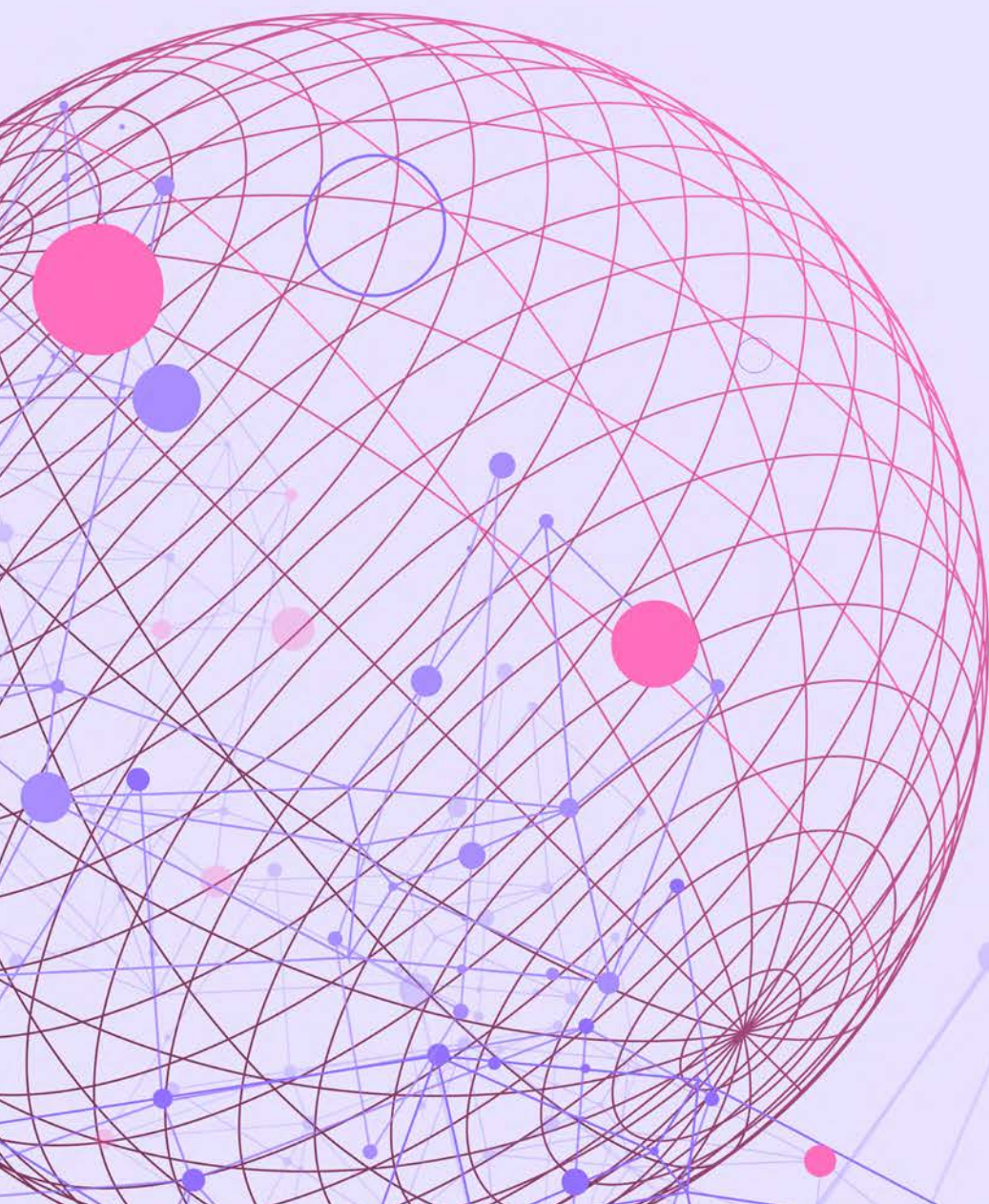




2021 **DIVERSITY AND
INCLUSION** REPORT

CREATING A BETTER TOMORROW TODAY



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Letter from executive leadership team

The events of 2020, from the global pandemic to the tragic acts of racial injustice, ignited organizations and communities to come together to accelerate positive change. SAS has long been committed to diversity, equity and inclusion (DEI), whether it was our early focus on women in tech, signing the CEO Action for Diversity and Inclusion, our values, or making it one of our brand stands.

But we know we can do more. 2020 was a year of listening and learning. We are appreciative of our employees who spoke up, had tough and uncomfortable conversations, and helped support and lead change. We are committed to being more intentional about diversity, equity and inclusion, including continuing to have open and difficult conversations about our opportunities and our gaps where we need to drive change. At SAS, this is not an “HR thing;” it’s an everybody thing, and we must all work together to keep learning and pushing forward to make positive change. When we know better, we do better. And we will.

We encourage our employees to challenge the status quo, question the things that are not right, be open to new perspectives and to use their curiosity to better understand how to be more inclusive.

To make change, we must also understand where we are and where we aspire to be. And we know as the world’s leader in advanced analytics, we cannot change what we don’t measure. In our inaugural Diversity & Inclusion Report, we openly share data and insights about our workforce demographics and the actions we have and will be taking to further our efforts.

This work is ongoing. And we understand our actions represent the next step in our DEI journey, not the final destination. We know it will take time and consistent focus to get where we want to be. So as we continue to build upon our companywide DEI strategy, we will strive to act, measure, and hold ourselves accountable to ultimately realize the results we want to achieve.

SAS Executive Leadership Team



“We believe a diverse workforce brings unique talents and inspires teams to create software that can change the world. Great minds don’t always think alike, so we make it a priority to promote an environment where varied perspectives are encouraged. Big ideas ignite when everyone is treated with fairness and respect.”

– Jim Goodnight
Founder and CEO of SAS

Inspiring diversity and inclusion at SAS

Creating an inclusive and innovative culture

SAS' culture has always been an essential part of who we are as a company, connecting the curious nature that started us to the spirit of innovation that moves us forward.

Diversity and inclusion are an integral part of that culture.

Our multidimensional culture blends backgrounds, experiences and perspectives from nearly 60 countries around the world. Our diverse workforce brings together unique talents and abilities that inspire teams to create software that can solve our customers' biggest challenges. Diversity and inclusion is a critical part of who we are as a company, which is why it's one of our company brand stands. These brand stands (Diversity and Inclusion, Education, Data for Good and Innovation) are the areas where we believe our investments of energy and resources, and our tireless advocacy will leave the greatest mark on the world.

Our Strategy

Our mission is to infuse diversity and inclusion into how we think, act and operate as a business globally. Our diversity and inclusion strategy is comprised of three main pillars:

Representation

Increasing diverse workforce representation at all levels across the organization by addressing and improving our recruitment, hiring and promotion practices.

Inclusion

Fostering an inclusive culture and work environment where employees can thrive being their authentic selves and achieve their full innovative potential.

Community

Developing the diverse workforce of tomorrow that represents our world through education policy, outreach and community initiatives that promote inclusion and equity.

Over the last few years, we've been more intentional about our focus on diversity and inclusion and strengthened our commitment through specific actions. In 2017, our founder and CEO, Jim Goodnight, signed the CEO Action for Diversity and Inclusion – the largest CEO-driven business commitment, comprised of nearly 2,000 CEOs – to advance diversity and inclusion in the workplace. By signing this, SAS is committed to further conversations and actions around diversity and inclusion within the workplace

and foster collaboration among signatory organizations in these four goals:

- We will continue to make our workplaces trusting places to have complex, and sometimes difficult, conversations about diversity and inclusion
- We will implement and expand unconscious bias education.
- We will share best – and unsuccessful – practices.
- We will create and share strategic inclusion and diversity plans with company leadership.

Reflecting representation

Understanding employee demographics

Representation matters. Representation in the overall workforce affects every aspect of the employee experience and is critical to increasing diversity at all levels of the organization from early career to senior management. Our customers, users, business partners and community members benefit from our diversity and the innovation that comes from it. Our workforce should reflect their diversity and the diversity of the future workforce.

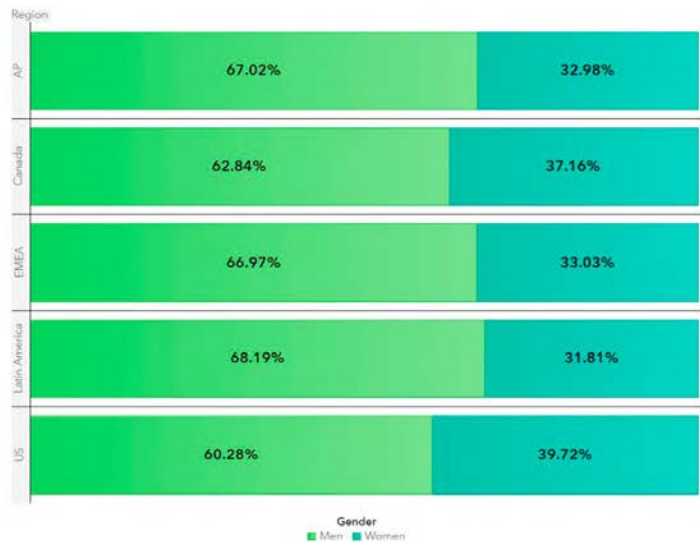
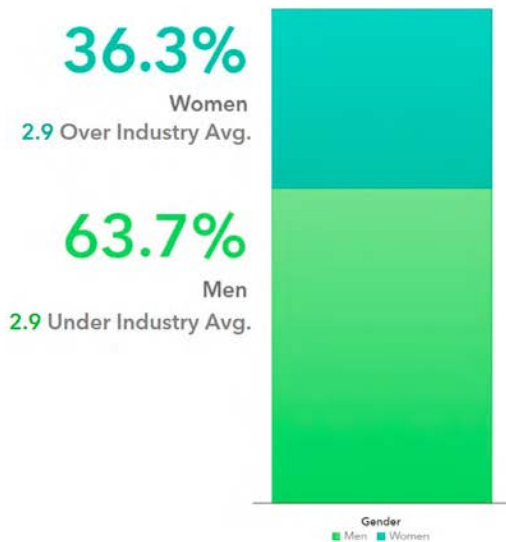
Our SAS culture code

At SAS, it's not about fitting in to our culture, it's about adding to it. [Learn more about our D&I efforts](#)

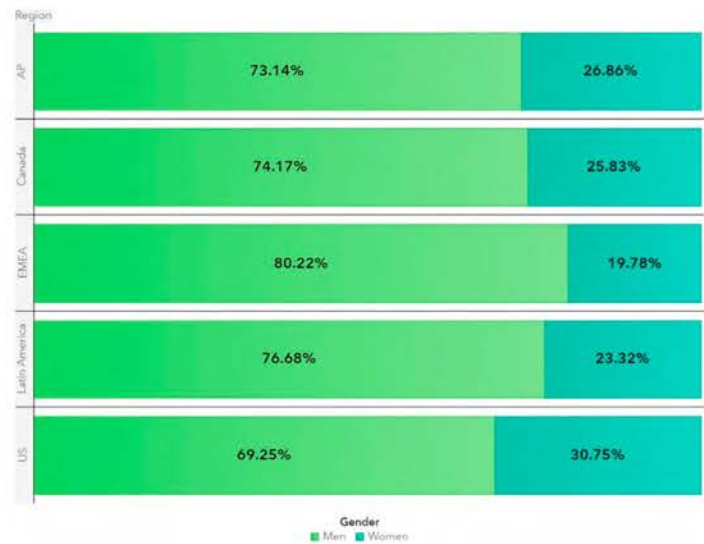
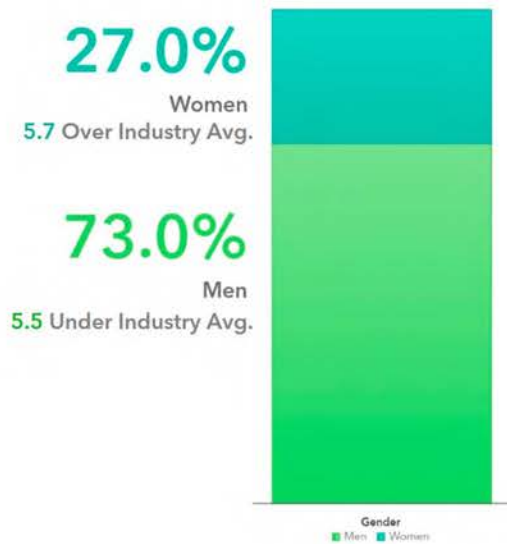


The graphics presented here represent SAS' workforce as of April 2021 in multiple dimensions and include industry benchmark references. To learn more about this data, [click here](#).

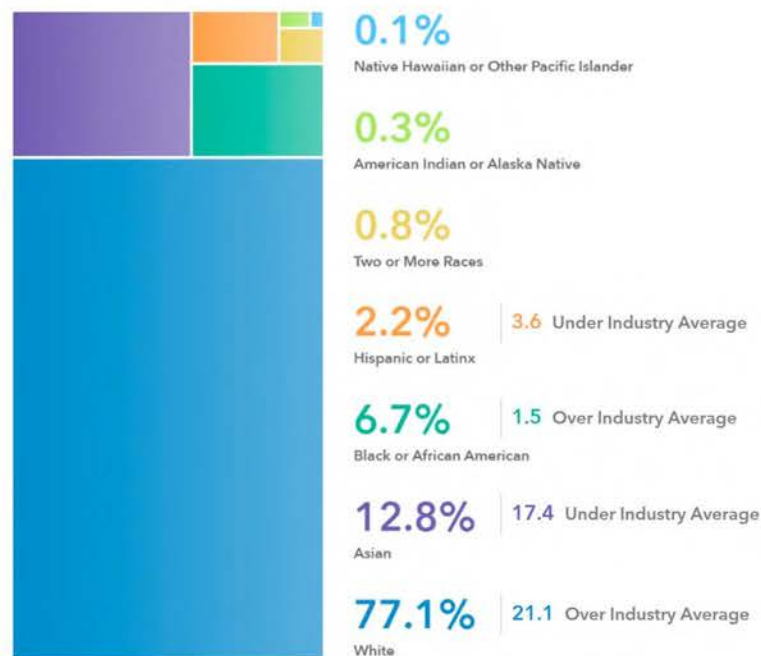
Global SAS Talent Workforce by Gender



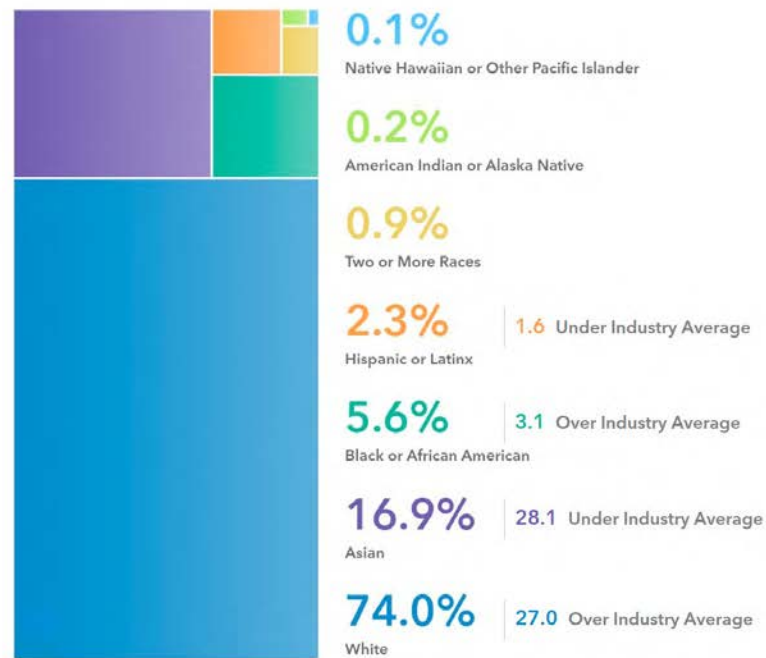
Global SAS Technical Talent Workforce by Gender



US SAS Talent Workforce by Race/Ethnicity

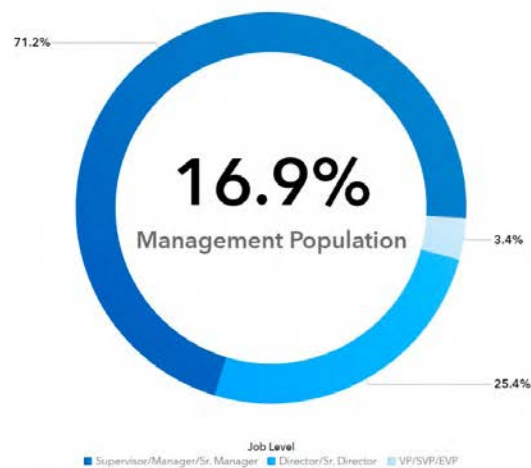


US SAS Technical Talent Workforce by Race/Ethnicity

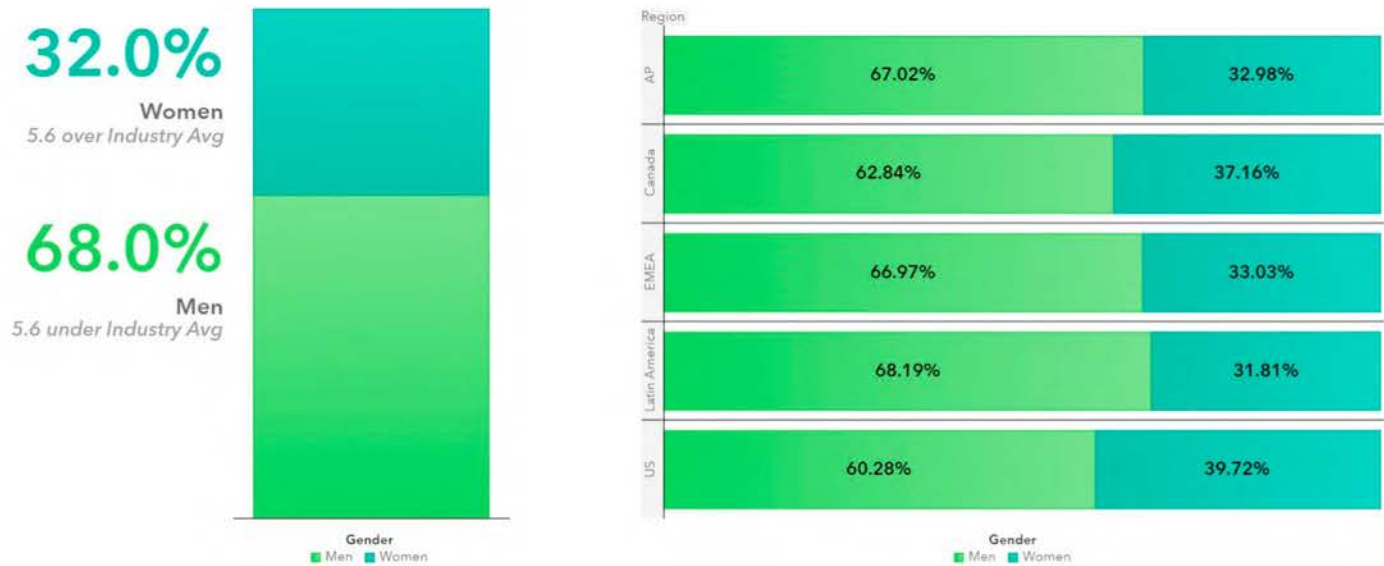


Management demographics by global gender & race/ethnicity (US)

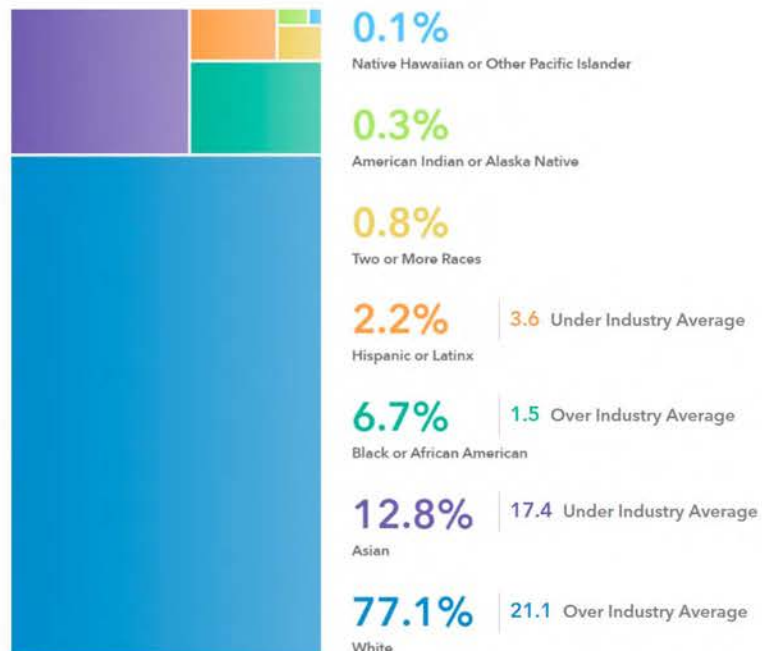
Global SAS Management Population by Job Level



Global SAS Management Workforce by Gender



US SAS Talent Workforce by Race/Ethnicity

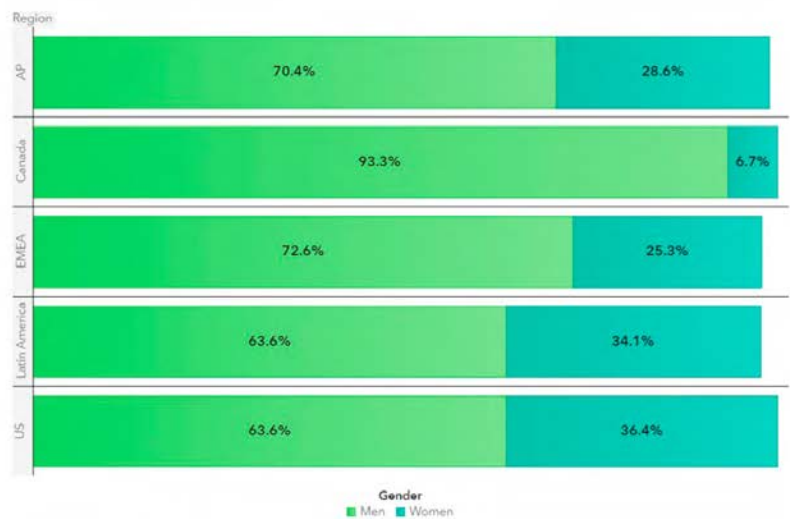
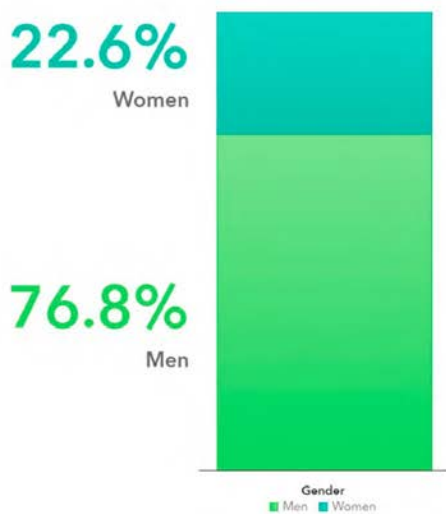


Attracting diverse talent

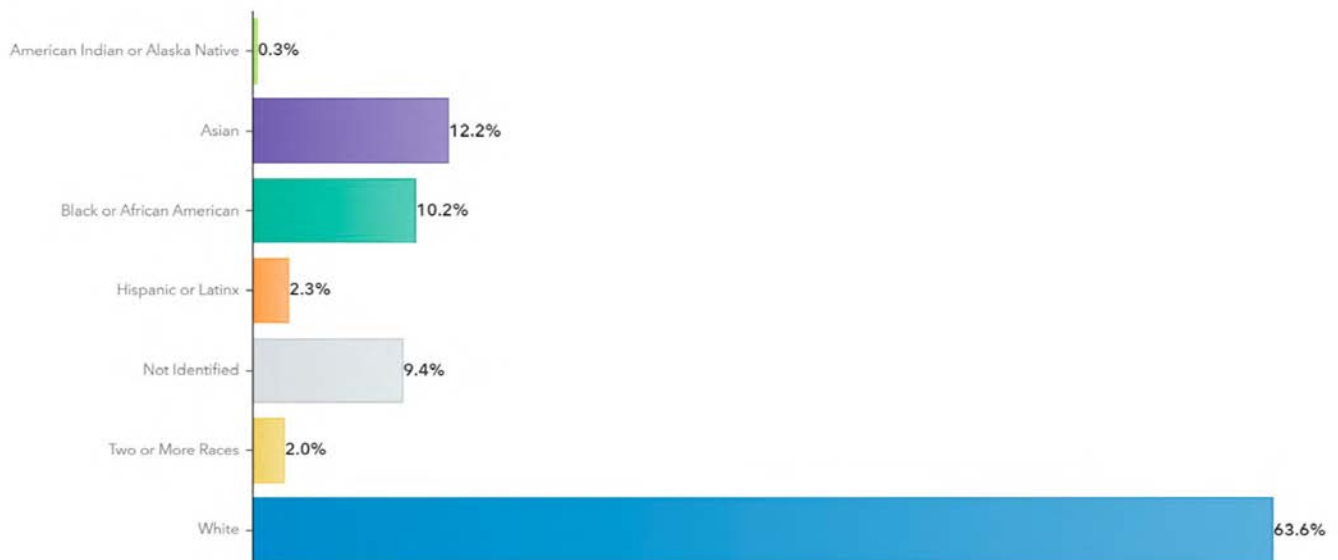
We seek diverse candidates to add to SAS' culture because we believe diversity is our strength and should be a consideration when evaluating hiring needs. By increasing the number of applications from candidates with diverse backgrounds for both internal and external positions, we can strengthen our talent supply chain. Despite working in an industry known for its lack of diversity, we are committed to being more intentional about increasing our diversity through process improvements; nontraditional pathways; assessing and hiring for potential borderless hiring; and continuing to tirelessly advocate for STEM education in building a future pipeline for our industry.

Overall hiring

Global SAS Hiring by Gender



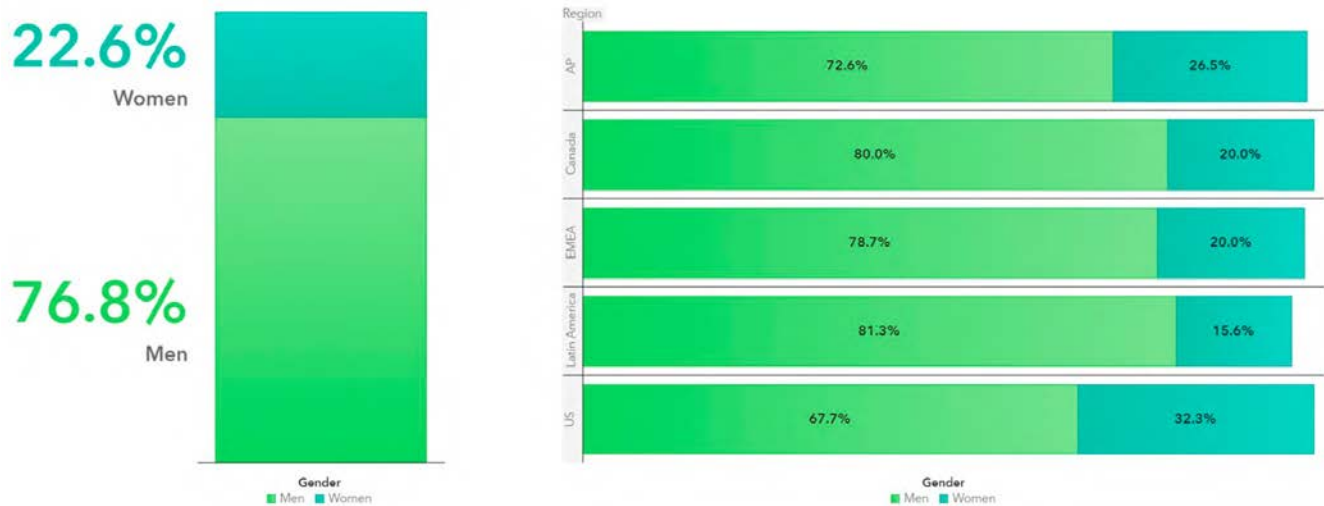
US SAS Hiring by Race/Ethnicity



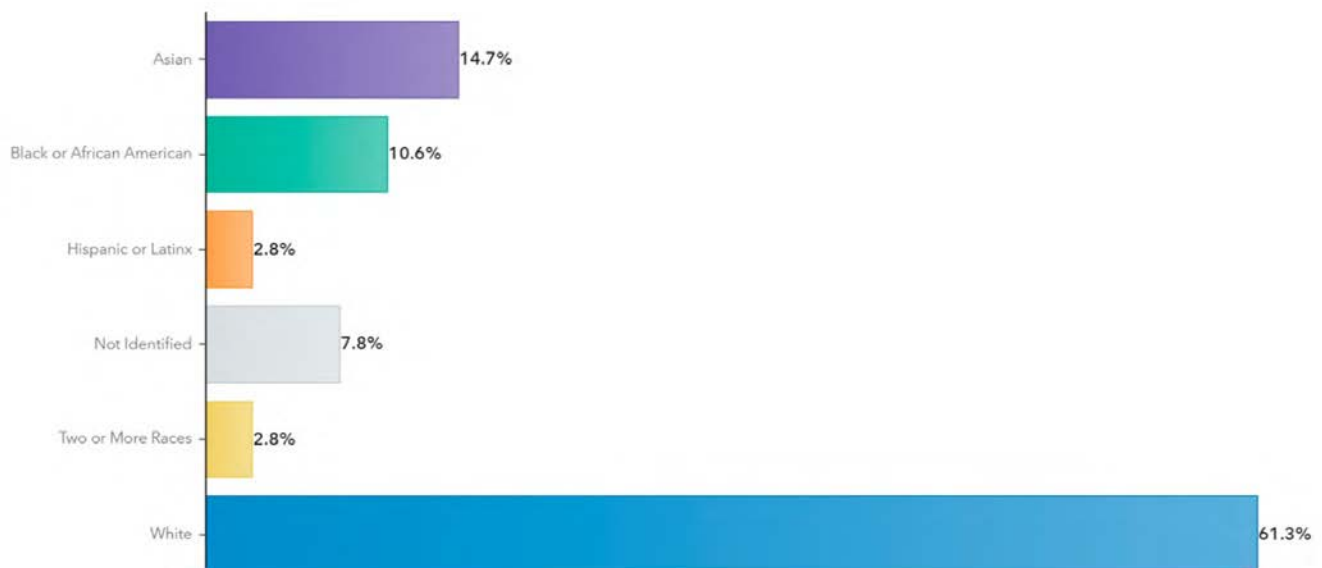
Gender demographics are global; Race/ethnicity are US only due to global legal restrictions or due to limited ethnic/racial diversity data within a local employee population. People of Hispanic or Latino ethnicity may be of any race. Identification of gender and race/ethnicity information was sourced based on the personal information on the employee's record in our HR Information System.

Technical hiring

Global SAS Technical Hiring by Gender

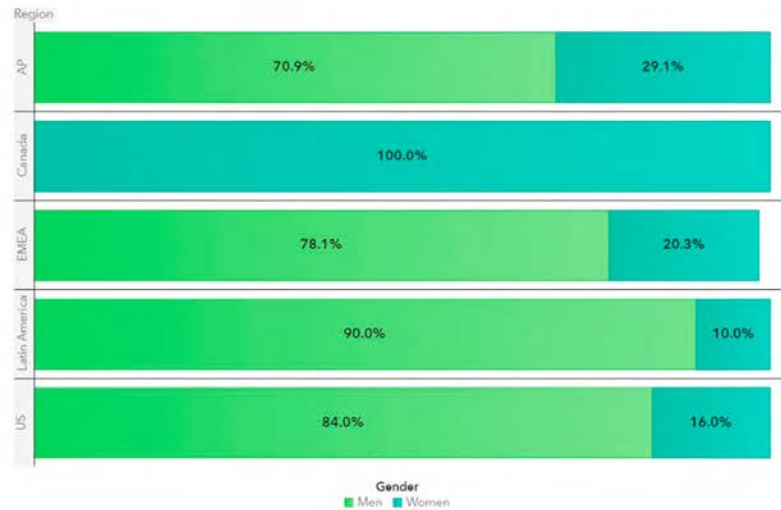
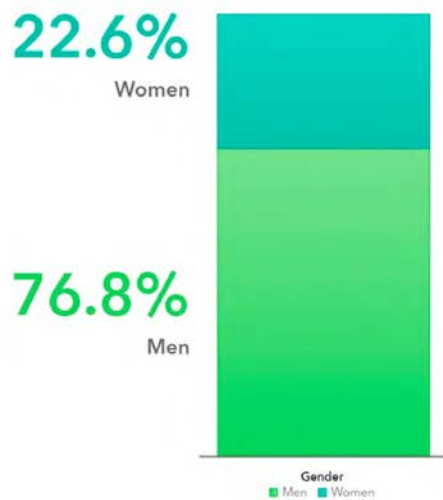


US SAS Technical Hiring by Race/Ethnicity

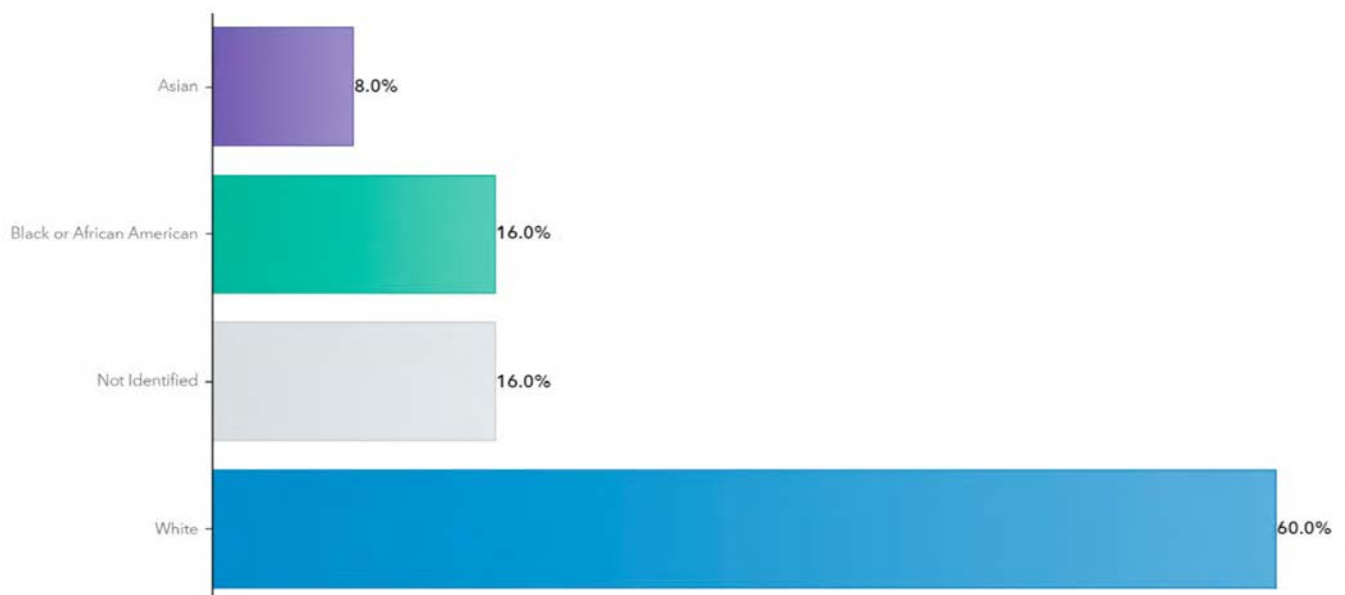


Management hiring

Global SAS Management Hiring by Gender



US SAS Management Hiring by Race/Ethnicity



Paving our path forward

Expanding diverse, equitable and inclusive hiring practices

Our goal is to increase the number of employees from underrepresented backgrounds in our core business areas. Although we've increased the diversity of our applicant talent pool through targeted outreach initiatives, we still need to improve the percentage of diverse talent hired.

We have reviewed and modified every step of the recruiting process to strengthen the diversity of our recruitment funnel including using a diversity and inclusion style guide to create inclusive job postings that eliminate gender-coded words, stereotypes and biases; implemented intentional strategies to attract and hire historically underrepresented talent; and hired a Diversity Talent Acquisition Lead to increase representation to identify and advocate for diverse talent

Enhancing our outreach

Outreach and candidate sourcing are the most important parts of the hiring process because they affect the entire recruitment

funnel from initial application to hire. Our [diversity outreach and recruiting strategies](#) consist of:

- Candidate sourcing via recruitment tools such as LinkedIn and Handshake
- Conferences.
- Career fairs.
- Job boards.
- Professional associations.
- Military bases and organizations.
- Nonprofit organizations focused on STEM.
- University recruitment including Historically Black Colleges & Universities (HBCU), women's colleges and other minority serving institutions.

Empowering internships and early career opportunities

Our early career talent strategy is an important part of how SAS secures its future. For decades, our award-winning internship program has provided a pathway for students to get exposure to hands-on experience and a taste of the SAS culture.

United in STEM: SAS Diversity Internship Program

Our [summer internship program](#) is one intentional way that SAS infuses new ideas and energy to the workforce. To ensure diverse representation, we launched our first diversity internship program in 2008, now called United in STEM: SAS Diversity Internship Program. Our program is designed to provide a valuable work experience for students enrolled in an accredited STEM-related degree program [who identify as neurodivergent](#); Black or African American; Latinx; Indigenous and other historically underrepresented students of color; women; and students affiliated with the US military (service members, veterans and military spouses). This program provides the opportunity to work in an inclusive environment, receive mentorship and coaching, and work on meaningful projects that contribute to SAS' success. This year, we received more than 1,400 applicants for this program, and it comprised 25% of our 2021 summer intern program.



"Diversity recruitment is an essential component to evolving our workforce at SAS to being more inclusive, as well as reflective of the customers and community we serve. Our outreach efforts are intentionally focused on ensuring equal hiring processes and attracting top-talent representing different perspectives, backgrounds and experiences. We recognize the significance of such practices as well as the value it brings to our overall organizational success."

- Christal Graves
Diversity Talent Acquisition Lead



SAS United in STEM: Neurodiversity Internship Program wins NACE Diversity and Inclusion Excellence Award

SAS internship program that provides opportunities to autistic students has earned the company recognition from the National Association of Colleges and Employers (NACE). SAS has been **named the winner** of the 2019 NACE Diversity and Inclusion Excellence Award.

University outreach

Our engagement with students is intentional and includes strategies to reach talent at several STEM universities, including Historically Black Colleges and Universities (HBCUs). In 2020, our recruiting team participated in 30 diversity-related university events to attract diverse talent to our internship and early career positions. We also use [Handshake](#), a student recruiting platform, to post job opportunities and communicate with students from over 1,000 universities, including many minority-serving institutions.

HBCU engagement

We proudly participate in the Congressional Bipartisan HBCU Caucus' HBCU Partnership Challenge. This initiative focuses on addressing the over 200 years of systemic inequity that HBCUs have faced by bringing together industry, government and universities to help level the playing field for HBCUs and their students. Each quarter, participants convene with HBCUs and members of Congress to discuss best practices for supporting HBCUs and building a well-prepared and diverse workforce.

In addition, we attend and partner with the following events/organizations:

- [HBCU STEM Connect](#)
- [HBCU Career Development Marketplace](#)
- [Carolina Health Informatics Program \(CHIP\) ENABLE Program](#)

Embracing inclusion

Building an inclusive and innovative culture

SAS strives to foster an inclusive work environment and culture where all employees can feel comfortable being their authentic selves and can achieve their full potential.

Our culture is based on trust, flexibility and our brand values. This unique culture has always been an integral part of who we are, connecting the curious nature that gave us our start to the spirit of innovation that moves us forward.

Enacting a pay equity philosophy

SAS is committed to fair and equal pay practices. Our compensation philosophy has four key tenets: market-competitive, pay-for-performance, globally consistent and locally relevant, and non-discriminatory. SAS does an annual salary review to ensure equity across all demographic groups.



Annually, SAS hosts its HBCU STEM Connect event for HBCU students in North Carolina pursuing degrees in STEM. Nearly 100 students visit SAS' campus or participate virtually to learn about the variety of careers in the analytics field and different job opportunities at SAS, and network with employees from around the company. [Video link](#).



"I'm in Research and Development; women just don't make up a lot of us, and it's really, really cool to look around in a meeting and see 'Oh, there's eight men? But there's 12 women.'"

- Jess Mayo
Senior Associate Test
Engineer

We want every employee to have an exceptional work experience. This includes everything from offering meaningful work to providing a supportive work environment to enabling career development to furnishing personal benefits and programs. The work we do every day makes a difference, and we recognize the way we live matters too - both on and off the job.

Looking back while moving forward

In 2020 we moved 100% of our learning and development to a virtual environment so employees could continue to learn and grow during the pandemic. All our programs will continue to be offered this way to ensure access to learning is equitable.

During 2020, SAS and other organizations watched the tragic acts of racism and social injustice happening in Black and other communities of color. We engaged in difficult - but incredibly important - conversations. Our executive leaders engaged in conversations with our Black leaders and employees to learn and better understand the issues they were experiencing and share feedback. Our leaders began self-educating, discussing what they'd learned and encouraging their teams to think and act with equity and inclusion at the onset. Through all

this disruption and change, we found ways to collaborate and do better.

We increased our efforts on global diversity and inclusion education, engagement and awareness by:

- Creating a Diversity and Inclusion Action Board.
- Formalizing our Employee Inclusion Group (EIG) structure.
- Conducting our first Global Inclusion Week.

Instituting a Diversity & Inclusion Action Board

In 2020, SAS launched the Diversity & Inclusion Action (D&I) Board to connect D&I efforts within SAS' mission, operations and business strategies. The board provides governance, helps drive change and assesses the effectiveness of D&I programs. It also works with senior leaders to drive accountability. The board provides diversity and inclusion best practices on how we engage our employees, partners, customers and communities, as well as providing input on programs, policies and practices. Board membership consists of Employee Inclusion Group (EIG) sponsors and leaders across SAS.

Formalizing Employee Inclusion Groups

In 2020, SAS created more formalized structures within our seven EIGs. These are company-sponsored, voluntary, employee-led and employee-driven groups that serve as a resource for employees and the organization by creating awareness and fostering a greater sense of belonging. Each EIG has a leadership council that develops and executes the strategy for their group and serves as an ambassador for engaging in diverse communities. Every council consists of eight to 12 leaders and includes a chairperson and sponsor. Council members are provided with a leadership curriculum to enhance their leadership skills through formal training and on-the-job experience.

EIGs welcome all employees regardless of background or identity and are a critical part of our diversity and inclusion strategy, as they create an inclusive workplace aligned with and supporting the organizational strategy, mission, values, goals, practices and objectives.

Currently, we have over 2,500 employees in one or more of our seven Employee Inclusion Groups (EIGs) globally.



SAS' Black Initiatives Group (BIG) strives to empower Black employees to bring their full selves to work, to highlight their talents and contributions and to inspire young Black talent to pursue careers in STEM. BIG encourages and welcomes the partnership of anyone who is passionate about its mission – to advance the recruitment, development, promotion and retention of Black talent at all levels at SAS.



SAS LGBTQ+ & Allies (PRIDE) provides employee engagement, leadership, networking, professional development and volunteer opportunities to our LGBTQ+ and straight ally members in order to contribute to an inclusive culture and support SAS' goal of attracting, developing and retaining diverse talent.



The SAS Young Professionals Network (YPN) is a group of SAS employees engaged in social networking, professional development and community outreach events.



SAS Military Network (VETS) engages SAS employee service members, veterans, family members and supporters of the US military by providing an inclusive community that focuses on employee professional development and networking, customer engagement and community involvement while supporting SAS' strategic goals



The **SAS Women's Initiatives Network (WIN)** supports members to achieve personal satisfaction and professional excellence, while reaching into local communities to empower women and inspire students to pursue STEM-related careers.



SAS International Connection (SASIC) was established in 1995 from an innovative idea: To pool the international talents of SAS employees. SASIC not only helps promote the various cultures represented here at SAS but also helps SAS by providing such cultural resources.



The **SAS All Abilities Network (ABLE)** is dedicated to increasing awareness about different brain and body types as we strive to eliminate stigma in our workplace and beyond. ABLE is committed to eliminating the barriers that prevent equitable access, so that everyone can experience success. Through education and outreach, we seek to create a place where people can bring their whole selves to work and achieve their full potential.

Empowering women at SAS

Diversity is at the core of who we are because analytics, by definition, is a field that thrives on it. As innovators, we rely on our creativity and differences to create great software. We're especially proud to empower and inspire women. And we have a long history of having many women in our company in a male-dominant industry. Year after year, SAS is recognized for being a great place to work for women. Commitment to employees – and their families – is part of the reason that women make up nearly 40% of SAS' global workforce including 30% in technical roles and a third of management positions. We have been a pioneer in workplace culture for more than 40 years. SAS has set the standard by fostering an environment that helps employees balance their careers and personal lives. Perks particularly beneficial to working mothers include subsidized childcare, meals to go, parenting workshops, lactation consultants, and work/life counselors and seminars. Access to a free on-site health care center with a full-service pharmacy is provided. A myriad of other

convenient on-site services also reinforce why SAS appeals so strongly to all employees.



Women's Initiative Network

WIN

The Women's Initiative Network (WIN) is a strong community of SAS employees who empower, encourage and inspire women to pursue excellence in their careers and fulfillment in their personal lives. Members act as ambassadors for SAS and STEM careers, sharing time and expertise to develop leadership capabilities among women employees, expand professional networks, showcase thought leaders and attract women to careers in science and technology.

Launching Women in Analytics

It's no secret that the STEM workforce lacks diversity. Women represent nearly 47% of the US workforce, but only 25% of computer and mathematical occupations according to the

Bureau of Labor Statistics. Women (and people of color) continue to be underrepresented in STEM roles such as software development, IT, computer engineering, data science and other technical fields. There are many reasons for this, including gender bias, limited exposure in early childhood or elementary and middle school to basic math and science, lack of role models who look like them, mentors to provide guidance and support, and non-inclusive environments not welcoming of women.

This is why in 2017, SAS launched the [Women in Analytics Network \(WIA\)](#) – a SAS-sponsored networking program aimed to strengthen diversity in the analytics field by establishing a community of women who are working in, or are interested in, the field of analytics. This network also includes those who advocate for women in analytics. WIA offers access to incredible keynote speakers, networking events, career exploration, professional development opportunities, technical workshops and an active online community.

Women in Tech: Empowering a community of innovators

We believe empowering women is critical for innovation and business success and are proud to celebrate the ongoing achievements of women. [Read more](#)



Having complex conversations about race and equity

Complex, authentic conversations about race are difficult and uncomfortable. SAS partnered with Dr. Shaun Harper at the University of Southern California's [Race and Equity Center](#) to host interactive live webinar sessions. Here employees learned about engaging in courageous, productive conversations about race and disrupting and dismantling racism in all forms. The sessions focused on understanding race as a social construct, learning about the consequences of avoidance and the benefits of making race salient in workplace conversations, policies and practices. Employees also obtained strategies and tips on how to make conversations about race less uncomfortable, more productive and less destructive.

Managers participated in a private session about actions they can take to further equity and inclusion at SAS. These sessions were one step toward fostering an antiracist work environment, where all employees are treated with dignity and respect.

Fostering race, equity and employee engagement

At SAS, we are continuing to recognize, self-educate and remain curious about the past, since it is our greatest teacher on how to create a better, more equal and inclusive future.

While we've made strides, we recognize that there's still a lot of work to do to not only hire more Black/African Americans and underrepresented people of color, but to develop and retain diverse talent by fostering an environment that is truly inclusive of everyone.

One way SAS is cultivating diversity and inclusion in our workforce and community is through partnership with the SAS Black Initiatives Group (BIG).



Black Initiatives Group

BIG

The mission of BIG, one of our seven SAS Employee Inclusion Groups, is to empower Black employees to bring their full selves to work, to highlight their contributions and talents and to inspire young Black talent to pursue careers in STEM.

BIG acknowledges the limitations of the term "Black," and extends its mission to encompass employees who identify as Black, African, African American, West Indian, Copper Skinned, Indigenous, American Indian, Afro-Latinx or of African descent. In addition, BIG encourages all employees – including those who do not identify with any of the above identities – to participate in BIG to learn, grow and progress racial equity and inclusion.

BIG has been instrumental to enhancing SAS' culture by fostering an environment where Black and non-Black employees can have these difficult conversations in a productive way. Every week since June 2020, BIG hosts an open, virtual meeting – famously called "BIG Friday" – that addresses topics like company happenings, industry trends, career development and world events, all from the Black perspective. Several hundred employees attend these live, weekly sessions. And throughout the week, the dialogue continues.

To reject racism and inequality in our society today, we must take an honest look at our past – no matter how uncomfortable it may make us. Black lives matter, today and every day. We know there is still a lot of work left to do, but we are committed to raising awareness, continuing the conversation and driving action to foster a greater sense of inclusion and equity for Black and African American SAS employees and community members.



Making a 'BIG' Difference: Meet the SAS Black Initiatives Group!

The Black Initiatives Group's mission is to empower Black employees to bring their full selves to work, to highlight their contributions and talents and to inspire young Black talent to pursue careers in STEM.

[Read more](#)

Enabling our veterans

More than 200,000 service members transition out of the military each year, adding valuable talent to the civilian workforce. SAS seeks out and appreciates the skills the military community brings to our company and our customers. And we actively support our employees in their transition from the military to the civilian corporate work environment.

In partnership with the [Institute for Veterans and Military Families](#), Veteran Career Transition Program, and Onward to Opportunity, SAS offers free SAS programming courses and certification program to transitioning service members, veterans and military spouses to obtain data management positions, which are in high demand.

Supporting the military

SAS is honored to have been recognized by the North Carolina Employer Support of the Guard and Reserve with the Pro Patria Award in 2007. The highest state-level award given to a civilian employer by the US Department of Defense, the Pro Patria acknowledges

companies for hiring and supporting veterans, reservists and members of the National Guard.

Nearly 3% of our US employee population identifies as a US veteran and/or is serving in a guard or reserve component. We strive to increase military representation in our workforce, as we value the skills and experiences that veterans and military-affiliated employees contribute to the workforce.

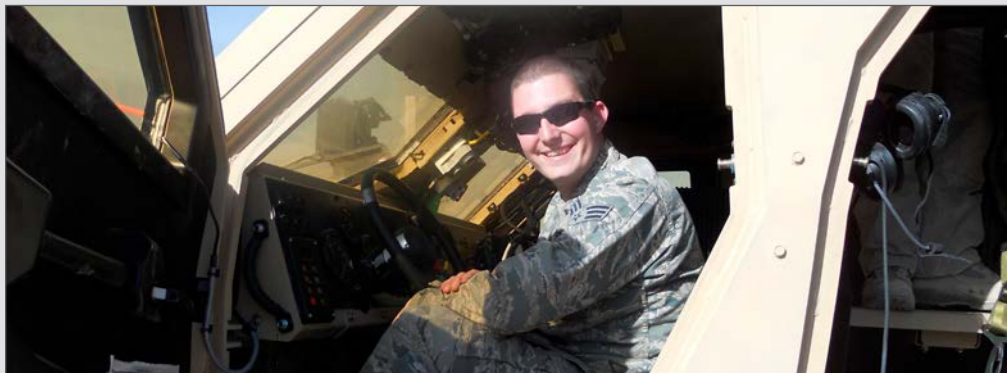


We engage in a several recruitment and outreach initiatives to fuel our military-affiliated talent pipeline including:

- Conferences and career fairs
- Attending military base events.
- University engagement.
- Partnerships with community and service organizations.
- Strategic sourcing via LinkedIn and professional associations.
- Engagement and mentorship with SAS employee veterans.
- Exploring alternative work experiences such as apprenticeships for service members to obtain skills and experience in a civilian work environment.

The SAS Military Network (VETS) helps build a sense of community among the military employee population and employees who are connected to the military, whether they are in the guard or reserves, are a veteran, military spouse, dependent, parent or proud supporter. VETS focuses on employee engagement, professional development and community outreach.

In May 2021, SAS signed a covenant with the British Armed Forces to help current and former Armed Forces personnel and their families pursue analytics training and employment opportunities. SAS will provide free training and significant discounts on learning and development products to build up data and analytics skills in the British Armed Forces. It will also help service leavers transfer their valuable skills to a career in analytics.



Hear from Program Manager and Chair of the SAS Military Network Dan Schaub how his time in the military translated into a meaningful career at SAS. [Service to Software Blog](#)

Embracing multiple cultures and identities

With employees in nearly 60 countries around the world, diversity is our strength. We embrace individuality and seek out people who can add something unique to our culture. When we combine our different nationalities, cultures and identities, we create an undeniable synergy - where the whole becomes greater than the sum of its parts. We can be authentic and true to who we are in all aspects of our work and life.



SAS International Connection

SASIC

SAS International Connection (SASIC), one of SAS' Employee Inclusion Groups, is based on an innovative but simple idea: to pull together the international talents of SAS employees. Established in 1995, this group is dedicated to fostering, supporting and promoting international inclusiveness at SAS. Our members strive to share their

knowledge and expertise with fellow employees and SAS customers by:

- Translating documents.
- Assisting with testing and debugging code errors in different languages.
- Offering foreign language groups that meet regularly to learn and practice.
- Hosting cultural activities and global celebrations for Diwali, Holi, Ramadan, Chinese New Year, Día de los Muertos and more.
- Hosting lunch and learns.
- Sharing cultural resources and providing educational information.



[Learn about](#) Ramadan and the Muslim community from SAS' own Middle East & Africa Head of Marketing, **Abdelrahman Muneer**.

Being proud all year long

Our values – passionate, accountable, curious and authentic – are essentially our internal operating model. They tell us how we should treat each other, and how we should treat our customers and business partners. They're the behaviors we know each employee will take to heart and bring to their work every day. We've always strived to create a work environment where all employees feel genuinely supported and included – where they can be their whole selves, and thrive.

We're proud of the strides we've made to foster an environment that accepts and encourages our LGBTQ+ employees to live and work authentically. And we are always striving to make improvements.

We have updated our internal systems and processes to be more inclusive of pronouns including options beyond binary male/female to include nonbinary and third gender options, adding brand guidelines for using pronouns on business cards and email signatures. Soon, we will offer

pronoun options in the employee directory. This allows everyone to feel more comfortable, safe, and seen to be their authentic selves and be respected for their unique identity.

It is in this spirit that we participated in the Human Rights Campaign Corporate Equality Index, the national benchmarking tool. It measures more than 1,200 businesses across industries on equality and inclusivity of policies, practices and benefits pertinent to LGBTQ+ employees and identifies where organizations have room for improvements. We are excited to have received the top score of 100, earning us the designation of "Best Place to Work for LGBTQ+ Equality! Most importantly, it allows us to make immediate and positive change. Since our early days, SAS has strived to foster equitable rewards and an inclusive work environment for LGBTQ+ employees such as offering US same-sex domestic partners benefits since 1997 when there were limited legal protections or requirements for LGBTQ+ workers.



LGBTQ+ and allies

PRIDE

SAS Pride, one of our Employee Inclusion Groups, seeks to create an environment where everyone is comfortable bringing their authentic self to work every day by providing opportunities for employees to network, learn from one another, participate in professional development opportunities, and create a safe, welcoming space for LGBTQ+ and straight ally members. SAS Pride partners with Pride In The Triangle, a collaboration of North Carolina Triangle area LGBTQ+ employees and allies from various companies in the Raleigh-Durham area. The organization comes together to network, share best practices and work together on LGBTQ+ issues in our companies and across NC.



Proud to Be Authentic: Bennett's Story

"SAS has made me feel welcomed and unapologetic about who I am... The awesome thing about working for a company like SAS is that we're striving for a culture that welcomes talent from all walks of life, and we celebrate the differences that make us who we are."

- Bennett McAuley

Senior Associate Diversity & Inclusion Program Manager

[Read more](#)



Not bad. Not better. Just different. Why I'm proud to be autistic.

"People with autism have made, and continue to make, great contributions to science, technology and society. And it's their autism – their neurodiversity – that allows them to be so inventive."

Hear from **Angela Broach**, Solution Consultant (on left) and leadership council member of the SAS All Abilities Network (ABLE), about why [she is proud to be autistic](#).

Pride also supports outreach and recruitment activities including: Out for Undergrad Tech Conference, University of North Carolina at Chapel-Hill Queer Hacks, and Out!Raleigh.

Supporting all abilities

There are an estimated 1 billion people in the world – about 15% of the population – with disabilities. In the US, nearly 61 million adults have a disability that affects a major part of their lives – roughly one in four. Most people at some point in their life will be personally affected by disabilities, whether is themselves or caring for a loved one. SAS supports people of all abilities and strives to capitalize on their diverse and unique talents.



We have always had a diverse workforce. Nearly 4% of SAS US employees have self-identified as having or had a disability. We work to create an inclusive environment that supports all employees by treating everyone as individuals. We believe all people should have access to the tools and resources they need to be successful at SAS and achieve their full potential.

In 2020, we launched our seventh Employee Inclusion Group, SAS All Abilities Network (ABLE), to provide a community for people of all abilities to support and empower each other. ABLE is dedicated to increasing awareness about different brain and body types as we strive to eliminate stigma in our workplace and beyond. We are committed to eliminating the barriers that prevent equitable access, so that everyone can experience success. Through education and outreach, we seek to create a place where people can bring their whole selves to work and achieve their full potential.

We launched the [United in STEM: Neurodiversity Internship Program](#) to intentionally increase the representation of individuals who identify as neurodivergent in our internship program. Since 2018, we have hired 18 students. 70% have come back as year-round or returning summer interns, or have joined SAS as a full-time employee.

Accessibility and assistive technology

Disabilities are not a limitation of the individual. Rather, disabilities arise when people are confronted with barriers in their environment. We also believe that the arc of human progress improves as we remove those barriers, closing the gap between progress and equal access to technology.

In 2011, we created the Accessibility & Applied Assistive Technology team to help fundamentally change the way people interact with data. This team is developing innovative technology that makes data visualizations like charts, graphs and maps accessible to all. Our Director of Accessibility, Ed Summers, is blind. He started at SAS as an intern when he was in high school, 32 years ago. Today, his vision for the future guides our investment in accessibility at SAS. More than half of the members of our central accessibility team have a disability. Their combined lived experience ensures that we deliver software that goes beyond conformance – that it truly enables people with disabilities to make better decisions using data.

One example of this is SAS Graphics Accelerator, a browser extension that enables alternative presentations of data visualizations. By using sound in addition to sight, the accelerator enables people with visual impairments to access data visualizations.

Data plays a huge role in our world today. So we want to make it easier for more people to use powerful analytics every day, to shorten the path from data to insight – and to inspire bold new discoveries that drive progress. The result is analytics that

breaks down barriers, fuels ambition and gets results – regardless of technical savvy, physical ability, age or other factors.

Growing a career at SAS

Millennials – people born between 1981 and 1997 – make up 26% of SAS' workforce. Our student outreach, internship and early career programs fuel our pipeline of innovative, early career professionals passionate about growing a fruitful career at SAS. These programs are designed to help these people make a real impact on our company and the world.

SAS offers multigenerational trainings based on books written by Chip Espinoza, PhD, specifically for young professionals, managers and the greater employee population. These trainings help us better understand generational differences and work styles, address challenges young professionals face in the workplace, overcome personal and organizational bias, and work effectively cross-generationally.

SAS provides helpful resources to help young professionals navigate first-time personal and professional experiences designed to help make the most of this exciting time in life and ensure they are supported in their career journey. In fact, Fortune once again named SAS as a Best Workplace for Millennials in 2021.



The SAS Young Professionals network (YPN) launched in 2015. YPN provides opportunities for engagement in social networking, professional and leadership development, and community outreach events.

SAS is deeply committed to helping employees succeed at every stage of their careers. Networking and career development initiatives like SAS YPN, as well as full-time training programs like the SAS academies, help foster a sense of community for early-career individuals. And professional development programs help support and guide employees as they advance and seek leadership training and skills.

Skilling up young professionals in analytics

SAS offers opportunities for students to prepare for a career at SAS, or even with one of our customers. There is a 37% annual increase in demand for data scientists and related technical positions today. Data science has topped the LinkedIn Emerging Jobs list for three years running. It's a specialty that continues to grow significantly across all industries.

The demand for individuals with SAS knowledge and expertise is expanding in organizations globally. To help close the analytics skills gap, SAS is offering students access to software, training and certification for free. Students can [get started with free access](#) to basic analytics and statistics right from their computer. Free video tutorials and e-learning courses teach students the basics of SAS programming and statistical analysis. And there's even an interactive, online community where students can find forums and software support.



Growing Up With SAS, College to Career

"As a millennial, I'm seeing my friends constantly change jobs and never stay at a company more than a couple years. At SAS, I can find the challenges I need and the opportunities to grow in-house."

- Pauline Ashcraft

Program Manager, Risk Research and Quantitative Solutions

[Read more](#)



"The candid, albeit uncomfortable conversations had during Inclusion Week, coupled with the inspiring keynote on allyship, panel discussions and activities, inspired employees around the world to think and act with inclusion in mind. Employees are still talking about Inclusion Week months after and are excited to for 2022's program."

- Danielle Pavliv
Chief Diversity Officer

Hosting the inaugural SAS Global Inclusion Week

Building on our ongoing education and awareness, SAS hosted our first-ever Global Inclusion Week to accelerate progress by providing educational opportunities and engagement around diversity and inclusion.

Global Inclusion Week is inspired by UN World Day for Cultural Diversity for Dialogue and Development, as well as the CEO Action for Diversity & Inclusion's "Day of Understanding." This week focuses on having real dialogue for real change. Global Inclusion Week provides opportunities for employees to engage in conversations, hear from industry thought leaders, interact and learn about the experiences of others, provide feedback on our progress, and take tangible actions to foster a more diverse and inclusive work environment. The week included a keynote on everyday actions to be more inclusive and better allies, a virtual privilege walk, a panel discussion featuring global perspectives from employees around the world, and an executive leadership panel discussion about their experiences, what it means to be an inclusive leader, and how to take actions to foster a more inclusive

work environment. In addition, employees engaged in conversation and fun activities such as country office quizzes and trivia games.

Improving retention and turnover

Inclusion is often hard to measure, because it is a feeling that can be hard to quantify objectively. Inclusion ultimately means employees are treated fairly and respectfully, have equal access to opportunities and resources, and feel a sense of belonging where they can be their authentic selves at work without fear of retribution.

As we work toward our goal of increasing representation at all levels, we are singularly focused on retaining our talent. Talent retention is a key factor supporting our ability to increase our representation.

SAS maintained its perennially low turnover rate while sustaining its worldwide headcount. SAS did not have any substantiated and material negative incidents with regard to employee discrimination or harassment.

At the end of 2020, SAS had 13,999 employees worldwide and 6,940 US employees. In the US, the average SAS employee tenure is 7.3 years, compared to an industry average of 4.1 years.¹

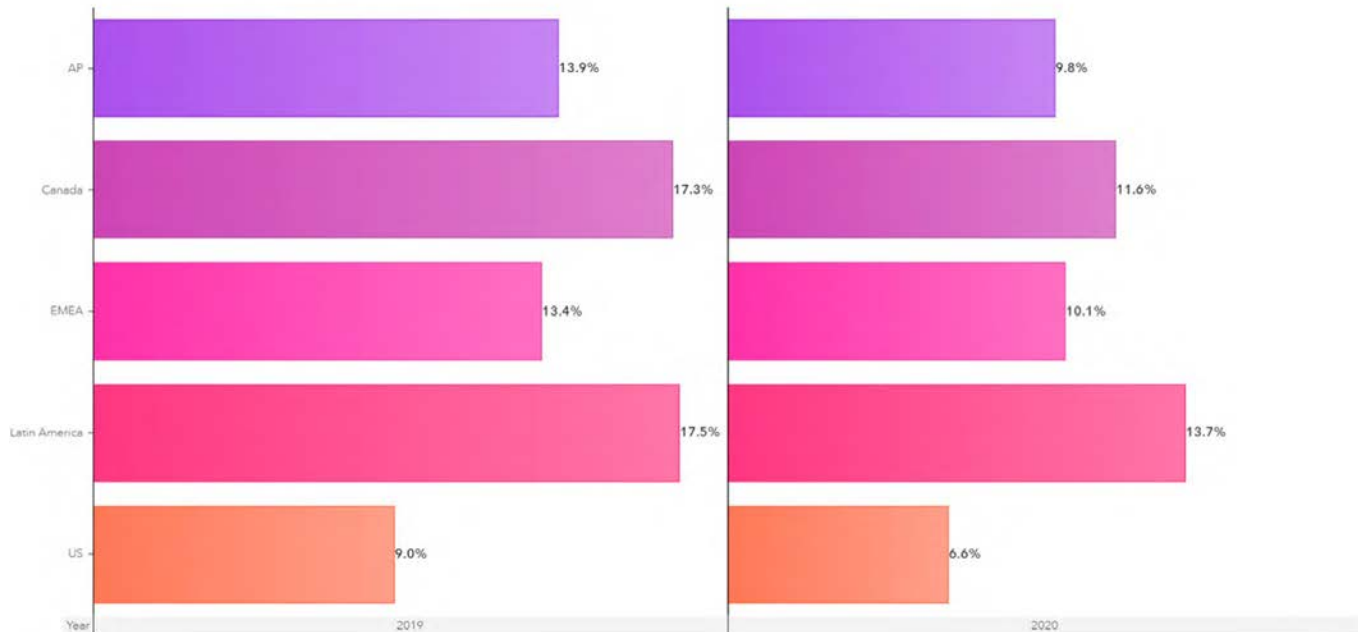
Reducing turnover reduces recruitment costs, helping the company retain knowledge and deliver deeper, longer-term customer relationships. This means SAS employees spend more time on productivity and less time training new hires. SAS sees a strong connection between employee loyalty and business success. SAS' voluntary employee turnover rate was 6.4%. The average industry voluntary turnover rate was 14.5%.²

¹ US Bureau of Labor Statistics

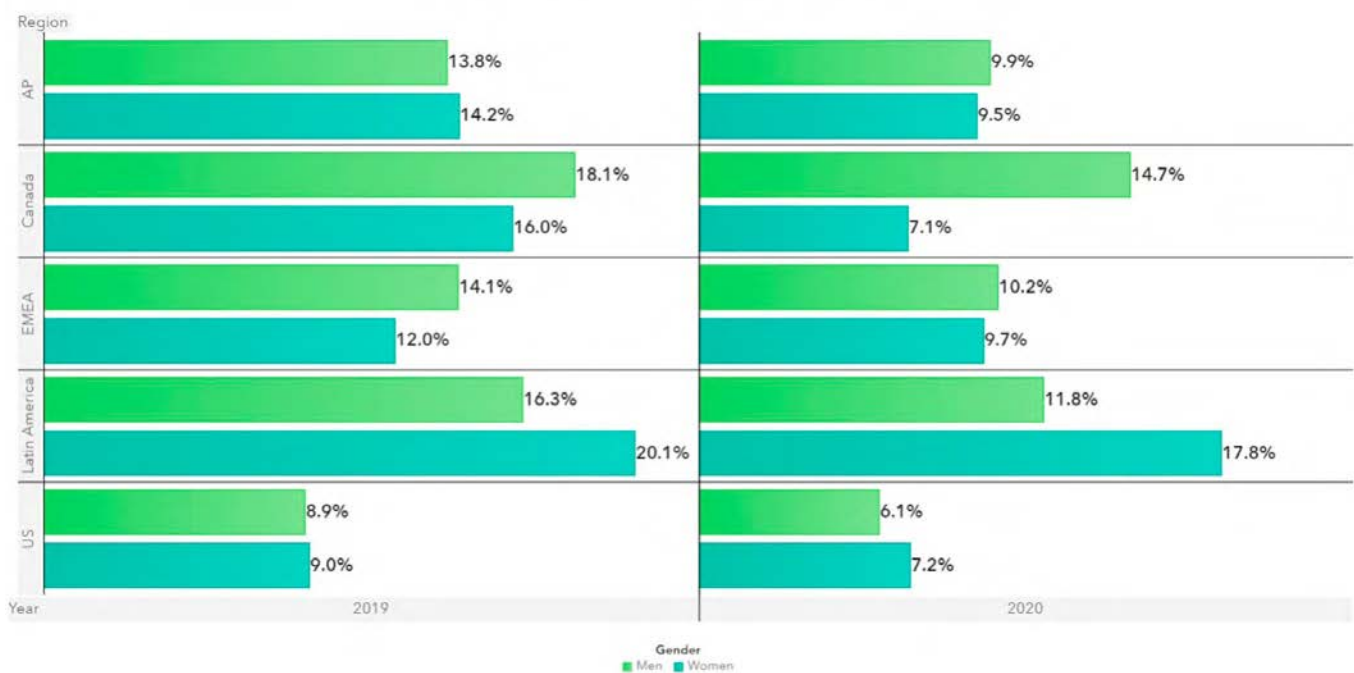
² Radford/Aon Hewitt

Global Turnover

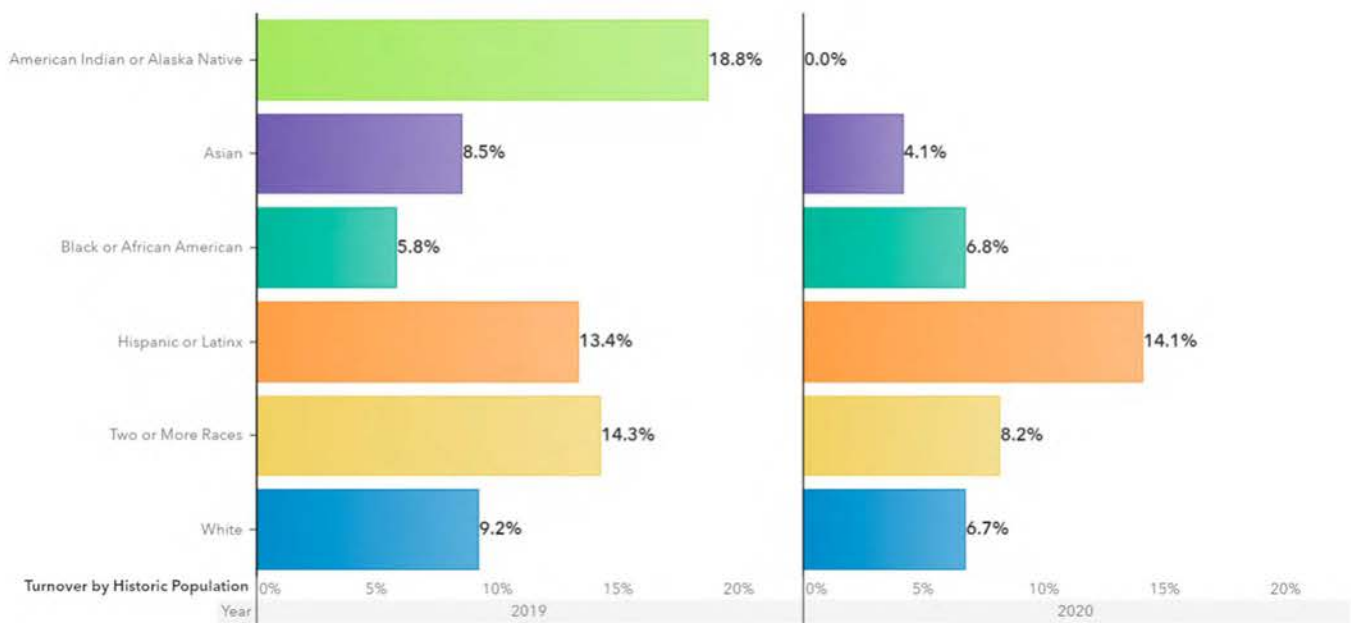
Global SAS Turnover



Global SAS Turnover by Gender



US SAS Turnover by Race/Ethnicity



Strengthening community

Bringing analytics to our community

At SAS, there is a strong connection between analytics and advocacy. We imagine a better world through innovation, where curiosity is empowered through education outreach and the use of data for good is encouraged. As an essential part of our commitment to education and philanthropy, SAS contributes to charitable initiatives in the US and abroad to build stronger foundations for brighter futures. SAS supports education initiatives that promote learning for all, with the goal of building a global community of innovators.

Partnering with the Business Roundtable

SAS is partnering with the [Business Roundtable](#), as well as [working with CEOs in North Carolina](#), to advance racial equity and justice across the education and workforce continuum through policy, advocacy and corporate actions. Some of these actions include:

- Transparency of demographic data and setting goals and metrics to track progress on workforce diversity.
- Creating greater economic opportunity and career pathways by focusing on the value of skills, rather than credentials.
- Expanding partnerships with organizations that develop diverse talent such as HBCUs and other minority-serving institutions.
- Improving early childhood literacy (birth to third grade) to enable children to read on level by 3rd grade by closing gaps in access, equity and quality to lead to better outcomes in high school, higher education and employment performance.

Empowering education

The rise of new technologies demands a new generation of skills. For decades, SAS has supported education at all levels to shrink the analytics skills gap and prepare more students for college, work and success in the analytics economy. Education was a key pillar of the company's \$1 billion AI investment, announced in 2019.

Education gives each new generation the power to change what's possible. Around the world, SAS supports education initiatives that promote learning for all to build a global community of innovators, including:

- **Improving reading proficiency and closing the equity gap.** Achieving [educational equity](#) is essential to achieving racial equity. Students who cannot read proficiently by the end of third grade are four times more likely to leave school before graduating. This number is even greater among students of color, low-income students and other underrepresented student populations.

Educational equity can't be achieved without hearing from the people who have been forced to overcome barriers inherent to the very systems that are supposed to support them. SAS is leading a group of North Carolina business leaders who are advocating for policy changes to increase early literacy.

- **Data and digital literacy.** SAS is committed to integrating technology into all levels of education to bridge the skills gap, starting with K-12 students. We believe that helping understand the value of data starts by teaching the basics, including helping students rethink their approach to problem solving. Students begin to see how integrating data into the problem-solving process can help drive meaningful results. We have developed relevant [resources for data literacy](#), computational thinking, and coding to educate the future data scientists of the world.



SAS analysis helps Malala Fund predict impact of climate change on girls' education and target countries most vulnerable to disruption.

[Learn more](#)

Focusing on higher education

Big data has created an unprecedented demand for early-career analytics talent that outpaces qualified applicants. To address this skills gap, [SAS Academic Programs](#) offers a variety of resources to help educators teach and use SAS, help students learn SAS, and ensure SAS customers are able to hire the top early-career talent they need to be successful. Global Academic Programs provides free software, curriculum support and expertise, labor market analyses, and training and enablement to faculty to increase the amount of SAS taught in post-secondary classrooms. The organization also develops formal college and university partnerships through the development of Academic Specializations. SAS has developed more than 350 specializations in analytics and related disciplines, at diverse institutions such as:

- Rhode Island College, first federally designated Hispanic Serving Institution.
- Meharry Medical College School of Applied Computational Sciences.
- Fayetteville State University's Business Intelligence and Health Analytics programs.
- North Carolina Central University School of Business undergrad and graduate curricula.

SAS is also partnering with the [PhD Project](#), which focuses on increasing diversity of business school faculty.

SAS Corporate Social Responsibility Report 2020-2021

[Read more](#)

Inspiring innovation

Creating a data ethics practice

Innovation isn't reserved for a special few at SAS. After all, innovation is born from curiosity. Each of us can contribute new ideas and support one another in turning those ideas into opportunities to make our company better. We have great minds that contribute their bold ideas from helping to solve the biggest problems from navigating the pandemic to understanding how AI has the potential to exacerbate human bias and other inequities. This is why we recently formed a Data Ethics Practice to build expertise and serve as thought leaders and a sounding board for SAS solutions. To lead by example, our solutions must reflect our core values and share them with the world.

Committing to social innovation

Making a difference in the world is the cornerstone of our long-running Data for Good effort, where we are committed to helping solve critical global issues using data and analytics. This includes SAS' free [GatherIQ™ app](#), where users can learn about the United Nations' 17 Global Goals and what organizations are doing to address them. Through our Data for Good program, SAS helps organizations use data in meaningful ways to solve social issues around poverty, health, human rights, education and the environment. We have a community of people who care deeply about using their collective resources to make the world a better place.



People Behind the Models: Sherrine Eid

Our models have helped customers make sense of the data to navigate the pandemic and continue to empower leaders to make informed decisions. But what exactly do these models do, and who brought them to life? Meet one of those modelers.

Sherrine Eid, Principal Industry Consultant, Health & Life Sciences

[Read more](#)

Several members of the Black Initiatives Group at SAS are volunteering their analytics expertise to assist the Center for New York City Neighborhoods, one of the largest nonprofits committed to protecting affordable homeownership for low- and moderate-income families. This work was personal and deeply meaningful for them. The team explored the condition of Black-owned homes compared to those owned by other races. The center will use SAS models to develop programs that address these disparities so that ultimately more Black homeowners have a chance of owning a home in the city and can use their homes to build wealth. [Read more here!](#)

Improving supplier diversity

From the software we create to the conversations we share, our core values inform partners, customers and prospects about the type of relationship they can expect when they work with us. The [Supplier Diversity Program](#) is a key way we are building relationships that are more representative of our communities.

Formed in 2005 out of a need to satisfy customer requirements during the sales contracting process, we have grown to recognize that active participation and collaboration with diverse suppliers fosters a strong climate for business development. The Supplier Diversity team is responsible for reviewing Requests for Proposals and

contracts and responding to customers with diversity requirements. They help buyers and stakeholders understand the importance and value of diverse suppliers, and connect them to opportunities by conducting various diversity events, sponsorships and partnerships including:

- National Minority Supplier Development Council.
- National LGBTQ Chamber of Commerce and local chapters.
- North Carolina Veterans Business Association.
- North Carolina Disability:IN Chapter.
- Women's Business Center of North Carolina.

[Learn more](#) about our Supplier Code of Conduct

Email supplierdiversity@sas.com for more information.

Turning Questions Into Progress: Ayana's Story

Ayana Ferguson is no stranger to asking questions. Her passion for advocacy and limitless curiosity led her to ask some tough ones. Months later, her quest for answers has opened doors for progress around the globe.

Ayana Ferguson, Data Scientist and Black Initiatives Group Leadership Council Member

[Read more](#)



Achieving awards

Recognition and awards

Around the world, SAS is continually recognized as a best workplace for its energized, creative and inclusive culture, as well as an innovative company improving our world through trusted analytics. Year after year, SAS is named a best workplace.

In 2020, SAS received workplace culture awards in Asia, Austria, Brazil, Canada, Denmark, Europe, Finland, France, Germany, India, Italy, Japan, the Netherlands, Norway, Poland, Portugal, Singapore, Spain, Switzerland, the Middle East, the United Kingdom and the United States. Great Place to Work® also named SAS a World's Best Workplace™.

In a year that challenged us all, SAS was recognized for its commitment to keeping employees healthy, safe, supported and engaged in meaningful work. Publications

including People, Fast Company and Inc. Magazine awarded SAS for its innovative initiatives and outstanding care for its employees, community and society.

- Forbes America's Best Employers for Diversity
- Forbes Best Employer for Women
- Fortune 100 Best Companies to Work For
- Fortune Best Workplaces for Millennials
- People 50 Companies That Care
- Fast Company Most Innovative Companies
- Fast Company Best Workplace for Innovators
- Inc. Best in Business Award
- Vault Top Internship Program
- WayUp Top 100 Internship Programs
- NACE Diversity and Inclusion Excellence Award
- Fortune World's Best Workplace Best Workplace for Parents

Conclusion

We recognize this is a journey. We will always be continually looking at and measuring all our programs, policies and procedures. This includes developing our long-term DEI plan in conjunction with the Diversity & Inclusion Action Board and executive leadership team.

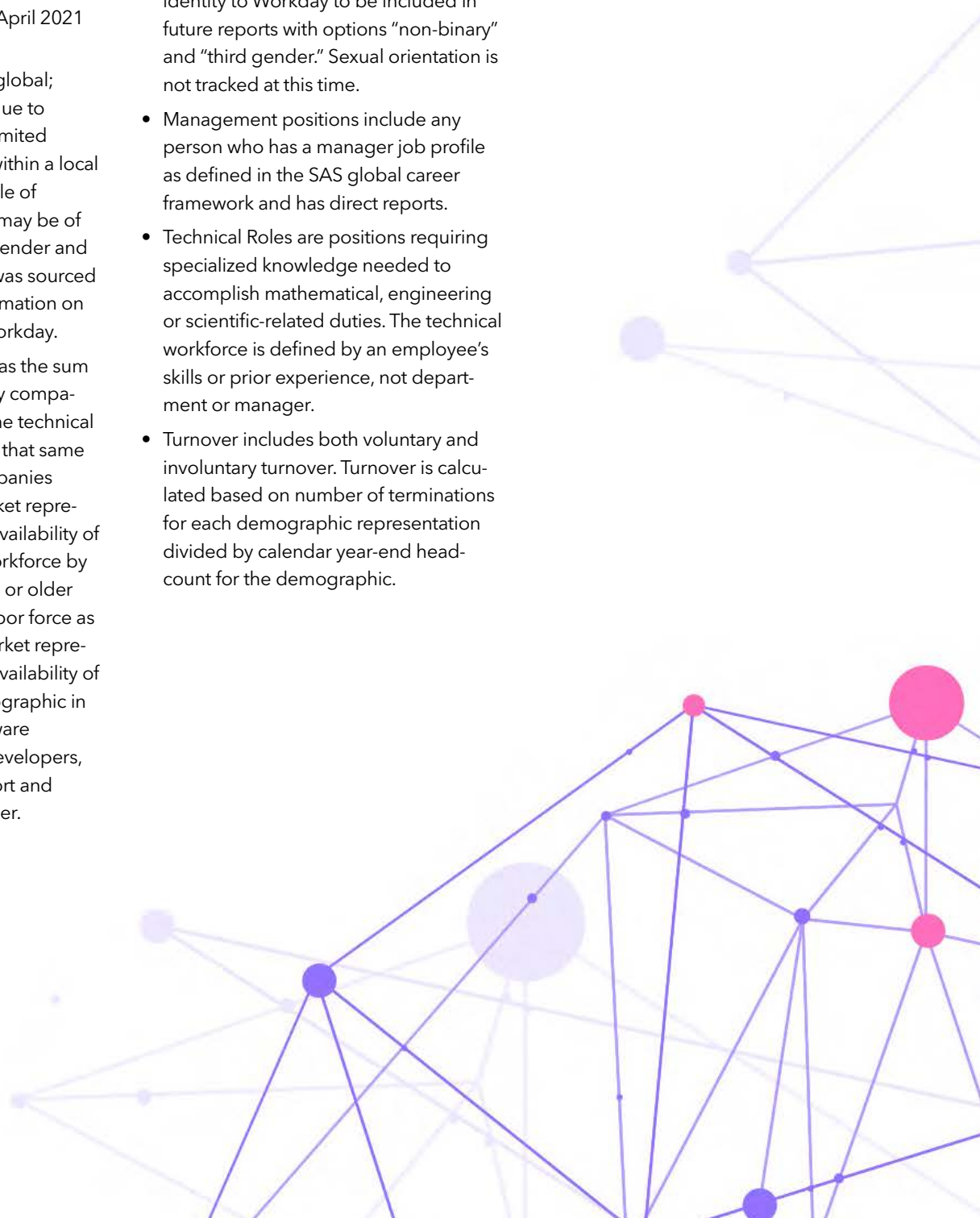
We have made great strides at SAS, but we know our journey is just beginning. We must always be persistent in our evolution, progression and open to new ideas, and focused on advancing our efforts. Intentionality drives behavior change – action – and that's when progress happens. You can expect to see continued authentic and transparent communication about our progress in the near future.

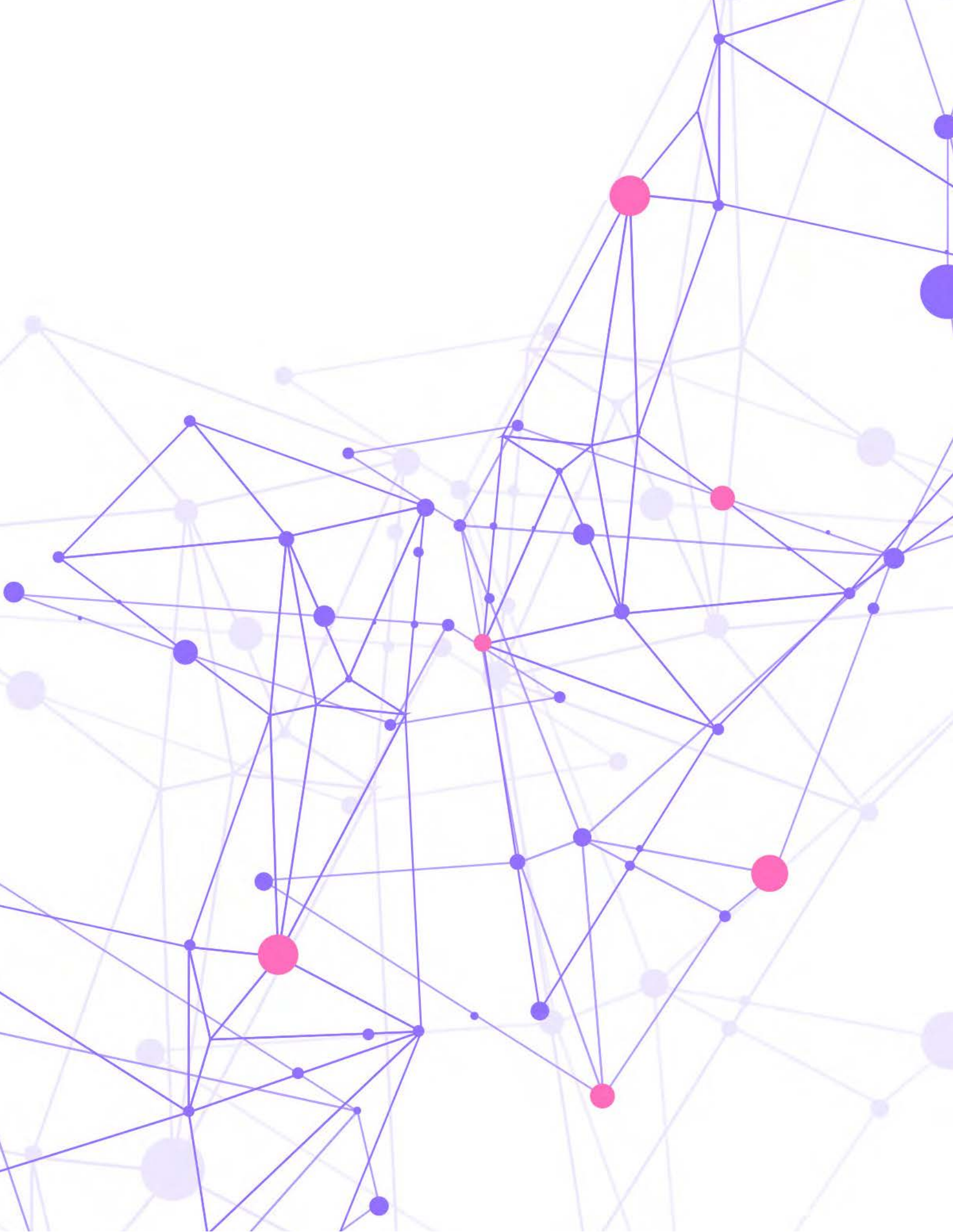
Questions?

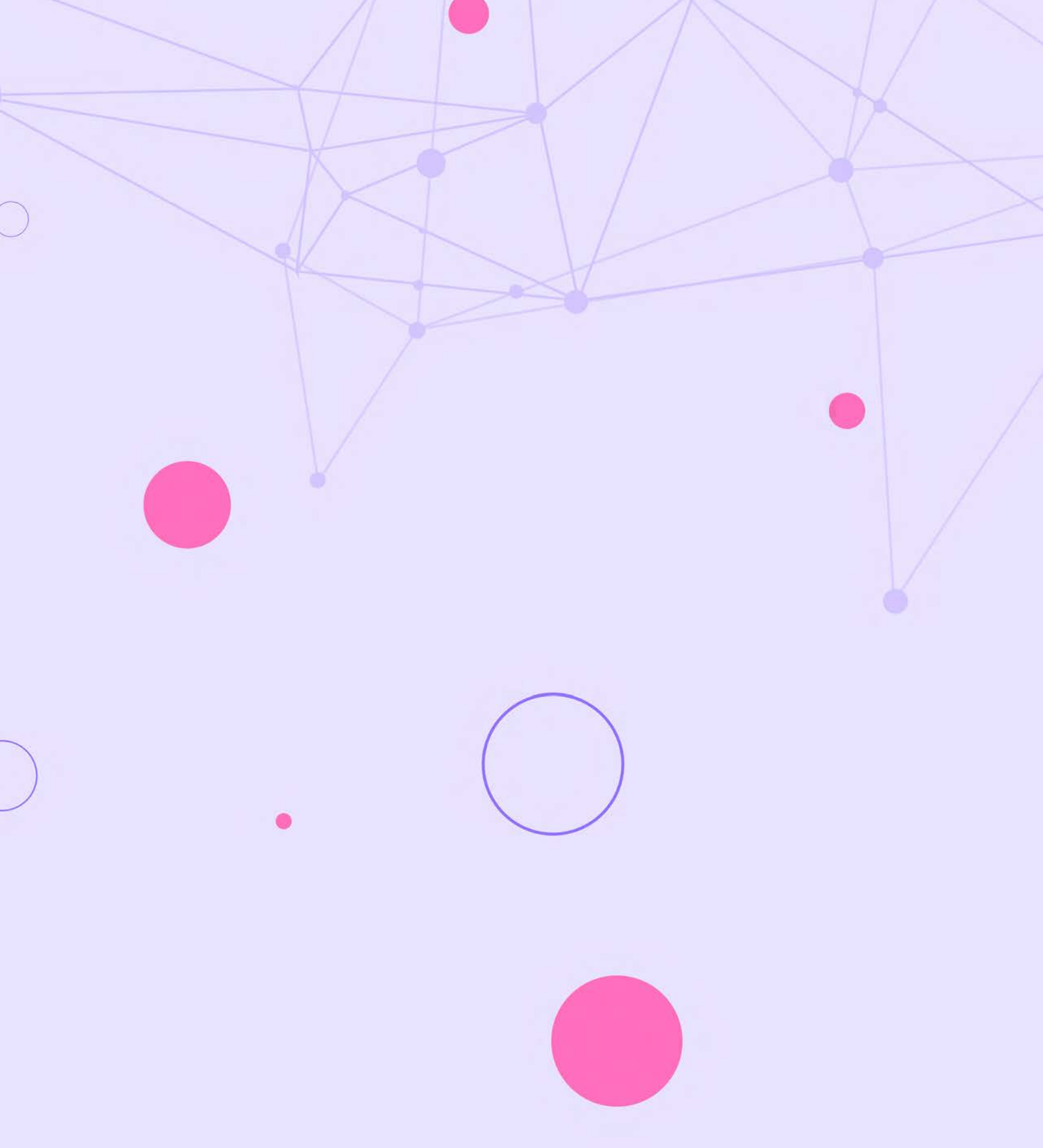
Contact diversity@sas.com

Additional Information & Data Explanation

- Data includes all full-and part-time SAS employees; no temporary or contract positions.
- Data is averaged between the time frame of January 2019 and April 2021 unless otherwise stated.
- Gender demographics are global; Race/ethnicity are US-only due to global legal restrictions or limited ethnic/racial diversity data within a local employee population. People of Hispanic or Latino ethnicity may be of any race. Identification of Gender and Race/Ethnicity information was sourced based on the personal information on the employee's record in Workday.
- Industry average is defined as the sum of a list of similar technology companies (who recruit for the same technical talent SAS does) divided by that same number of technology companies being averaged. Labor market representation is defined as the availability of talent represented in the workforce by demographic ages 16 years or older compared to the nation's labor force as a whole. Technical labor market representation is defined as the availability of talent represented by demographic in technical occupations (software developers / testers, web developers, statisticians, technical support and similar) ages 16 years or older.
- The US EEO-1 reporting system, required by law for compliance purposes, affords only binary gender reporting options: male and female. In this report, we use men and women. Employees can add their gender identity to Workday to be included in future reports with options "non-binary" and "third gender." Sexual orientation is not tracked at this time.
- Management positions include any person who has a manager job profile as defined in the SAS global career framework and has direct reports.
- Technical Roles are positions requiring specialized knowledge needed to accomplish mathematical, engineering or scientific-related duties. The technical workforce is defined by an employee's skills or prior experience, not department or manager.
- Turnover includes both voluntary and involuntary turnover. Turnover is calculated based on number of terminations for each demographic representation divided by calendar year-end head-count for the demographic.







To contact your local SAS office, please visit: sas.com/diversity

