t Calculated by using the following formula: (Terminated full-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.

workforce Analysis) + 2) x 10	0.				
					Table 8: Members of Visible Minorities
F 1 F 2 O 2 1	Mem	bers of Visible	Minorit	ies	
Employment Equity Occupational Group (EEOG)	Short-teri	m Goals   1	Long-ter	m Goals	Comments
Group (EEOG)	#	%	#	%	
01 Senior Managers	0	0.0	2	0.0	
02 Middle & Other Managers	61	0.0	0	0.0	
03 Professionals	753	0,0	0	0.0	
04 Semi-Professionals & Tech	1	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	2	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	166		40	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	
Total	981		44		

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry		From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	e O) - ((C +	K ÷ C	(K - M + O) ÷ (C + F)
		<b>1</b>	1	<b>\</b>	↓ ·	1	Ţ	<b>\</b>	. ↓	↓	<b>J</b>	1	↓ ↓	<b>\</b>	1	1	↓	↓	<b>1</b>
										Table 9:	Women								

									Subsequ	ent/Current	Short-tern	Goals							
				All Em	ployees									W	omen				
	Number	Growth	h (New Positi	ons)	Turnover (Re	placement of Employees)	Terminated		Number	Turnover (Re		Hires	3 Year From						
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proje	ected	Actual	Proj	ected		YYYY-MM-DD	Terminated	Employees)	Required Over 3	YYYY-		Present Availability	Present Gap	Projected Gan	Present Representation	Projected Representation in 3
Group (ELOO)	2019-03-19	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-03-19	Annually	Over 3 Years	Years	2019	2022			Sil		Years
	Ħ	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	23	-7.4%	2.0%	1	0.0%	23.7%	16	17	7	23.7%	5	5	5	27.6%	27.6%	1	0	30.4%	29.2%
02 Middle & Other Managers	485	37.1%	0.7%	10	1.2%	6.4%	93	103	145		28	78	41	39.4%	39.4%	-46	-37	29.9%	31.9%
03 Professionals	1,976	13.3%	0.8%	47	5.0%	4.7%	279	326	535	4.7%	75	54	83	25.4%	25.4%	33	29	27.1%	26.8%
04 Semi-Professionals & Tech	256	13.7%	5.0%	38	5.1%	8.3%	64	102	60	8.3%	15	24	24	23.6%	23.6%	0	0	23.4%	23.5%
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	52	79.4%	8.5%	13	6.6%	11.6%	18	31	33	11.6%	11	30	16	50.0%	80.3%	-9	-14	63.5%	58.5%
08 Skilled Sales & Service	180	195.2%	7.2%	39	2.1%	21.2%	114	153	72		46	41	47	30.6%	30.6%	17	6	40.0%	33.3%
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	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	199	-11.3%	3.0%	18	0.4%	21.2%	127	145	56	21.2%	36	122	73	50.0%	65.6%	-75	-49	28.1%	42.9%
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	8	0.0%	36.0%	9	0.0%	7.9%	2	11	5	7.9%	1	5	6	50.0%	55.3%	1	1	62.5%	58.8%
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!
Total	3,179	15.7%	7.9%	753	3.9%	13.1%	1,252	2,005	913	13.1%	359	673	743	37.1%	31.2%	-79	70	28.7%	33.0%

<sup>†</sup> 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.

Laculated by using the following formula: (Terminated full-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
Empl	oyment Equity Occupational		Women	ı	
	p (EEOG)	Short-term	Goals	Long-term Goals	Comments
	-		%	%	
	Senior Managers		27.6	27.6%	
02	Middle & Other Managers		39.4	40.0%	A gap was indicated in the workforce analysis, we have set an additional goal to increase this EEOG in the long term.
03	Professionals		25.4	25.4%	
04	Semi-Professionals & Tech		23.6	23.6%	
05	Supervisors		0.0		
06	Supervisors: Crafts & Trades		0.0	(C) (C) (C)	
07	Administrative & Sr Clerical		50.0	50.0%	A gap was indicated in the workforce analysis, we aim to have the percentage of women in this EEOG to be 50%.
08	Skilled Sales & Service		30.6	30.6%	
09	Skilled Crafts & Trades		0.0		
10	Clerical Personnel		0.0		
11	Intermediate Sales & Service		50.0	50.0%	A gap was indicated in the workforce analysis, we aim to have the percentage of women in this EEOG to be 50%.
12	Semi-Skilled Manual		0.0		
13	Other Sales & Service		50.0	50.0%	A gap was indicated in the workforce analysis, we aim to have the percentage of women in this EEOG to be 50%.
14	Other Manual Workers		0.0	96/6/6	
Total			37.1		

43543

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Data for Subsequent/Current Goals C D F G Н M N О Q Т U From Flow From Data From From From (K - M +Equivalent (F x Q) -(K - M + O) ÷ (C Data Workforce Workforce Data Entry C x E x 3 Analysis & CxHx3 F + IWorkforce KxLx3 J x P Data Entry Workforce Workforce O) - ((C +  $K \div C$ Entry to H + F) Analysis Workforce Analysis Analysis Analysis F) x Q) Analysis† Analysis<sup>‡</sup>

**\** 

										Table	11: Abori	ginal Pe	oples							
										Subsequ	ent/Current	Short-tern	n Goals							
					All En	ployees									Aborigi	nal Peoples				
		Number	Growtl	h (New Positi	ons)	Turnover (R	eplacement of	Terminated		Number	Turnover (Re	olocoment of		3 Year						
Empl	oyment Equity Occupational						Employees)		Anticipated		Terminated		Hires Required		1 - To	Present		Projected	Present	Projected
	p (EEOG)	YYYY-MM-DD	Actual	Proje	cted	Actual	Proje	cted	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3  Years
		2019-03-19	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-03-19	Annually	Over 3 Years	Years	2019	2022					Years
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01	Senior Managers	23	-7.4%	2.0%	1	0.0%	23.7%	16	17	0	23.7%	0	1	1	3.2%	3.2%	-1	0	0.0%	4.2%
02	Middle & Other Managers	485	37.1%	0.7%	10	1.2%	6.4%	93	103	3	6.4%	1	11	3	2.7%	2.7%	-10	-8	0.6%	1.0%
03	Professionals	1,976	13.3%	0.8%	47	5.0%	4.7%	279	326	7	4.7%	1	18	4	1.2%	1.2%	-17	-14	0.4%	0.5%
04	Semi-Professionals & Tech	256	13.7%	5.0%	38	5.1%	8.3%	64	102	2	8.3%	0	4	2	1.9%	1.9%	-3	-2	0.8%	1.4%
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	52	79.4%	8.5%	13	6.6%	11.6%	18	31	0	11.6%	0	1	0	1.2%	1.2%	-1	-1	0.0%	0.0%
08	Skilled Sales & Service	180	195.2%	7.2%	39	2.1%	21.2%	114	153	3	21.2%	2	3	2	1.6%	1.6%	0	-1	1.7%	1.4%
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	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	199	-11.3%	3.0%	18	0.4%	21.2%	127	145	2	21.2%	1	3	2	1.7%	1.7%	-1	-1	1.0%	1.4%
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!
1	Other Sales & Service	8	0.0%	36.0%	9	0.0%	7.9%	2	11	0	7.9%	0	0	0	1.9%	1.9%	0	0	0.0%	0.0%
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total		3,179	15.7%	7.9%	753	3.9%	13.1%	1,252	2,005	17	13.1%	7	53	32	1.6%	1.6%	-34	-21	0.5%	1.1%

<sup>†</sup> 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.

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Data sources:

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		Aboriginal Peoples		
Group (EEOG)	Short-ter	m Goals Long-ter	m Goals	Comments
·		%	%	
01 Senior Managers		3.2		A gap was indicated in the workforce analysis, we have set an additional goal to increase this EEOG in the long term.
02 Middle & Other Managers		2.7		A gap was indicated in the workforce analysis, we have set an additional goal to increase this EEOG in the long term.
03 Professionals		1.2		A gap was indicated in the workforce analysis, we have set an additional goal to increase this EEOG in the long term.
04 Semi-Professionals & Tech		1.9	2.0%	A gap was indicated in the workforce analysis, we have set an additional goal to increase this EEOG in the long term.
05 Supervisors		0.0		
06 Supervisors: Crafts & Trades		0.0		
07 Administrative & Sr Clerical		1.2	1.2%	A gap was indicated in the workforce analysis, we have set an additional goal to increase this EEOG in the long term.
08 Skilled Sales & Service		1.6	1.6%	
09 Skilled Crafts & Trades		0.0		
10 Clerical Personnel		0.0		
11 Intermediate Sales & Service		1.7	1.7%	A gap was indicated in the workforce analysis, we have set an additional goal to increase this EEOG in the long term.
12 Semi-Skilled Manual		0.0		
13 Other Sales & Service		1.9	1.9%	
14 Other Manual Workers		0.0		
Total		1.6		

1

									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	E	F	G	Н	I	J	K	L	М	N	О	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	<b>↓</b>	<b>↓</b>	↓	Ţ	1	↓	<b>1</b>	<b>\</b>	<b>\</b>	1	↓	<b>↓</b>	Ţ	1	<b>↓</b>	1	↓
										: Persons									
									Subsequ	ent/Current	Short-tern	n Goals							
				All Em	ployees									Persons w	th Disabilitie	S			
	Number	Grow	vth (New Posit	ions)	Turnover (Re		Terminated		Number	T	eplacement of		3 Yea	· Goals					
Employment Equity Occupational	1 1	2.0				Employees)		Anticipated			Employees)	Hires Required	Fron	1 - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3
, , , , , , , , , , , , , , , , , , ,	2019-03-19	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-03-19	Annually	Over 3 Years	Years	2019	2022					Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	508	14.9%	0.7%	10	0.6%	15.1%	229	239		15.1%	4	21	12	5.0%	5.0%	1	-9	1.8%	3.3%
03 Professionals	1,976	13.3%	0.8%	47	5.0%	4.7%	279	326	l		5	152	29	8.9%	8.9%	-143	-123	1.7%	2.8%
04 Semi-Professionals & Tech	256	13.7%	5.0%	38	5.1%	8.3%	64	102	5	8.3%	1	18	8	7.6%	7.6%	-14	-10	2.0%	4.1%
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 07 Administrative & Sr Clerical	[ 0	0.0%	8.5%	12	0.0% 6.6%	11.6%	18	31	"	0.0%	1 0	0	0	10.00/	0.0%	1 4	0	#DIV/0! 1.9%	#DIV/0! 6.2%
07 Administrative & Sr Clerical 08 Skilled Sales & Service	52 180	79.4% 195.2%	7.2%	13 39	2.1%	21.2%	114	153	1 -	11.6% 21.2%	"	10	3	10.0% 8.0%	10.0% 8.0%	-13	-3	1.9% 0.6%	6.2% 5.5%
09 Skilled Crafts & Trades	180	0.0%	7.270	39	0.0%	21.270	114	133	1 0	0.0%	1 0	10	12	0.070	0.0%	-13	-0	#DIV/0!	#DIV/0!
10 Clerical Personnel	ا ا	0.0%		0	0.0%		١	0	"	0.0%	1 0	0	0		0.0%		١	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	199	-11.3%	3.0%	18	0.078	21.2%	127	145	5	21.2%	] 3	21	16	10.8%	10.8%	-16	_5	2.5%	8.3%
12 Semi-Skilled Manual	1 0	0.0%	3.070	0	0.0%	21.270	127	0	ا ا	0.0%	م ا	0	0	10.070	0.0%	10	ا آ	#DIV/0!	#DIV/0!
13 Other Sales & Service	8	0.0%	36.0%	9	0.0%	7.9%	2	11	0	7.9%	ن ا	2	1	10.7%	10.7%	-1	-1	0.0%	5.9%
14 Other Manual Workers		0.0%		ĺ	0.0%	7.570	ا آ	0	ا	0.0%	Ö	0	0		0.0%	0		#DIV/0!	#DIV/0!
Total	3,179	15.7%	8.7%	833	3.9%	12.9%	1,226	2,059	54	1	21	300	171	8.3%	8.3%	-210	-129	1.7%	5.1%

† 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 14: Persons with Disabilities
Employment Equity Occupational	Per	rsons with Dis	abilities	
Group (EEOG)	Short-term	ı Goals 🔠 l	Long-term Goals	Comments
Group (EEGG)		%	%	
01/02 Managers		5.0		A gap was indicated in the workforce analysis, we have set an additional goal to increase this EEOG in the long term.
03 Professionals		8.9	000000000000000000000000000000000000000	A gap was indicated in the workforce analysis, we have set an additional goal to increase this EEOG in the long term.
04 Semi-Professionals & Tech		7.6	12.0%	A gap was indicated in the workforce analysis, we have set an additional goal to increase this EEOG in the long term.
05 Supervisors		0.0		
06 Supervisors: Crafts & Trades		0.0		
07 Administrative & Sr Clerical		10.0		A gap was indicated in the workforce analysis, we have set an additional goal to increase this EEOG in the long term.
08 Skilled Sales & Service		8.0	10.0%	A gap was indicated in the workforce analysis, we have set an additional goal to increase this EEOG in the long term.
09 Skilled Crafts & Trades		0.0		
10 Clerical Personnel		0.0		
11 Intermediate Sales & Service		10.8	13.0%	A gap was indicated in the workforce analysis, we have set an additional goal to increase this EEOG in the long term.
12 Semi-Skilled Manual		0.0		
13 Other Sales & Service		10.7	13.0%	A gap was indicated in the workforce analysis, we have set an additional goal to increase this EEOG in the long term.
14 Other Manual Workers		0.0		
Total		8.3	020202	

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
3		Į.	Į.	↓	Ţ	<b>↓</b>	1	↓	Ţ	1	↓	1	Ţ	↓	Ţ	<b>↓</b>	J.	<b></b>	<u> </u>
								-	lable 15: N	1embers (	of Visible	Minoritie	es						
									е і	. IIC	. 61	<i>~</i> 1							
				All Fo	mloveee				Subsequ	ent/Curren	t Short-tern	n Goals		Annhare of V	/icible Minori	ties			
		ı		All En	nployees			1	Subsequ	ent/Curren	t Short-tern	n Goals			/isible Minori	ties		I	
	Number	Gro	wth (New Posit		Turnover (Re	eplacement o			Subsequ Number	Turnover (R	eplacement of	1	3 Ye	ar Goals	/isible Minori	ties			
Employment Equity Occupation			·		Turnover (Re	Employees)		Anticipated Hires Over 3		Turnover (R		Hires Required	3 Ye Fro		Present	ties Present Gap	Projected Gan	Present Progressoration	Projected Representation in 3
Employment Equity Occupation Group (EEOG)	ıı		·	iions)	Turnover (Re	Employees)			Number	Turnover (R	eplacement of	Hires	3 Ye Fro	ar Goals sm - To			Projected Gap	Present Representation	
	UYYY-MM-DD	Actual	Proj	ions) ected Over 3	Turnover (Re	Employees) Pro	jected Over 3	Hires Over 3	Number YYYY-MM-DD	Turnover (R Terminated	eplacement of 1 Employees) Over 3	Hires Required Over 3	3 Ye Fro YYY	ar Goals nn - To Y - YYYY	Present				Representation in 3
	VYYY-MM-DD 2019-03-19	Actual Annually	Proj Annually	ions) ected Over 3	Turnover (Re Actual Annually	Employees) Pro Annually	jected Over 3 Years #	Hires Over 3 Years	Number YYYY-MM-DD	Turnover (R Terminated Annually	eplacement of 1 Employees) Over 3 Years #	Hires Required Over 3	3 Ye Fro YYY	ar Goals sun - To Y - YYYY 2022	Present Availability			Representation	Representation in 3 Years

117

35

32

70

245

35.8%

34.0%

24.5%

20.7%

48.29

55.1%

32.5%

35.8%

34.0%

0.0%

0.0%

24.5%

20.7%

0.0%

0.0%

48.2%

0.0%

55.1%

0.0%

32.5%

30

14

82

99

279

114

127

326

102

11

753

808

115

13

61

63

1,179

4.7%

8.3%

0.0%

0.0%

11.6%

21.2%

0.0%

0.0%

21.2%

0.0%

7.9%

0.0%

0.0%

114

29

39

40

† 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.

47

38

13

39

753

5.0%

5.1%

0.0%

0.0%

6.6%

2.1%

0.0%

0.0%

0.4%

0.0%

0.0%

0.0%

3.9%

4.7%

8.3%

11.6%

21.2%

21.2%

7.9%

1,976

256

180

3,179

13.3%

13.7%

0.0%

0.0%

79.4%

195.2%

0.0%

0.0%

0.0%

0.0%

0.0%

15.7%

-11.3%

0.8%

5.0%

8.5%

7.2%

3.0%

36.0%

7.9%

03

04

05

06

07

08

09

10

12

Total

Professionals

Supervisors

Semi-Professionals & Tech

Supervisors: Crafts & Trades

Administrative & Sr Clerical

Intermediate Sales & Service

Skilled Sales & Service

Skilled Crafts & Trades

Clerical Personnel

Semi-Skilled Manual

13 Other Sales & Service

14 Other Manual Workers

t 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	Members of Vi	sible Minorities	
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
	%	%	
01 Senior Managers	11.3	5 15.0%	A gap was indicated in the workforce analysis, we have set an additional goal to increase this EEOG in the long term.
02 Middle & Other Managers	17.0	6 17.6%	
03 Professionals	35.8	8 35.8%	
04 Semi-Professionals & Tech	34.0	0 34.0%	
05 Supervisors	0.0	0	
06 Supervisors: Crafts & Trades	0.0	0	
07 Administrative & Sr Clerical	24.5	5 24.5%	
08 Skilled Sales & Service	20.	7 20.7%	
09 Skilled Crafts & Trades	0.0	0	
10 Clerical Personnel	0.0		
11 Intermediate Sales & Service	48.2	2 50.0%	A gap was indicated in the workforce analysis, we have set an additional goal to increase this EEOG in the long term.
12 Semi-Skilled Manual	0.0	0	
13 Other Sales & Service	55.	1 55.1%	
14 Other Manual Workers	0.0	0	
Total	32.5	5	

87

21

-12

146

40.9%

44.9%

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#DIV/0!

25.0%

33.9%

#DIV/0!

#DIV/0!

31.7%

#DIV/0!

#DIV/0!

50.0%

37.1%

40.1%

41.2%

#DIV/0!

#DIV/0!

24.6%

24.7%

#DIV/0!

#DIV/0!

#DIV/0!

42.9%

52.9%

36.2%

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101

28

24

-33

146

										P			- Wome	n										
											SAPC		A INC											006875
												43543												
Α	В	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	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	Е-Н	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
			1	↓ V	↓ Vorkfe	↓ orce An	↓ alvsis	<u> </u>	1	<b>V</b>	<b>\</b>	1	Ψ.	1	<u> </u>	↓ Flow l	↓ Data Ar	↓ nalvsis	<b>\</b>	<u> </u>	<b>1</b>	1	<u> </u>	<u> </u>
	ployment Equity	Year				orkforce	_					Hires					romotior				Ter	minati	ons	
	cupational Group EOG)		All Employees	Represen	tation	Wor Avails			EE Result	All Employees	1.0	W	omen Expected	Difference	All Employees	4.00	wal	Expected	Difference	All Employees	Actu		omen Expected	Difference
ľ	,	#	#	# #	%	%	#	Gap #	%	#	#	%	##	#	#	#	wai %	##	#	#	#	% %	##	#
01	Senior Managers	2016 2019	29 23		17.2 30.4	27.4 27.6	8	-3 1	62.9 110.3	0	0	0.0	0	0	1	2	50.0	1	1	0	0	0.0	0	0
02	Middle & Other	2016	188	63	33.5	38.9	73		86.1	v			·		4	2		1	1		0			0
_	Managers	2019 2016	485 1,359	145 376	29.9 27.7	39.4 29.1	191 395	-46 -19	75.9 95.1	46	20	43.5	18	2	94	30	31.9	32	-2	4	1	25.0	1	0
03	Professionals	2019	1,976	535	27.1	25.4	502	33	106.6	413	119	28.8	105	14	265	74	27.9	73	1	83	33	39.8	23	10
04	Semi-Professionals & Technicians	2016 2019	174 256	37 60	21.3	24.1 23.6	42 60		88.2 99.3	53	23	43.4	13	10	) 44	10	22.7	9	1	11	8	72.7	2	6
05	Supervisors	2016	0	0	0.0	0.0	0	_	0.0															
06	Supervisors: Crafts &	2019 2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
L	Trades	2019	0	0	0.0	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÷Kx 100	Part 3: Goals	F ÷ M x 100											
			1	<u> </u>	1	<b>,</b>	Ţ	<u> </u>	1	<u> </u>	1	1	<b>\</b>											
				Entran	ts		OL 44			oals														
	ployment Equity supational Group	Year		low Data Wom	en	,		rm Goals <sup>men</sup>	i		Long-ter Won							C	ommen	ts				
	EOG)		All Employees	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met							•				
	I	#	#	#	%	#	%	%	%	#	%	%	%											
01	Senior Managers	2019 2022	4	2	50.0 50.0	2	100.0	0.0 27.6	0.0 181.2	2	100.0	0.0	0.0 18115.9											
02	Middle & Other Managers	2019 2022	140 140	50 50	35.7 35.7	10	500.0	0.0 39.4	0.0 90.6	20	250.0	0.0 0.4	0.0 8928.6											
03	Professionals	2019	678	193	28.5	19	1,015.8	0.0	0.0	100	193.0	0.0	0.0											
	Semi-Professionals &	2022 2019	678 97	193 33	28.5	5	660.0	25.4 0.0	112.1	5	660.0	0.3												
04	Technicians	2022	97	33	34.0			23.6	144.2			0.2	14415.5											
05	Supervisors	2019 2022	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
06	Supervisors: Crafts & Trades	2019 2022	0	0	0.0	201100100111001001110010011001	0.0	0.0	0.0	0	0.0	0.0												
		2022		<u> </u>	0.0			0.0	0.0			L 0.0	L 0.0	l										

										F			- Wome	n	•									976
											SAPC	43543	DA INC											006876
A	В	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	V	W	X	Y
Data	sources:		Part 1: Workforce	Part 1: Workforce	E÷D	Part 1: Workforce	DxG	E - H	E÷H	Part 2: Flow	Part 2: Flow Data	L÷K	K x G ÷ 100	L-N	Part 2: Flow	Part 2: Flow Data	Q ÷ P x	P x F ÷ 100	Q - S	Part 2: Flow	Part 2: Flow Data	V ÷ U x	U x F ÷ 100	V - X
			Analysis	Analysis	x 100	Analysis	÷ 100	<b></b>	x 100	Data Analysis	Analysis	x 100	J.		Data Analysis	Analysis J	100 <b>J</b>	J	<b>.</b>	Data Analysis	Analysis	100	J	J.
Fm	ployment Equity			•		orce An						111			ı			nalysis		T	Т.	• •		
Осс	upational Group	Year	All		W	orkforce Wo				All		Hires W	omen		All	P	romotio W	omen		All	1 e	rminati W	omen	
(EE	(OG)		Employees	Represe		Avail		Gap	EE Result	Employees	Act		Expected	Difference	Employees	Act		Expected	Difference	Employees	Act		Expected	Difference
07	Administrative &	# 2016	9	# 6	66.7	% 81.5	7	-1	% 81.8	#	#	%	#	#	Ħ	H	%	¥	#	Ħ	Ħ	°/a	Ħ	Ħ
	Senior Clerical Skilled Sales &	2019 2016	52 7	<del></del>	63.5 42.9	80.3 25.7			79.0 166.8	14	9	64.3	11	-2	5	3	60.0	3	C	2	2	100.0	1	1
08	Service Personnel	2019	180	72	40.0	30.6			130.7	61	21	34.4	19	2	26	14	53.8	11	3	2	0	0.0	1	-1
09	Skilled Crafts & Trades Workers	2016 2019	0	0	0.0	0.0			0.0		0	0.0		0		0	0.0	0			0	0.0	0	
10	Clerical Personnel	2019	0	<del>- i</del>		0.0			0.0	0	0	0.0	0	0	0	0	0.0	0		0	0	0.0	0	0
		2019	0		0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
	Intermediate Sales & Service Personnel	2016 2019	285 199	95 56	33.3 28.1	63.7 65.6			52.3 42.9	32	7	21.9	21	-14	13	5	38.5	4	1	1	0	0.0	0	0
12	Semi-Skilled Manual Workers	2016 2019	0		0.0	0.0		-	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
	Workers	2019	0	U 0:	0.0	0.0	: 0		0.0	0	U U	0.0	<u> </u>	0		<u> </u>	0.0	0		η σ	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÷Kx 100	Part 3: Goals	F ÷ M x 100											
i			<b></b>	,	<b>V</b>	<b></b>	Ψ	<u> </u>	, T	·	,	1												
				Entrar	its		O.			oals		0.1												
	ployment Equity upational Group	Year		low Data Won	nen		Short-te Wo	rm Goal men	S		Long-teri Wom							(	Commen	ts				
	(OG)		All Employees	Acti	ial	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	#	%	%	%											
07	Administrative & Senior Clerical	2019 2022	19 19		63.2	1	1200.0	0.0 50.0	0.0 126.3	1	1200.0	0.0	0.0 12631.6											
08	Skilled Sales &	2019	87	35	40.2	0	0.0	0.0	0.0	3	1166.7	0.0	0.0											
00	Service Personnel Skilled Crafts &	2022 2019	87 0	35 0	40.2 0.0	0	0.0	30.6 0.0	131.5 0.0	0	0.0	0.3	13147.0 0.0											
09	Trades Workers	2022	0	0	0.0			0.0	0.0			0.0	0.0											
10	Clerical Personnel	2019	0			0	0.0	0.0			0.0	0.0	0.0											
11	Intermediate Sales &	2019	45	12	26.7	87	13.8	0.0	0.0	140	8.6	0.0	0.0											
_	Service Personnel Semi-Skilled Manual	2022	45	-	26.7	0	0.0	50.0	53.3		0.0	0.5	5333.3 0.0											
12	Workers	2022	0				3.0	0.0			0.0	0.0	0.0											

									Feder	al Contr	actors F	Prograi	n Achie	vement	Report									
										P	art 4: R	Results	- Wome	n										
											SAP C	CANAD	A INC											
												43543												
	В	С	D	E	F	G	Н	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
İ		i			<b>↓</b>		<b>\</b>		<b>V</b>	<b>↓</b>	L	<b>↓</b>	<b>\</b>	<b>↓</b>	i	↓	<b>↓</b>		<b></b>	<u>.</u>				<b></b>
				V	Vorkfo	orce An	alysis									Flow I	Data A	nalysis						
	ployment Equity supational Group	Year			W	orkforce					ı	Hires				P	romotio				Te	rminatio		
	OG)		All Employees	Represen	tation	Wor Availa		Gap	EE Result	All Employees	Act		omen Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Acti		omen Expected	Difference
		#	#	#	%	%	Ħ	#	%	#	#	%	#	#	#	Ħ	%	#	#	#	#	%	#	#
13	Other Sales & Service Personnel	2016 2019	0	0 5	0.0 62.5	0.0 55.3		0	0.0 113.0	,	1	50.0	1	0		1	100.0	0	1		0	0.0	0	
1.	Other Manual	2019	0	0	0.0	0.0		0	0.0		1	30.0	1	0	1	1	100.0	U	1		0	0.0		0
14	Workers	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Tota	al	2016 2019	2,051 3,179	585 913	28.5	34.6 31.2	710 992	-125 -79	82.4 92.1	621	200	32.2	194	6	452	139	30.8	129	10	103	44	42.7	29	15
			-,													:								
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											
3			↓ Í	<b>\</b>	<b>\</b>	<b>.</b>	1	<b>1</b>	↓	<b>V</b>	<b>\</b>	<b>\</b>	↓											
				Entran	ts					oals														
	ployment Equity	Year	Flo	ow Data Wom	en			rm Goals		]	Long-terr Wom									4				
	cupational Group EOG)		All Employees	Actu		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						ommen	ES .				
		#	#	#	%	#	%	%	%	#	Goal Wet	%	Goar wet											
13		2019	3	2	66.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
$\vdash$	Personnel Other Manual	2022 2019	3	0	66.7 0.0	0	0,0	50.0	133.3	0	0.0	0.5	13333.3											
14	Workers	2022	0	0	0.0	V	0.0	0.0	0.0	٧	0.0	0.0	0.0											
Tota	al	2019 2022	1,073 1,073	339 339	31.6 31.6	124	273.4	0.0 37.1	0.0 85.2	271	125.1	0.0	0.0											

										Part 5:			9	Peoples										378
											SAP	43543	A INC											006878
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A	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	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
			↓	<b>↓</b>	<u> </u>	<u> </u>	↓ · ·	<u> </u>	↓	<b>.</b>	↓	↓	↓	↓	<u> </u>	<u> </u>	<b>.</b>	. · ·	<b>\</b>	. ↓	↓ '	1	` ↓	<u> </u>
Em	ployment Equity	Year		· · · · · · · · · · · · · · · · · · ·		orce An orkforce						Hires			T		Data Ar			T	Te	rminati	ons	
	cupational Group EOG)	i cai	All Employees	n		Aborigina		1 .	I	All Employees	<u> </u>		nal Peoples	1	All Employees	<u> </u>		nal Peoples	I	All Employees			inal Peoples	nim.
(22	.00)	H	#	Represen	tation %	Avails	ability #	Gap #	EE Result	#	Act	tual %	Expected #	Difference #	#	Act	uai %	Expected #	Difference #	#	Act #	uai %	Expected #	Difference #
01	Senior Managers	2016 2019	29 23	0	0.0	2.9 3.2		-1 -1	0.0	0	0	0.0			1 4	0	0.0	0	0	0	0	0.0		0
02	Middle & Other	2016	188	1	0.5	2.2	4	-3	24.2										Ů	Ĭ				
02	Managers	2019 2016	485 1,359	6	0.6	2.7 1.2			22.9 36.8	46	0	0.0	1	-1	94	0	0.0	1	-1	4	0	0.0	0	0
03	Professionals Semi-Professionals &	2019 2016	1,976 174	7 1	0.4	1.2 1.7			29.5 33.8	413	1	0.2	5	-4	265	0	0.0	1	-1	83	0	0.0	0	0
04	Technicians	2019	256	2	0.8	1.9	5	-3	41.1	53	0	0.0	1	-1	44	0	0.0	0	C	11	0	0.0	0	0
05	Supervisors	2016 2019	0	0	0.0	0.0		0 0	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
06	Supervisors: Crafts & Trades	2016 2019	0	0	0.0	0.0		0 0	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
<u> </u>												:		\ }	1								1	
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÷Kx 100	Part 3: Goals	F ÷ M x 100											
			<b>↓</b>	<b>.</b>	<b>\</b>	<b>V</b>	1	` ↓	<b>V</b>	. ↓	↓	↓	↓											
Em	ployment Equity			Entran	ts		Short-te	rm Goals		oals	Long-ter	m Goals												
Occ	upational Group	Year	All Employees	Aboriginal	Peoples			nal Peoples			Aborigina							C	Commen	ts				
(EE	EOG)	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met																		
01	Senior Managers	# 2019	# 4	0	0.0	# 0	0.0	0.0	0.0	# 1	0.0	0.0	0.0											
_	Middle & Other	2022 2019	4 140	0	0.0	2	0.0	3.2	0.0	3	0,0	0.0	0.0											
02	Managers	2022	140	0	0.0	10		2.7	0.0		6.7	0.0	0.0											
03	Professionals	2019 2022	678 678	1 1	0.1	10	10.0	0.0	0.0 12.3	0111111001111111011111111011111111011111	6.7	0.0		-										
04	Semi-Professionals & Technicians	2019 2022	97 97	0	0.0		0.0	0.0	0.0		0.0	0.0	0.0											
05	Supervisors	2019	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0											
	Supervisors: Crafts &	2022 2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
L 00	Trades	2022	0	0	0.0			0.0	0.0			0.0	0.0											

										Part 5				Peoples	P									
											SAP	CANAL	A INC											006879
												43543												
Α	В	С	D	Е	F	G	Н	I	J	K	L	М	N	О	Р	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
			<b></b>	<u> </u>	<b>V</b>	↓	1	1	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	1	<u> </u>	<u> </u>	↓ ↓	<b>1</b>	<b></b>	↓	↓
Em	ployment Equity					orce An						***			T			nalysis		1	TF.			
	cupational Group	Year	All				e al Peoples			All		Hires Aborigi	nal Peoples		All	r	romotioi Aberigi	nal Peoples		All	16	rminati Aborig	nal Peoples	
(EF	EOG)		Employees	Represe	ntation	Avail	lability	Gap	EE Result	Employees	Act		Expected	Difference	Employees	Act		Expected	Difference	—	Acı	tual	Expected	Difference
	A 4	2016	# 9	# 0	%	% 1.5	# 0	#	%	#	#	%	#	#	#	Ħ	%	Ħ	#	#	#	%	#	#
07	Administrative & Senior Clerical	2016 2019	52	0	0.0 0.0	1.3	:	-1	0.0	14	0	0.0	0	0	5	0	0.0	0		0 2	0	0.0		0
08	Skilled Sales &	2016	7	· · ·	0.0	1.7	0		0.0															
	Service Personnel Skilled Crafts &	2019	180	<del>- i</del>	0.0	1.6 0.0	<del></del>	<b>-</b>	104.2	61	2	3.3	1	1	26	1	3.8	0		1 2	0	0.0	(	0
09	Trades Workers	2019	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	2016	0	0		0.0		0	0.0			0.0					0.0					0.0		
	Intermediate Sales &	2019 2016	285	~ :		0.0 1.5		-2	0.0	0	0	0.0	0	0	0	0	0.0	0		0 0	0	0.0	(	0
11	Service Personnel	2019	199	2		1.7	3	-1	59.1	32	1	3.1	1	0	13	0	0.0	0		0 1	0	0.0	(	0
12	Semi-Skilled Manual Workers	2016	0	0	0.0 0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0		0 0	0	0.0	(	0
<u> </u>		2013			0.0	0.0	:		0.0						<u> </u>		0.0		l .	<u> </u>		: 0.0		,
Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
			<b>.</b>	,	<b>V</b>	<b></b>	1	1	1	<u> </u>	<u> </u>	<u> </u>	<u> </u>											
				Entrar	ıts					oals														
	ployment Equity cupational Group	Year	F	low Data Aborigina	l Peoples		Short-te Aborigin	rm Goal al Peoples	S		Long-teri Aboriginal							-	Commer	•••				
	EOG)		All Employees	Acti		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						ommei	us				
		#	#	#	%	#	%	%	%	#	%	%	%											
07	Administrative & Senior Clerical	2019 2022	19 19	- :	0.0	0	0.0	0.0	<del> </del>	0	0.0	0.0	0.0											
08	Skilled Sales &	2019	87	3	3.4	0	0.0	<b></b>		0	0.0	0.0	0.0											
00	Service Personnel	2022	87	3			0.0	1.6	1		0.0	0.0	21551.7											
09	Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0		2113132113332113332113332113	0.0	0.0	0.0											
10	Clerical Personnel	2019	0			0	0.0			0	0.0	0.0	0.0											
	Intermediate Sales &	2022	0 45		0.0 2.2	2	50.0	0.0		3	33.3	0.0	0.0											
11	Service Personnel	2019	45		2.2	2	50.0	1.7	<b>I</b>		33.3	0.0	13071.9											
12	Semi-Skilled Manual Workers	2019	0			0	0.0		<del> </del>	0	0.0	0.8	0.0											
	WOIKEIS	2022	0	0	0.0			0.0	0.0			0.0	0.0											

									Feder	al Contr Part 5:	actors I Result				Report									08
											SAPC	CANAD 43543	A INC											006880
												43343												
A	В	C	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	V	W	X	Y
Data so	urces:		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
			<b>↓</b>	<b>_</b>	1	↓	<u> </u>	<u> </u>	↓	<b>1</b>	↓	1	↓	↓	<b>\</b>	↓	<u> </u>	<u> </u>	↓	1	1	↓	↓	<b>1</b>
Emn	loyment Equity					orce An orkforce	•					Hires			T		Data A romotio	nalysis		ı	т.	rminati		
Occi	pational Group	Year	All		**	Aborigina				All			nal Peoples		All	г		inal Peoples		All	16		nal Peoples	
(EEC	OG)		Employees	Represer		Availa	•	Gap	EE Result	Employees	Act		Expected	Difference	Employees		tual	Expected	Difference	Employees	Act		Expected	Difference
1.0	Other Sales & Service	# 2016	# 0	# 0	0.0	<b>%</b>	# 0	# 0	0.0	Ħ	#	%	#	#	#	#	%	Ħ	#	#	#	%	#	#
13 I	Personnel	2019	8	0	0.0	1.9		0	0.0	2	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0
	Other Manual Workers	2016 2019	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total		2016	2,051	10	0.5	1.4		-19	34.8		Ů	0.0		•	Ů		0.0	V		0	Ů	0.0	V	0
1 Otal		2019	3,179	17	0.5	1.6	51	-34	33.4	621	4	0.6	10	-6	452	1	0.2	2	-1	103	0	0.0	1	-1
Data so	urces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
		I	<b>↓</b>			<del>     </del>	↓				↓	↓	↓											
				Entran	ts		Short-te	rm Goals		oals	Long-teri	m Goals												
	loyment Equity pational Group	Year	All -	Aboriginal	Peoples			al Peoples			Aboriginal							C	ommen	ts				
(EEC	OG)		Employees	Actu		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
T	Other Sales & Service	# 2019	# 3	# 0	0.0	# 0	0.0	% 0.0	0.0	# ()	<b>%</b>	0.0	0.0											
13 I	Personnel	2022	3	0	0.0			1.9	0.0	V		0.0	0.0											
	Other Manual Workers	2019 2022	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Total		2019 2022	1,073 1,073	5	0.5	16	31.3	0.0	0.0	25	20.0	0.0	0.0											

									I	Part 6: R	esults -	Person	s with E	Disabiliti	es									8
											SAP		DA INC											006881
												43543												
Α	В	C	D	E	F	G	Н	I	J	K	L	M	N	0	Р	Q	R	s	Т	U	V	W	X	Y
Data sou	urces:		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
i			<b>↓</b>		<b>V</b>	·	1	,	<b>V</b>	<u> </u>	·	<u>,                                      </u>	·	·	<u> </u>	1	↓	<b>↓</b>	1	<u></u>	<b>↓</b>	<b>\</b>	<b>\</b>	<u> </u>
				1		orce An											Data Aı							
	loyment Equity pational Group	Year	1			orkforce Persons with				All		Hires	ith Disabilitie		All	P	romotion	1S th Disabilities		All	Te	rminatio	ons ith Disabilitie	a.c.
(EEO			All Employees	Represer		Avails		Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Ac	tual	Expected	Difference	Employees	Act		Expected	Difference
		#	#	#	%	%	Ħ	#	%	#	#	%	#	#	#	Ħ	%	Ħ	#	#	Ħ	%	#	#
	Managers	2016	217	3	1.4	4.3	9	-6	32.2															
02		2019	508	9	1.8	5.0	25	-16	35.4	46	0	0.0	2	-2	98	3	3.1	1	2	4	0	0.0	0	0
03 P	rofessionals	2016 2019	1,359 1,976	19 33	1.4 1.7	3.8 8.9	52 176	-33 -143	36.8 18.8		7	1.7	37	-30	265	5	1.9	4	1	83	1	1.2	1	0
1 0/1 1	emi-Professionals &	2016	174	5	2.9	4.6		-3	62.5															
	echnicians	2019 2016	256 0	5	2.0 0.0	7.6 0.0	19	-14 0	25.7	53	2	3.8	4	-2	44	1	2.3	1	0	11	1	9.1	0	1
05 S	upervisors	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
	upervisors: Crafts & rades	2016 2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0			0	0.0	0	
	ides	2019	0	U <sub>1</sub>	0.0	0.0	0	<u> </u>	0.0			: 0.0	0	0	0	0	0.0	<u> </u>		<u> </u>	<u></u>	0.0	0	
Data sou	urces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷1x100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
·			<b>↓</b>		<b>V</b>	<b></b>	1	<b>\</b>	<b>\</b>	<u> </u>	<u> </u>	,	<u> </u>	,										
				Entran	ts					oals														
B	loyment Equity	Year	FI	ow Data Persons	with			rm Goals			Long-ter													
Occu (EEO	pational Group )G)		All Employees	Disabil				n Disabilities	<b>.</b>		Persons with	Disabilities						C	ommen	ts				
,				Actu		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
01		# 2019	# 144	# 3	2.1	# 6	50.0	0.0	0.0	# 10	30.0	0.00	0.0											
1 - 1	Managers	2019	144	3	2.1	0	50.0	5.0	41.7	10	30.0	0.00	2976.2											
$\vdash$		2019	678	12	1.8	32	37.5	0.0	0.0	50	24.0	0.07	0.0											
$\sqcup$	rofessionals	2022	678	12	1.8			8.9	19.9			0.10	1769.9											
1 021 1	emi-Professionals & echnicians	2019 2022	97 97	3	3.1	3	100.0	0.0 7.6	0.0 40.7	5	60.0	0.00	0.0 2577.3											
$\vdash$	upervisors	2019	0	0	0.0	0	0.0	0.0	0.0		0.0	0.00	0.0											
$\perp$	-	2022	0	0	0.0	0	0.0	0.0	0.0	etrasserrasserrasserrasserras	0.0	0.00	0.0											
	upervisors: Crafts & rades	2019 2022	0	0	0.0	0	0.0	0.0	0.0		0.0	0.00	0.0											
						••••••					1													

										al Contr														
									I	Part 6: R			s with I A INC	)isabiliti	es									006882
												43543												
Α	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	Р	Q	R	S	Т	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
İ			√ Villalysis	<b>V</b>	<b>\</b>	↓	<b>V</b>	↓ ↓	<b>\</b>	↓	↓ Zinanysis	<b>\</b>	<b>\</b>	<u> </u>	i	√inanysis ↓	<u> </u>		<b>\</b>	<u> </u>	↓ Zenanysis	<b>\</b>	<b>↓</b>	<b>1</b>
				1		orce An	•										Data A	•						
	ployment Equity upational Group	Year				orkforce Persons with						Hires	ith Disabilitie			P	romotio P	ns ith Disabilities			Te	rminatio	ONS th Disabilitie	
	:OG)		All Employees	Represe		Persons with Availa		Gap	EE Result	All Employees	Act		Expected	Difference	All Employees	Ac	Persons w	Expected	Difference	All Employees	Act		Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	<sup>0</sup> / <sub>0</sub>	#	#
07	Administrative &	2016	9	0	0.0	3.4		0	0.0															
-	Senior Clerical	2019 2016	52	0	1.9 0.0	10.0 3.5		-4	19.2	14	0	0.0	1	-1	5	1	20.0	0	1	2	0	0.0	0	0
08	Skilled Sales & Service Personnel	2010	180	1	0.6	8.0		-13	6.9	61	0	0.0	5	-5	26	0	0.0	0	0	2	0	0.0	0	0
09	Skilled Crafts &	2016	0	0	0.0	0.0		0	0.0															
Ľ	Trades Workers	2019	0	0	0.0	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	2016 2019	0	0	0.0	0.0		0	0.0	0	0	0.0	0		0	0	0.0	0	0	0	0	0.0	0	0
	Intermediate Sales &	2016	285	3	1.1	5.6		-13	18.8	0	0	0.0		· ·		0	0.0					0.0	0	
111	Service Personnel	2019	199	5	2.5	10.8		-16	23.3	32	2	6.3	3	-1	13	0	0.0	0	0	1	0	0.0	0	0
12	Semi-Skilled Manual Workers	2016 2019	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
			- 1	-:		:		- 1							-									
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											
i			<b>↓</b>	<b>↓</b>		↓	↓	·	1	<b></b>	i	1	·	i										
			New	Entran	its				G	oals														
Em	ployment Equity	Year	Flo	ow Data Person				rm Goals			Long-teri													
	upational Group	1 cai	All Employees	Disabi			Persons wit	h Disabilities		I	Persons with	Disabilities						C	ommen	ts				
(E)	OG)	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met																		
		%	#	%	%	9/6																		
07	Administrative &	2019	19	1	5.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
$\vdash$	Senior Clerical Skilled Sales &	2022 2019	19 87	1	5.3	0	0.0	10.0	52.6	0	0.0	0.1	4386.0 0.0											
08	Service Personnel	2022	87	0	0.0	Ĭ	V.V	8.0	0.0		5.0	0.1	0.0	1										
09	Skilled Crafts & Trades Workers	2019 2022	0	0	0.0	0	0.0	0.0	0.0	BS0.176BS0.176BS0.176BS0.176BS0.17	0.0	0.0	0.0											
10	Clerical Personnel	2019 2022	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
11	Intermediate Sales & Service Personnel	2019 2022	45 45	2 2	4.4	13	15.4	0.0	0.0	15	13.3	0.0	0.0											
<u> </u>	Semi-Skilled Manual	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Workers	2022	0	0	0.0			0.0	0.0			0.0	0.0											

									Feder	al Contr	actors I	rograi	n Achie	vement	Report									
									I	art 6: R	esults -	Person	s with D	isabiliti	es									<u>8</u>
											SAP C		A INC											 
												43543												
Α	В	C	D	E	F	G	Н	I	J	K	L	M	N	0	Р	Q	R	S	Т	U	V	W	X	Y
Data	ources:		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
			1	<b>↓</b>	<u> </u>	<u> </u>	1	<u> </u>	<b>1</b>	<b>1</b>	<u> </u>	1	<u>↓</u>	<b>1</b>	<u> </u>	↓	1	1	<u> </u>	↓ ↓	<u> </u>	<u> </u>	<u> </u>	
F	James of Parists			1		orce An						***					Data A			ı				
	oloyment Equity upational Group	Year	All			orkforce Persons with		5		All		Hires Persons wi	th Disabilities	•	All	P	romotio Persons w	1S th Disabilities		All	1 e	rminati Persons v	ons ith Disabilities	s
(EE	OG)		Employees	Represer		Availa		Gap	EE Result	Employees	Act		Expected	Difference	Employees	Ac		Expected	Difference	Employees	Act		Expected	Difference
	Other Sales & Service	# 2016	# 0	# 0	0.0	0.0	# 0	# 0	0.0	#	#	%	#	#	Ħ	Ħ	%	#	#	#	#	%	#	#
13	Personnel	2019	8	0	0.0	10.7	1	-1	0.0	2	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0
14	Other Manual Workers	2016 2019	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	
Tota		2016	2,051	30	1.5	4.2	86		34.8															
		2019	3,179	54	1.7	8.3	264	-210	20.5	621	11	1.8	52	-41	452	10	2.2	7	3	103	2	1.9	2	0
Data :	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
3			<b>V</b>	<b>↓</b>	<b>V</b>	<b></b>	<b>\</b>	,	<b>\</b>	<b>\</b>	<u> </u>	↓	<b></b>											
				Entran	ts					oals														
	oloyment Equity	Year	FI	ow Data Persons		-		rm Goals h Disabilities			Long-teri Persons with							-	,					
	upational Group OG)		All Employees	Disabil		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					Ĺ	ommen	TS.				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
13	Other Sales & Service	2019	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Personnel Other Manual	2022 2019	3	0	0.0	0	0.0	10.7 0.0	0.0	0	0.0	0.1	0.0											
14	Workers	2022	0	0	0.0			0.0	0.0			0.0	0.0											
Tota	l	2019 2022	1,073 1,073	21 21	2.0	00000-1000000-100000-100000-1000	38.9	0.0 8.3	0.0 23.6	80	26.3	0.0	0.0											

									Par	t 7: Resu	lts - Me	mbers	of Visib	le Mino	rities									8
											SAPC		DA INC											006884
												43543	1											
A	В	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U	V	W	X	Y
Data s	sources:		Part 1: Workforce	Part 1: Workforce	E ÷ D	Part 1: Workforce	DxG	E - H	E ÷ H	Part 2: Flow	Part 2: Flow Data	L÷K	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow	Part 2: Flow Data	V ÷ U x 100	U x F ÷ 100	V - X
			Analysis	Analysis	x 100	Analysis	÷ 100	<b></b>	x 100 ↓	Data Analysis	Analysis <b>J</b>	x 100	<u> </u>	J	Data Analysis	Analysis		<b></b>	ı	Data Analysis	Analysis	100 I	J	
			<b>*</b>		Workfa	orce An	•				Ψ	Ψ	Ψ	Ψ	<u> </u>	<u> </u>	Data A	•	Ψ	Ψ	Ψ			Ψ
	ployment Equity	Year				orkforce						Hires					romotio				Te	rminati	ons	
	upational Group OG)		All Employees	Represe	ntation	Visible M Availa		Gap	EE Result	All Employees	Act		Minorities Expected	Difference	All Employees		Visible tual	Minorities Expected	Difference	All Employees	Act		Minorities Expected	Difference
Ì		H	H	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01	Senior Managers	2016 2019	29 23		3.4 0.0	10.1 11.5		-2 -3	34.1 0.0		0	0.0	0	0	Δ	0	0.0	0		0.0	0	0.0	0	0
077	Middle & Other	2016	188	50	26.6	15.0	28	22	177.3						·						Ů	0.0	Ů	v
	Managers	2019 2016	485 1,359		23.7 46.8	17.6 28.7	85 390		134.7 163.1	46	9	19.6	8	1	94	27	28.7	25	2	4	0	0.0	1	-1
03	Professionals	2019	1,976	808	40.9	35.8	707	101	114.2	413	234	56.7	148	86	265	107	40.4	124	-17	83	43	51.8	39	4
04	Semi-Professionals & Technicians	2016 2019	174 256		52.9 44.9	31.0 34.0			170.6 132.1	53	27	50.9	18	9	44	23	52.3	23	0	11	3	27.3	6	_3
05	Supervisors	2016	0	0	0.0	0.0			0.0		27	30.7	10			23	32.3	23		11		27.3		3
	Supervisors: Crafts &	2019 2016	0	- i		0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
06	Trades	2019	0	0		0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
				Part 2:				I																
Data s	sources:		Part 2: Flow Data Analysis	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											
			i↓	ii		↓	<b>↓</b>	↓	↓	<u>i</u> ↓	↓	<b>↓</b>	<u> </u> ↓											
			New	/ Entrar	ıts				G	oals														
	ployment Equity	Year	F	low Data Visible M	in and			rm Goal:	S		Long-teri Visible Mi													
	upational Group OG)		All Employees	Acti		Goal	Percent of	1	Percent of	Goal	Percent of	Goal	Percent of					Ĺ	Commen	ts				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
01	Senior Managers	2019 2022	4	0		0	0.0		0.0	2	0.0	0.0	0.0											
02	Middle & Other	2022	140	36		61	59.0	11.5 0.0	0.0	0	0.0	0.2	0.0											
02	Managers	2022 2019	140 678	-	25.7 50.3	753	45.0	17.6 0.0	146.1			0.2	_											
03	Professionals	2019	678		50.3	/53	45.3	35.8	0.0 140.5		0.0	0.0	0.0											
04	Semi-Professionals & Technicians	2019 2022	97 97			1	5000.0	0.0 34.0	0.0 151.6		0.0	0.0												
05		2022	0			0	0.0	0.0	0.0	0.0001.000001.00001.00001.0000	0.0	0.3	0.0											
	Supervisors	2022 2019	0	- · · ·		0	^^	0.0	0.0		0.0	0.0												
06	Supervisors: Crafts & Trades	0.0	0	0.0	0.0	0.0		0.0	0.0															
		2022																						

A										Par	t 7: Resu				le Mino	rities									
B												SAPC													006885
Part   Part													43343												
Section   Part   A	В	C	D	Е	F	G	Н	I	J	K	L	M	N	0	Р	Q	R	S	Т	U	V	W	X	Y	
Component   Comp	Data s	sources:		Workforce	Workforce		Workforce		E - H			Flow Data		K x G ÷ 100	L-N		Flow Data		P x F ÷ 100	Q - S		Flow Data		U x F ÷ 100	V - X
Part				<u>↓</u>	<b>↓</b>	<b>↓</b>	<b>V</b>	<b>↓</b>	<b>↓</b>	↓	<b></b>		<b>↓</b>	↓	<b>↓</b>	↓	↓	<b>V</b>	<b>J</b>	<u> </u> ↓	.i	<b>↓</b>	<b>↓</b>	<u> </u>	i↓
Maintanista   Maintanista					1																				
Part			Year			W								Minorities			P					Te			
1					Represe	ntation			Gap	EE Result		Act			Difference		Act			Difference		Acı			Difference
Variable   Variable					#				-		H	#	%	#	#	#	Ħ	%	#	#	#	#	%	#	#
10   10   10   10   10   10   10   10					1 13				_	l	14	6	42.9	3	3	5	0	0.0	1	-1	2	1	50.0	0	1
09 Trides Workers 2016 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	08		2016	7	2	28.6	19.2	1	1	148.8															
Marke Workers   2019   0   0   0   0   0   0   0   0   0				1							61	20	32.8	13	7	26	10	38.5	7	3	3 2	1	50.0	1	0
Control Personnel   Cont	09				0	0.0	0.0	0	0		0	0	0.0	0	0	0	0	0.0	0	(	0	0	0.0	0	0
11	10	Clerical Personnel			:				0		0	0	0.0	0	0	0	0	0.0	0	(		0	0.0	0	0
12 Semi-Skilled Mamal 2016 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0			2016	285	97	34.0	41.6	119		81.8			0.0				Ů	0.0	Ů		7		0.0		
	_			1					-33		32	14	43.8	15	-1	13	2	15.4	4	-2	2 1	0	0.0	0	0
Para Para Para Para Para Para Para Par				-					0		0	0	0.0	0	0	0	0	0.0	0	(	0	0	0.0	0	0
Paramore   Paramore					D-# 2																				
Part   Part	Data s	sources:			Flow Data					F ÷ I x 100	Part 3: Goals			F ÷ M x 100											
Part   Part				· · · · · · · · · · · · · · · · · · ·	,	<b></b>	<b></b>	↓	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<b>V</b>	V											
Note   Property   Pr						its		a.	~ .		,														
Column   Percent   Perce			Year			inorities				S									(	Commen	ife				
Mainistrative was principal with with with with with with with with					Acti	ial	Goal		Goal		Goal		Goal						•	Johnnen					
% Senior Clerical         2022         19         6         31.6         24.5         128.9         0.0         128.94           8 Skilled Sales & Service Personnel         2019         87         30         34.5         0         0.					#		#	%			#	%	%												
Skilled Sales &   2019   87   30   34.5   0   0.0	07						0	0.0			2	300.0													
Skilled Crafts &   2019   202   20   0   0   0   0   0   0   0	08	Skilled Sales &	2019	87	30	34.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Trades workers   2022   0   0   0   0   0   0   0   0					<del> </del>		0	0.0			0	0.0													
10   Clerical Personnel   2022   0   0   0   0   0   0   0   0	09	Trades Workers			0	0.0	U	0.0	0.0	0.0	U	0.0													
11 Intermediate Sales & 2019	10	Clerical Personnel			:		0	0.0				0.0													
12 Semi-Skilled Manual 2019 0 0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.							166	9.6				40.0													
<u> </u>	11	Service Personnel		-	-			0.0				0.0													
		Semi-Skilled Manual Workers	2019	-			0	0.0	0.0		0	0.0	0.0	0.0											

									al Contr														
								Par	t 7: Resu				le Mino	rities									
										SAPC	43543	A INC											
											43543												
A B	C	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis		E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	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		÷ U x 100	U x F ÷ 100	V - X
		1	<b>↓</b>	<u> </u>		<u> </u>	<u> </u>	<b>\</b>	<b>1</b>	<u> </u>	↓	<u>↓</u>	1	<u> </u>	<u> </u>	<u> </u>		<u> </u>	↓	↓	<b>\</b>	<u>↓</u>	<b>↓</b>
Employment Equity			И		orce An	•									Flow I		•						
Occupational Group	Year	All		W	orkforce Visible V				All		Hires Visible	Minorities		All	Pi	omotio Visible	Minorities		All		inatio Visible	NS dinorities	
(EEOG)		Employees	Represent		Availa		Gap	EE Result	Employees	Act		Expected	Difference	Employees	Acti		Expected	Difference	Employees	Actual		Expected	Difference
Other Sales & Service	# 2016	# 0	# 0	0.0	% 0.0	# 0	# 0	0.0	#	#	%	#	#	Ħ	#	%	#	#	#	#	%	#	#
Personnel	2019	8	4	50.0	55.1	4	0	90.7	2	1	50.0	1	0	1	0	0.0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016 2019	0	0	0.0	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	2016	2,051	879	42.9	29.1	597	282	147.3															
	2019	3,179	1,179	37.1	32.5	1,033	146	114.1	621	311	50.1	202	109	452	169	37.4	194	-25	103	48	46.6	44	4
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
i		<b>V</b>	<b>↓</b>	<b>V</b>	↓	<b>\</b>		<b>\</b>	<b>\</b>	<b>V</b>	<b>\</b>												
			Entrant	S			_		oals	_													
Employment Equity Occupational Group	mployment Equity ccupational Group  Year  Flow Data  Short-term Goals  Visible Minorities  Visible Minorities										m Goals						C	ommen	ts				
(EEOG)	EOG) Employees Actual Goal Percent of Goal Met Goal Official Goal Met Goal Met Goal Met Goal Met Goal Official Goa										Goal	Percent of Goal Met						ommen.					
	#	Ħ	Ħ	%	#	9/6	%	%	#	%	9/4	%											
Other Sales & Service Personnel	2019 2022	3	1	33.3	0	0.0	0.0 55.1	60.5	0	0.0	0.0	0.0 6049.6											
14 Other Manual	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Workers	2022 2019	1,073	480	0.0 44.7	981	48.9	0.0	0.0	44	1090.9	0.0	0.0											
Total	2022	1,073	480	44.7	- 31	,	32.5	137.6			0.0	0.0											

# **Federal Contractors Program Achievement Report Part 8: Reasonable Efforts SAP CANADA INC** 43543

## **Efforts**

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

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equity.

Requi	red measures:
<b>J</b>	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
<b>√</b>	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.
<b>√</b>	Adjusted survey results to reflect hires, promotions and terminations.
<b>✓</b>	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.
<b>V</b>	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).
<b>√</b>	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
<b>/</b>	Ensured that any new gaps identified are addressed accordingly.
<b>√</b>	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.
J	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
<b>√</b>	Ensured ongoing senior-level support for employment equity and its implementation.
<b>√</b>	Established accountability mechanisms to ensure that the short-term goals would be met.
<b>√</b>	Communicated the goals to relevant managers as well as monitored and recorded the results.
<b>√</b>	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

✓	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.
$\checkmark$	Put in place a strategy to ensure a barrier-free workplace.
$\checkmark$	Undertook initiatives to increase representation where gaps in representation were found.
J	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance ment.
$\checkmark$	Impact of economic and industrial conditions on the organization.
	Please find a copy of the 2018 SAP Integrated Report via this link: https://www.sap.com/integrated-reports/2018/en.html
✓	Any reorganization or other corporate structural changes.
	SAP had undergone smaller reorganisations in 2018. However, our most recent and largest restructuring took place in 2019. SAP had undergone a global restructuring initiative in the first quarter of 2019. The purpose of this activity will allow us to invest in key growth areas while implementing required changes in other areas to ensure they are prepared for the future.
<b>✓</b>	Acquisitions, mergers or transfers of employees.
	SAP had aquired the following companies between 2016 and 2019: Contextor, Qualtrics, Coresystems, CallidusCloud, Recast.AI, Gigya, Abakus, PLAT.ONE, Altiscale
<b>V</b>	Significant layoffs (include the number of employees affected and the occupational groups of those employees).
	Due to compliance issues, we are unable to disclose numbers of impacted employees by region.  However, the O1 2019 restructuring led to 4400 lavoffs worldwide.

	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	Other.
	tional Details
Please	provide any additional information (optional):

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

**Employer Name: SAP Canada Inc.** 

**Primary Location: Toronto, Ontario** 

**Number of Employees: 3107** 

British Columbia 1207 Ontario 932 Québec 897 Alberta 71

#### **Organization Overview:**

NAICS 5415 (Computer systems design and related services)

"SAP Canada Inc. is committed to supporting every customer to become a best-run company. In partnership, they help the world run better and improve people's lives. Being a best-run business means being an intelligent enterprise. Their strategy is therefore to deliver the Intelligent Enterprise for their customers, so they can achieve their desired outcomes".

#### **Key Dates – First Year Assessment**

Initiated: 2016-04-04 Received: 2016-04-29 Closed: 2016-05-17 Workforce 2016-04-19

Analysis:

#### **Key Dates – Subsequent Assessment**

Initiated: 2019-01-28 Received: 2019-03-22 Workforce 2019-03-19

Analysis:

#### **DATA VERIFICATION**

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



Comments: None

I have verified that the data provided in the Achievement Report is consistent with that found in Forms 1 to 6:

⊠ Yes □ No

Comments: None

#### ASSESSMENT OF REASONABLE PROGRESS

#### Women

02	Middle & Other Managers	Goal met at 500%
07	Administrative & Senior Clerical Personnel	Goal met at 1200%
11	Intermediate Sales & Service Personnel	Goal not met (13.8% achieved)

#### Assessment/Observations

• EEOG 11: There were 45 new entrants and 12 were women. At LMA rate of 65.6%, at least 29 would have been expected.

### **Aboriginal Peoples**

01	Senior Managers	No goal set
02	Middle & Other Managers	Goal not met (0% achieved)
03	Professionals	Goal not met (10% achieved)
04	Semi-Professionals & Technicians	Goal not met (0% achieved)
07	Administrative & Senior Clerical Personnel	No goal set
11	Intermediate Sales & Service Personnel	Goal not met (50% achieved)

### Assessment/Observations

- EEOG 01: A gap of -1 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There remains a gap of -1 however a longterm goal has been set to eliminate the gap.
- EEOG 02: There were 140 new entrants and none were women. At LMA rate of 2.7%, at least three would have been expected.
- EEOG 03: There were 678 new entrants and only one was a woman. At LMA rate of 1.2%, at least eight would have been expected.
- EEOG 04: There were 97 new entrants and none were women. At LMA rate of 1.9%, at least one would have been expected.
- EEOG 07: There were 19 new entrants and none were women. At LMA rate of 1.2%, the goal was unattainable.

EEOG 11: There were 45 new entrants and one was a woman. At LMA rate of 1.7%, the goal was unattainable.

#### **Persons with Disabilities**

01/02	Managers	Goal not met (50% achieved)
03	Professionals	Goal not met (37.5% achieved)
04	Semi-Professionals & Technicians	Goal met at 100%
07	Administrative & Senior Clerical Personnel	No goal set
08	Skilled Sales & Service Personnel	No goal set
11	Intermediate Sales & Service Personnel	Goal not met (15% achieved)
13	Other Sales & Service Personnel	No goal set

#### Assessment/Observations

- EEOG 01/02: There were 144 new entrants and three were persons with disabilities. At LMA rate of 5.0%, at least seven would have been expected.
- EEOG 03: There were 678 new entrants and 12 were persons with disabilities. At LMA rate of 8.9%, at least 60 would have been expected.
- EEOG 07: There were 19 new entrants and one was a person with disabilities. At LMA rate of 10.0%, at least one would have been expected.
- EEOG 08: There were 87 new entrants and none were persons with disabilities. At LMA rate of 8.0%, at least six would have been expected.
- EEOG 11: There were 45 new entrants and two were persons with disabilities. At LMA rate of 10.8%, at least four would have been expected.
- EEOG 13: There were three new entrants and none were persons with disabilities. At LMA rate of 10.7%, the goal was unattainable.

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

01	Senior Managers	No goal set
11	Intermediate Sales & Service Personnel	Goal not met (9.6% achieved)

#### Assessment/Observations

- EEOG 01: There were four new entrants and none were of a visible minority. At LMA rate of 11.5%, the goal was unattainable.
- EEOG 11: There were 45 new entrants and 16 were of a visible minority. At LMA rate of 48.2%, at least 21 would have been expected.

#### ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
  - 1. Out of 18 required goals:
    - Three were met at 80% or above;
    - Seven had a percentage of the goal completed:
    - Two had zero percent achieved;
    - Six had no identified goal set.
  - 2. The following mitigating circumstances have had significant impacts to its organization and workforce:
    - o SAP Canada Inc. acquired the following companies between 2016 and 2019:
      - Contextor, Qualtrics, Coresystems, CallidusCloud, Recast.Al, Gigya, Abakus, PLAT.ONE, Altiscale
    - o SAP Canada Inc. also went through a global restructuring initiative in the first quarter of 2019. The purpose of this activity was to allow them to invest in key growth areas while implementing required changes in other areas to ensure they are prepared for the future.
      - i. In addition, the above mentioned Q1 2019 restructuring led to 4400 layoffs worldwide.
  - 3. Despite SAP Canada Inc. not achieving all its set goals, they have demonstrated sufficient efforts to justify the remaining non-compliance:
    - Will continue to review and assess their hiring and retention programs and seek improvement in these areas:
    - o Various emails from all levels of management informing employees of the purpose of Employment Equity, as well as, encouraging employees to selfidentify;
    - Informal discussions at Coffee Corner meetings.

#### **ASSESSMENT OF GOALS**

#### Women

Workforce Analysis Results		Goals				
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
(EEOG)		Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-46	39.4	40.0	29.9	39.4
07	Administrative & Senior Clerical Personnel	-9	50.0	50.0	63.5	80.3
11	Intermediate Sales & Service Personnel	-75	50.0	50.0	28.1	65.6

### Observations:

• Goals have been set appropriately at, or higher, than LMA where there is a gap present.

## **Aboriginal Peoples**

Workforce Analysis Results			Goals			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	3.2	3.2	0.0	3.2
02	Middle & Other Managers	-10	2.7	2.7	0.6	2.7
03	Professionals	-17	1.2	1.2	0.4	1.2
04	Semi-Professionals & Technicians	-3	1.9	2.0	0.8	1.9
07	Admin. & Senior Clerical Personnel	-1	1.2	1.2	0.0	1.2
11	Interm. Sales & Service Personnel	-1	1.7	1.7	1.0	1.7

### Observations:

• Goals have been set appropriately at, or higher, than LMA where there is a gap present.

#### **Persons with Disabilities**

	Workforce Analysis Results			als		
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
01/ 02	Managers	-16	5.0	7.0	1.8	5.0
03	Professionals	-143	8.9	10.0	1.7	8.9
04	Semi-Professionals & Technicians	-14	7.6	12.0	2.0	7.6
07	Admin. & Senior Clerical Personnel	-4	10.0	12.0	1.9	10.0
08	Skilled Sales & Service Personnel	-13	8.0	10.0	0.5	8.0
11	Interm. Sales & Service Personnel	-16	10.8	13.0	2.5	10.8
13	Other Sales & Service Personnel	-1	10.7	13.0	0.0	10.7

#### **Observations:**

• Goals have been appropriately set at, or higher, than LMA where there is a gap present.

## **Members of Visible Minorities**

	Workforce Analysis Results		Goals			
Emr	ployment Equity Occupational Group	Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
01	Senior Managers	-3	11.5	15.0	0.00	11.5
11	Interm. Sales & Service Personnel	-33	48.2	50.0	31.7	48.2

## Observations:

• Goals have been appropriately set at, or higher, than LMA where there is a gap present.

#### RECOMMENDATION

I recommend that t	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:

- As a number of gaps are still present, 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 in all these designated groups.
  - A guide for completing an ESR can be found at the following link: https://equity.esdc.gc.ca/docs/Step2-2EN.pdf.
  - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.
- Given that there are a number of gaps in all four designated groups, the organization might consider forging links with trade programs, career fairs, professional associations, and Universities in order to identify qualified potential employees that are members of the designated groups. This may help them in reducing / eliminating the gaps.
- Given SAP Canada Inc.'s ongoing struggle to achieve the desired response rate of 80% completion for the self-identification questionnaire, we recommend that the organization design a follow-up strategy aimed at increasing the return and response rates. This could include communicating with employees to further:
  - o explain the purpose of the survey; re-sending the self-identification questionnaire:
  - o follow up with employees who have not completed the self-identification questionnaire to provide additional information and offer a means to answer any questions they may have while respecting the voluntary aspect of selfidentification:
  - We encourage your organization to continue building networks with designated group organizations to help further increase the representation of underrepresented groups within your workforce.

Name of Analyst: Céline Brown	
Date: April 8, 2019	



From: Brown, Celine E [NC] On Behalf Of EE-EME

Sent: April 11, 2019 9:54 AM

To: Neumann, Heike <heike.neumann@sap.com>

**Cc:** Kar, Cindy <cindy.kar@sap.com>; 'andrea.loveridge@sap.com' <andrea.loveridge@sap.com> **Subject:** Gov. of Can. Agreement Number: V060941 – Notification of Compliance with the FCP

Cette information est également disponible en français sur demande.

#### Dear Heike Neumann:

I am writing to inform you that the subsequent compliance assessment initiated on March 22, 2019 has been completed. As a result of the assessment, SAP Canada Inc. has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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 SAP Canada Inc.'s employment equity program.

- As a number of gaps are still present, 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 in all these designated groups.
  - A guide for completing an ESR can be found at the following link: https://equity.esdc.gc.ca/docs/Step2-2EN.pdf.
  - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.
- Given that there are a number of gaps in all four designated groups, the organization might
  consider forging links with trade programs, career fairs, professional associations, and
  Universities in order to identify qualified potential employees that are members of the designated
  groups. This may help them in reducing / eliminating the gaps.
- Given SAP Canada Inc.'s ongoing struggle to achieve the desired response rate of 80% completion for the self-identification questionnaire, we recommend that the organization design a follow-up strategy aimed at increasing the return and response rates. This could include communicating with employees to further:
  - o explain the purpose of the survey; re-sending the self-identification questionnaire;
  - o follow up with employees who have not completed the self-identification questionnaire to provide additional information and offer a means to answer any questions they may have while respecting the voluntary aspect of self-identification;
  - We encourage your organization to continue building networks with designated group organizations to help further increase the representation of underrepresented groups within your workforce.

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 December 19, 2021. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

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

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

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

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

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

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

Sincerely,

Workplace Equity Team

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



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

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