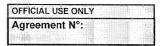
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Employment and Social Development Canada

Emploi et Développement social Canada

Labour Program Federal Contractors Program



Agreement to Implement Employment Equity

✓ New Agreement				
Revised Agreement				
[]Trevised Agreement				
		·		<u> </u>
	ORGANIZATION			
Legal Name of Organization		Parent company is	located outsid	de Canada
R&G Holdings Corp & Flannery Investments	Inc	-	Lvaa	□ N-
			Yes	✓ No
Operating Name (if different from Legal Name of Organization)		Procurement Busi	iness Numbe	.r
IMT Partnership				
		Total number of em	 ir	
		(Full-Time/Part-Tim		
Organization's North American Industry Classification System (NAIC	S) Code Nº			S Code Number please
3329 and 3321		norme/naics-scian/		ubjects-sujets/standard-
		Tierrino/.ia/so ocia/ii/	2002,114,00 00	org.ner
Official use only (if information above is incorrect)	vice production of the	110 440	F400018800	
	mber of employees in Canad	da	Organization'	's NAICS Code No
			Organization	5 III 100 0000 II
		I		
A.C. A. G.D.	HEAD OFFICE		T	
Address (building number, street, suite, etc.) 347 King Street, West	City		Province	Postal Code
or King Bereet, west	Ingersol		ON	N5C 3K6
	Telephone Numbe		Fax Numbe	
	519-485-221	0	519-485	-7508
EMPLOY	MENT EQUITY CONT	ACT		
Name (print)	Title			· · · · · · · · · · · · · · · · · · ·
Angelene BAne	Human Resou	rces Manager		
Telephone Number	E-mail Address		***************************************	
519-485-2210	abane@imtco	rporation.com	l	
	CERTIFICATION		2.1. 2.1.118. 31. 1	
The above-named organization:				
having a combined workforce of 100 or more permanent weaks or more in Connede, AND.	full-time, permanent part	-time and temporar	y employees	s having worked
12 weeks or more in Canada, AND	· · · · · · · · · · · · · · · · · · ·			· 3.6
 intending to bid on, or being in receipt of, a federal gover Supply Arrangement, valued at \$1,000,000 or more (included) 	nment goods or services	contract, standing	offer or cont	ract issued under a
Hereby certifies its commitment to implement or maintain em		acina basis, baya	ad the nerie	d of the presurement
instrument, in keeping with the Federal Contractors Program	proyment equity on an or requirements. For more	information on how	to impleme	a or the procurement
please refer to: http://www.esdc.gc.ca/eng/labour/equality/fcp	/index.shtml			,,
Important note: If an audit of the Agreement to Implement E	malayment Faulty years			and all the annual matters
Important note: If an audit of the Agreement to Implement E the procurement instrument(s) with the Government of Canada		ers misrepresentati	on on the pa	art of the organization,
	as may be terminated.			
	SIGNATORY			
NOTE: The signatory must be the Chief Executive Officer O	R an authorized person i	n an executive posi	tion with lea	al authority to sign a
contract on behalf of the organization.	CONTRACTOR			
Name (print)	Title	······································) -
Angelene Bane	Human Resou	rce Manager		
Telephone Number	E-mail Address			
<u>519-4</u> 00 0010		rporation.com		
Signatur	Date		1	#1
	1 (h)	7	12/12	1
		yuy 1	12/17	1
RET	URN INSTRUCTIONS	1	-	
IMPORTANT			·····	
mm warratt				

at: (819) 953-8768 or by e-mail at: ee-eme@hrsdc-rhdcc.gc.ca

• The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax,

R&G Holdings Corp & Ramp; Flannery Investments Inc. (certificate # 060118)

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2010-07-16 to 2018-02-12

GEOGRAPHICAL AREAS

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

			Province				Cens	us Metropolitan	Areas	
		anent I-time	Permanent Part-time	Temporary	Total Number of Employees		rmanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario		239	0	0	239	St. Catharines - Niagara	103	0	0	103
Total Employees	in Canada	→			239	Ont. less CMAs	136	0	0	136
						Total Employees	in Canada	•		239



Employment and Social Emploi et Développement Development Canada social Canada

R&G Holdings Corp & Elannery Investments Inc. (certificate # 060118) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

Reporting Period 2010-07-16 to 2018-02-12

Occupational Group		,	All Employee:	S		original Peo	oles	Perso	ns with Disal	bilities	Member	s of Visible N	/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	3	3										
Top Range: \$100,000 and over	3	1		1	1		1	1		1			
Bottom Range: \$ 90,000 - \$94,999	2												
	1	2		2									
	Total	6	3	3	1		1	1		1			
Middle and Other Managers	4	3	3										
Top Range: \$100,000 and over	3	2	1	1									
Bottom Range: \$ 60,000 - \$64,999	2	4	3	1				1		1	1	1	
	1	7	6	1				2	2				
	Total	16	13	3				3	2	1	1	1	
Professionals	4	2	2								1	1	
Top Range: \$ 90,000 - \$94,999	3												
Bottom Range: \$ 45,000 - \$49,999	2	1		1									
	1	2	1	1									
	Total	5	3	2							1	1	
Semi-Professionals and Technicians	4	1	1										
Top Range: \$100,000 and over	3												
Bottom Range: \$ 40,000 - \$44,999	2												
	1	26	26								3	3	
	Total	27	27								3	3	

Page 1 of 8 Canada

Employment and Social Emploi et Développement Development Canada social Canada

R&G Holdings Corp & Elannery Investments Inc. (certificate # 060118) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

Reporting Period 2010-07-16 to 2018-02-12

Occupational Group		,	All Employee	S	Ab	original Peor	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/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
Supervisors	4	1		1									
Top Range: \$ 70,000 - \$74,999	3												
Bottom Range: \$ 55,000 - \$59,999	2												
	1	1	1										
	Total	2	1	1									
Supervisors: Crafts and Trades	4	1	1										
Top Range: \$ 80,000 - \$84,999	3												
Bottom Range: \$ 50,000 - \$54,999	2	5	5										
	1	2	2										
	Total	8	8										
Administrative and Senior Clerical Personnel	4	2	1	1									
Top Range: \$ 70,000 - \$74,999	3	1	1										
Bottom Range: \$ 35,000 - \$39,999	2	2		2									
	1	1	1								1	1	
	Total	6	3	3							1	1	
Skilled Crafts and Trades Workers	4	67	64	3				3	3		2	2	
Top Range: \$ 65,000 - \$69,999	3	9	9										
Bottom Range: \$ 40,000 - \$44,999	2	8	7	1				1	1				
	1	21	19	2	1	1					2	2	
	Total	105	99	6	1	1		4	4		4	4	

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007659

R&G Holdings Corp & Flannery Investments Inc. (certificate # 060118) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National Reporting Period 2010-07-16 to 2018-02-12

Occupational Group		A	All Employees		Abo	Aboriginal Peoples	les	Perso	Persons with Disabilities	ilities	Members	Members of Visible Minorities	inorities
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
Clerical Personnel	4	4	ω					_	_				
Top Range: \$ 60,000 - \$64,999	3	3	1	2									
Bottom Range: \$ 25,000 - \$29,999	2	5		5									
	1	3		3									
	Total	15	4	11				1	1				
Intermediate Sales and Service Personnel	4												
Top Range: \$ 45,000 - \$49,999	3												
Bottom Range: \$ 45,000 - \$49,999	2												
	1	1		1									
	Total	1		1									
Semi-Skilled Manual Workers	4	6	6					1	1				
Top Range: \$ 55,000 - \$59,999	ယ	10	10										
Bottom Range: \$ 45,000 - \$49,999	2	4	4										
	1	1											
	Total	21	21					2	2				
Other Manual Workers	4	3	3										
Top Range: \$ 60,000 - \$64,999	ယ	16	16										
Bottom Range: \$ 45,000 - \$49,999	2	4	4					1	1				
	1	4	3	1									
	Total	27	26	1					1				

007660

R&G Holdings Corp & Description of the Research (Certificate # 060118) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National Reporting Period 2010-07-16 to 2018-02-12

Occupational Group		A	√II Employees	3	dА	original Peoples	les	Perso	Persons with Disabilities	oilities	Member	Members of Visible Minorities	inorities
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
Total Number of Employees		239	208	31	2	_	-3	12	10	2	10	10	

Employment and Social Emploi et Développement Development Canada social Canada

R&G Holdings Corp & Description of the Research of the Res

Reporting Period 2010-07-16 to 2018-02-12

Occupational Group		,	All Employee:	S		original Peo	oles	Perso	ns with Disal	bilities	Member	s of Visible N	/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	3	3										
Top Range: \$100,000 and over	3	1		1	1		1	1		1			
Bottom Range: \$ 90,000 - \$94,999	2												
	1	2		2									
	Total	6	3	3	1		1	1		1			
Middle and Other Managers	4	3	3										
Top Range: \$100,000 and over	3	2	1	1									
Bottom Range: \$ 60,000 - \$64,999	2	4	3	1				1		1	1	1	
	1	7	6	1				2	2				
	Total	16	13	3				3	2	1	1	1	
Professionals	4	2	2								1	1	
Top Range: \$ 90,000 - \$94,999	3												
Bottom Range: \$ 45,000 - \$49,999	2	1		1									
	1	2	1	1									
	Total	5	3	2							1	1	
Semi-Professionals and Technicians	4	1	1										
Top Range: \$100,000 and over	3												
Bottom Range: \$ 40,000 - \$44,999	2												
	1	26	26								3	3	
	Total	27	27								3	3	

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007662

R&G Holdings Corp & Flannery Investments Inc. (certificate # 060118) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario Reporting Period 2010-07-16 to 2018-02-12

Occupational Group		Α	All Employees	1 1	Ab	Aboriginal Peoples	les	Perso	Persons with Disabilities	ilities	Member	Members of Visible Minorities	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
Supervisors	4			_									
Top Range: \$ 70,000 - \$74,999	3												
Bottom Range: \$ 55,000 - \$59,999	2												
	_	1	1										
	Total	2	1	1									
Supervisors: Crafts and Trades	4	1	1										
Top Range: \$ 80,000 - \$84,999	3												
Bottom Range: \$ 50,000 - \$54,999	2	5	5										
	_	2	2										
	Total	8	8										
Administrative and Senior Clerical Personnel	4	2	_	_									
Top Range: \$ 70,000 - \$74,999	ω	_1	_										
Bottom Range: \$ 35,000 - \$39,999	2	2		2									
	1	1	1								1	1	
	Total	6	3	3							1	1	
Skilled Crafts and Trades Workers	4	67	64	3				3	3		2	2	
Top Range: \$ 65,000 - \$69,999	3	9	9										
Bottom Range: \$ 40,000 - \$44,999	2	8	7	1				1	1				
	1	21	19	2	1	1					2	2	
	Total	105	99	6	J	1		4	4		4	4	



007663

R&G Holdings Corp & Flannery Investments Inc. (certificate # 060118) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario Reporting Period 2010-07-16 to 2018-02-12

							i						
Occupational Group		A	All Employees		Ab	Aboriginal Peoples	les	Perso	Persons with Disabilities	oilities	Member	Members of Visible Minorities	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 Women Col. 12 Col. 13	Women Col. 13
Clerical Personnel	4	4	3	1				1	1				
Top Range: \$ 60,000 - \$64,999	3	3	1	2									
Bottom Range: \$ 25,000 - \$29,999	2	5		5									
	1	3		3									
	Total	15	4	11				1	1				
Intermediate Sales and Service Personnel	4												
Top Range: \$ 45,000 - \$49,999	3												
Bottom Range: \$ 45,000 - \$49,999	2												

Occupational Group		A	All Employees		Abo	Aboriginal Peoples	les	Perso	Persons with Disabilities	oilities	Member	Members of Visible Minorities	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
Clerical Personnel	4	4	ယ	_				_	1				
Top Range: \$ 60,000 - \$64,999	3	3	1	2									
Bottom Range: \$ 25,000 - \$29,999	2	5		5									
	1	3		3									
	Total	15	4	11				1	1				
Intermediate Sales and Service Personnel	4												
Top Range: \$ 45,000 - \$49,999	ω												
Bottom Range: \$ 45,000 - \$49,999	2												
	_			_									
	Total	1											
Semi-Skilled Manual Workers	4	6	6					_	1				
Top Range: \$ 55,000 - \$59,999	ဒ	10	10										
Bottom Range: \$ 45,000 - \$49,999	2	4	4					_	1				
	1	_	_										
	Total	21	21					2	2				
Other Manual Workers	4	မ	ယ										
Top Range: \$ 60,000 - \$64,999	သ	16	16										
Bottom Range: \$ 45,000 - \$49,999	2	4	4					_	1				
	_	4	သ	1									
	Total	27	26						1				

R&G Holdings Corp & Ramp; Flannery Investments Inc. (certificate # 060118)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

Reporting Period 2010-07-16 to 2018-02-12

Occupational Group		A	All Employees	s	Ab	original Peop	les	Perso	ns with Disa	bilities	Member	s of Visible N	/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
Total Number of Employees		239	208	31	2	1	1	12	10	2	10	10	

Canada

R&G Holdings Corp & Ramp; Flannery Investments Inc. (certificate # 060118)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / National

Reporting Period 2010-07-16 to 2018-02-12

		All Employees		A	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs 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
\$ 25,000 - \$29,999	1		1									
\$ 30,000 - \$34,999	2		2									
\$ 35,000 - \$37,499	1	1								1	1	
\$ 40,000 - \$44,999	26	19	7	1	1					1	1	
\$ 45,000 - \$49,999	10	6	4							1	1	
\$ 50,000 - \$59,999	83	78	5				4	4		1	1	
\$ 60,000 - \$69,999	87	82	5				5	5		3	3	
\$ 70,000 - \$84,999	14	11	3				2	1	1	1	1	
\$ 85,000 - \$99,999	5	3	2							2	2	
\$100,000 and over	10	8	2	1		1	1		1			
Total Number of Employees	239	208	31	2	1	1	12	10	2	10	10	

Canadä

Form 3 A

R&G Holdings Corp & Ramp; Flannery Investments Inc. (certificate # 060118)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Ontario

Reporting Period 2010-07-16 to 2018-02-12

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 25,000 - \$29,999	1		1									
\$ 30,000 - \$34,999	2		2									
\$ 35,000 - \$37,499	1	1								1	1	
\$ 40,000 - \$44,999	26	19	7	1	1					1	1	
\$ 45,000 - \$49,999	10	6	4							1	1	
\$ 50,000 - \$59,999	83	78	5				4	4		1	1	
\$ 60,000 - \$69,999	87	82	5				5	5		3	3	
\$ 70,000 - \$84,999	14	11	3				2	1	1	1	1	
\$ 85,000 - \$99,999	5	3	2							2	2	
\$100,000 and over	10	8	2	1		1	1		1			
Total Number of Employees	239	208	31	2	1	1	12	10	2	10	10	

Canadä

R&G Holdings Corp & Ramp; Flannery Investments Inc. (certificate # 060118)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

Reporting Period 2010-07-16 to 2018-02-12

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	6	5	1									
Middle and Other Managers	19	17	2				1	1		2	2	
Professionals	11	8	3							3	3	
Semi-Professionals and Technicians	15	14	1							3	3	
Supervisors	3	1	2							1		1
Supervisors: Crafts and Trades	13	12	1							2	2	
Administrative and Senior Clerical Personnel	11	7	4							1	1	
Skilled Crafts and Trades Workers	138	126	12	1	1		3	3		11	11	
Clerical Personnel	23	2	21							1		1
Intermediate Sales and Service Personnel	4	2	2									
Semi-Skilled Manual Workers	1	1										
Other Manual Workers	9	8	1	·								
Total Number of Employees Hired	253	203	50	1	1		4	4		24	22	2

Canada

R&G Holdings Corp & Ramp; Flannery Investments Inc. (certificate # 060118)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Temporary / National

Reporting Period 2010-07-16 to 2018-02-12

		All Employees	i	Al	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	1		1									
Semi-Professionals and Technicians	1	1										
Total Number of Employees Hired	2	1	1									

R&G Holdings Corp & Plannery Investments Inc. (certificate # 060118)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Ontario

Reporting Period 2010-07-16 to 2018-02-12

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	6	5	1									
Middle and Other Managers	19	17	2				1	1		2	2	
Professionals	11	8	3							3	3	
Semi-Professionals and Technicians	15	14	1							3	3	
Supervisors	3	1	2							1		1
Supervisors: Crafts and Trades	13	12	1							2	2	
Administrative and Senior Clerical Personnel	11	7	4							1	1	
Skilled Crafts and Trades Workers	138	126	12	1	1		3	3		11	11	
Clerical Personnel	23	2	21							1		1
Intermediate Sales and Service Personnel	4	2	2									
Semi-Skilled Manual Workers	1	1										
Other Manual Workers	9	8	1	·								
Total Number of Employees Hired	253	203	50	1	1		4	4		24	22	2

Canada

R&G Holdings Corp & Flannery Investments Inc. (certificate # 060118)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Temporary / Ontario

Reporting Period 2010-07-16 to 2018-02-12

		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	1		1									
Semi-Professionals and Technicians	1	1										
Total Number of Employees Hired	2	1	1									

Canadä

R&G Holdings Corp & Samp; Flannery Investments Inc. (certificate # 060118) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / National

Reporting Period 2010-07-16 to 2018-02-12

	Employe	ees promoted (Employees pro	omoted during t	the year are to	be reported on	ly in the occupa	ational groups	in which or to v	which they hav	e been last pro	moted.)
Occupational Crown		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Senior Managers	3	1	2	1		1	1		1			
Middle and Other Managers	4	2	2				2	1	1			
Semi-Professionals and Technicians	3	3										
Supervisors: Crafts and Trades	1	1										
Administrative and Senior Clerical Personnel	1	1										
Total Number of Employees Promoted	12	8	4	1		1	3	1	2			
Total Number of Promotions	13	8	5	1		1	4	1	3			

R&G Holdings Corp & Elannery Investments Inc. (certificate # 060118) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / Ontario

Reporting Period 2010-07-16 to 2018-02-12

	Employe	ees promoted (Employees pro	omoted during	the year are to	be reported on	ly in the occupa	ational groups	in which or to v	which they hav	e been last pro	moted.)
Occupational Group		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Senior Managers	3	1	2	1		1	1		1			
Middle and Other Managers	4	2	2				2	1	1			
Semi-Professionals and Technicians	3	3										
Supervisors: Crafts and Trades	1	1										
Administrative and Senior Clerical Personnel	1	1										
Total Number of Employees Promoted	12	8	4	1		1	3	1	2			
Total Number of Promotions	13	8	5	1		1	4	1	3			

R&G Holdings Corp & Flannery Investments Inc. (certificate # 060118)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

Reporting Period 2010-07-16 to 2018-02-12

		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
Senior Managers	6	6										
Middle and Other Managers	14	14								1	1	
Professionals	17	14	3							5	4	1
Semi-Professionals and Technicians	16	15	1				1	1				
Supervisors	3	1	2							1		1
Supervisors: Crafts and Trades	13	11	2							2	2	
Administrative and Senior Clerical Personnel	9	5	4									
Skilled Sales and Service Personnel	1	1										
Skilled Crafts and Trades Workers	137	128	9				6	6		7	7	
Clerical Personnel	29	4	25				1		1	1		1
Intermediate Sales and Service Personnel	4	2	2									
Semi-Skilled Manual Workers	8	8					2	2				
Other Manual Workers	5	5					1	1				
Total Number of Employees Terminated	262	214	48				11	10	1	17	14	3

Canada

R&G Holdings Corp & Plannery Investments Inc. (certificate # 060118)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Temporary / National

Reporting Period 2010-07-16 to 2018-02-12

		All Employees	}	А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
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									
Semi-Professionals and Technicians	1	1										
Total Number of Employees Terminated	2	1	1									

R&G Holdings Corp & Flannery Investments Inc. (certificate # 060118)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Ontario

Reporting Period 2010-07-16 to 2018-02-12

		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
Senior Managers	6	6										
Middle and Other Managers	14	14								1	1	
Professionals	17	14	3							5	4	1
Semi-Professionals and Technicians	16	15	1				1	1				
Supervisors	3	1	2							1		1
Supervisors: Crafts and Trades	13	11	2							2	2	
Administrative and Senior Clerical Personnel	9	5	4									
Skilled Sales and Service Personnel	1	1										
Skilled Crafts and Trades Workers	137	128	9				6	6		7	7	
Clerical Personnel	29	4	25				1		1	1		1
Intermediate Sales and Service Personnel	4	2	2									
Semi-Skilled Manual Workers	8	8					2	2				
Other Manual Workers	5	5					1	1				
Total Number of Employees Terminated	262	214	48				11	10	1	17	14	3

Canadä

R&G Holdings Corp & Flannery Investments Inc. (certificate # 060118)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Temporary / Ontario

Reporting Period 2010-07-16 to 2018-02-12

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	1		1									
Semi-Professionals and Technicians	1	1										
Total Number of Employees Terminated	2	1	1									

Canada

Workplace Equity Information Management System - R&G Holdings Corp & Flannery Investments Inc.

Workforce Analysis - Summary Report

Date: 2018-02-12

Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	6	3	50.0 %	27.4 %	2	1	
02 : Middle and Other Managers	16	3	18.8 %	38.9 %	6	-3	
03 : Professionals	5	2	40.0 %	40.9 %	2	0	
04 : Semi-Professionals and Technicians	27	0	0.0 %	11.4 %	3	-3	
05 : Supervisors	2	1	50.0 %	58.9 %	1	0	
06 : Supervisors: Crafts and Trades	8	0	0.0 %	10.2 %	1	-1	
07 : Administrative and Senior Clerical Personnel	6	3	50.0 %	87.1 %	5	-2	
09 : Skilled Crafts and Trades Workers	105	6	5.7 %	3.8 %	4	2	
10 : Clerical Personnel	15	11	73.3 %	71.3 %	11	0	
11 : Intermediate Sales and Service Personnel	1	1	100.0 %	66.9 %	1	0	
12 : Semi-Skilled Manual Workers	21	0	0.0 %	18.2 %	4	-4	
14 : Other Manual Workers	27	1	3.7 %	14.9 %	4	-3	
Total	239	31	13.0 %	18.2 %	44	-13	

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - R&G Holdings Corp & Flannery Investments Inc.

Workforce Analysis - Summary Report

Date: 2018-02-12

Aboriginal Peoples

			Aborig	Aboriginal Peoples		
Employment Equity Occupational Group	All Employees	Represe	Representation	Availability	bility Gap	•
	#	#	%	%	#	#
01 : Senior Managers	6	1	16.7 %	2.9 %	0	1
02 : Middle and Other Managers	16	0	0.0 %	2.2 %	0	0
03 : Professionals	O I	0	0.0 %	1.6 %	0	0
04 : Semi-Professionals and Technicians	27	0	0.0 %	2.9 %		***************************************
05 : Supervisors	2	0	0.0 %	1.4 %	0	0
06 : Supervisors: Crafts and Trades	ω	0	0.0 %	2.4 %	0	0
07 : Administrative and Senior Clerical Personnel	O	0	0.0 %	4.1 %	0	0
09 : Skilled Crafts and Trades Workers	105	_	1.0 %	2.7 %	ω	iiii Ni
10 : Clerical Personnel	15	0	0.0 %	3.5 %	_	
11 : Intermediate Sales and Service Personnel	<u> </u>	0	0.0 %	2.2 %	0	0
12 : Semi-Skilled Manual Workers	21	0	0.0 %	2.8 %		
14 : Other Manual Workers	27	0	0.0 %	2.5 %	_	
Total	239	2	0.9 %	2.7 %	7 -5	**************************************

Total may not equal sum of components due to rounding.



2018-10-17

Date: 2018-02-12

Members of Visible Minorities

		_	Members of	Members of Visible Minorities	ties	
Employment Equity Occupational Group	All Employees	Represe	Representation	Availability	oility Gap	
	#	#	%	%	#	
01 : Senior Managers	6	0	0.0 %	10.1 %	1 -1	
02 : Middle and Other Managers	16	_	6.3 %	15.0 %	2 -1	
03 : Professionals	Ŋ	_	20.0 %	24.5 %	1 0	
04 : Semi-Professionals and Technicians	27	ω	11.1 %	15.5 %	4 -1	
05 : Supervisors	2	0	0.0 %	7.0 %	0 0	
06 : Supervisors: Crafts and Trades	œ	0	0.0 %	13.2 %	<u> </u>	
07 : Administrative and Senior Clerical Personnel	Ō	_	16.7 %	1.6 %	0 1	
09 : Skilled Crafts and Trades Workers	105	4	3.8 %	20.6 %	22 -18	
10 : Clerical Personnel	15	0	0.0 %	3.3 %	0 0	
11 : Intermediate Sales and Service Personnel	٦	0	0.0 %	7.6 %	0 0	
12 : Semi-Skilled Manual Workers	21	0	0.0 %	5.2 %	_	
14 : Other Manual Workers	27	0	0.0 %	7.7 %	2 -2	
Total	239	10	4.2 %	14.7 %	34 -24	

Total may not equal sum of components due to rounding.



2018-10-17

Workplace Equity Information Management System - R&G Holdings Corp & Flannery Investments Inc.

007680

Workforce Analysis - Summary Report

Date: 2018-02-12

Persons with Disabilities

Employment Equity Occupational Group	All Employees	Person Representation	Persons v	Persons with Disabilities tation Availability	s Siit	Gap
	#	#	%	%	#	#
01/02 : Managers	22	4	18.2 %	4.3 %	_	S
03 : Professionals	5	0	0.0 %	3.8 %	0	0
04 : Semi-Professionals and Technicians	27	0	0.0 %	4.6 %	_	<u>.</u>
05 : Supervisors	Ν	0	0.0 %	13.9 %	0	0
06 : Supervisors: Crafts and Trades	œ	0	0.0 %	7.8 %	_	1
07 : Administrative and Senior Clerical Personnel	6	0	0.0 %	3.4 %	0	0
09 : Skilled Crafts and Trades Workers	105	4	3.8 %	3.8 %	4	0
10 : Clerical Personnel	15	_	6.7 %	7.0 %	<u></u>	0
11 : Intermediate Sales and Service Personnel	_	0	0.0 %	5.6 %	0	0
12 : Semi-Skilled Manual Workers	21	2	9.5 %	4.8 %	_	<u> </u>
14 : Other Manual Workers	27	_	3.7 %	5.3 %	<u> </u>	0
Total	239	12	5.0 %	4.6 %	10	2

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - R&G Holdings Corp & Flannery Investments Inc.

007681

Workforce Analysis - Summary Report

Date: 2018-02-12

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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

Workplace Equity Information Management System - R&G Holdings Corp & Flannery Investments Inc.

Workforce Analysis - Summary Report

Date: 2018-02-12

WFA Defaults - Persons with Disabilities

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



Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

R&G Holdings Corp & Flannery Investments Inc.

2018-03-05

Data from First/Previous Workforce Analysis

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ata from F	irst/Previous Work	force Analysis	Data from Sub	sequent/Current W	orkforce Analysis
YYYY	MM	DD	YYYY	MM	DD

2018

Data from Fi	rst/Previous Work	orce Analysis
YYYY	MM	DD
2015	- 11	23

		-	Гable 1: Women	
		First/Pr	evious Workforce A	Analysis
Familia	syment Faults Occupational Cross (FFOC)	All Employees	Won	nen
ЕшЪк	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	12	3	27.40
02	Middle & Other Managers	21	1	38.90
03	Professionals	17	6	38.10
04	Semi-Professionals & Technicians	32	0	13.20
05	Supervisors	5	3	61.30
06	Supervisors: Crafts & Trades	14	1	14.70
07	Administrative & Senior Clerical Personnel	13	7	87.10
08	Skilled Sales & Service Personnel	1	0	28.70
09	Skilled Crafts & Trades Workers	150	8	3.90
10	Clerical Personnel	36	28	71.90
11	Intermediate Sales & Service Personnel	3	2	70.60
12	Semi-Skilled Manual Workers	24	0	18.50
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	27	1	14.90
Total	_	355	60	22.9

	Гable 5: Women	
Subsequent	/Current Workford	e Analysis
All Employees	Won	ien
	Representation	Availability*
#	#	%
6	3	27.4
16	3	38.9
5	2	40.9
27	0	11.4
2	1	58.9
8	0	10.2
6	3	87.1
0	0	0.0
105	6	3.8
15	11	71.3
1	1	66.9
21	0	18.2
0	0	0.0
27	1	14.9
239	31	18.2

Data from Subsequent/Current Workforce

Analysis

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Federal Contractors Program Achievement Report R&G Holdings Corp & Flannery Investments Inc. Part 1: Workforce Analysis 2018-03-05

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	Table First/Pr	Table 2: Aboriginal Peoples First/Previous Workforce Analysis	coples Vnalvsis
	All Employees	Aboriginal Peoples	l Peoples
loyment Educy Occupational Group (EEOG)		Representation	Availability*
	#	#	%
Senior Managers	12	1	2.90
Middle & Other Managers	21	0	2.20
Professionals	17	0	1.40
Semi-Professionals & Technicians	32	0	2.80
Supervisors	5	0	3.50
Supervisors: Crafts & Trades	14	0	2.00
Administrative & Senior Clerical Personnel	13	0	4.10
Skilled Sales & Service Personnel	1	0	1.00
Skilled Crafts & Trades Workers	150	_	2.70
Clerical Personnel	36	0	4.20
Intermediate Sales & Service Personnel	ယ	0	4.00
Semi-Skilled Manual Workers	24	0	3.00
Other Sales & Service Personnel	0	0	0.00
Other Manual Workers	27	0	2.50
	355	2	2.8

01 02 03 04 05 06 06 07 07

6	#	R	All Employees	Subsequent/Current Workforce Analysis	Table 6:	
1	#	Representation	Aborigin	irrent Workfor	Fable 6: Aboriginal Peoples	
2.9	0/0	Availability*	Aboriginal Peoples	ce Analysis	eoples	

Employment Equity Oc

239	27	0	21		15	105	0	6	8	2	27	5	16	6	#		All Employees	Subsequent	Table	
2	0	0	0	0	0	_	0	0	0	0	0	0	0	_	#	Representation	Aboriginal Peoples	Subsequent/Current Workforce Analysis	Table 6: Aboriginal Peoples	
2.7	2.5	0.0	2.8	2.2	3.5	2.7	0.0	4.1	2.4	1.4	2.9	1.6	2.2	2.9	%	Availability*	il Peoples	ce Analysis	eoples	

* Source:

Federal Contractors Program Achievement Report Part 1: Workforce Analysis

R&G Holdings Corp & Flannery Investments Inc.

2018-03-05

Data from First/Previous Workforce Analysis

Data from Subsequent/Current Workforce

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	Table 3: Me First/Pr	Table 3: Members of Visible Minorities First/Previous Workforce Analysis	e Minorities Analysis
	All Employees	Members of Visible Minorities	sible Minorities
Dyment Edmiy Occupational Group (EEOG)		Representation	Availability*
	#	#	%
Senior Managers	12	0	01.01
Middle & Other Managers	21	0	15.00
Professionals	17	3	26.90
Semi-Professionals & Technicians	32	2	17.30
Supervisors	5	1	3.90
Supervisors: Crafts & Trades	14	0	16.20
Administrative & Senior Clerical Personnel	13	0	1.60
Skilled Sales & Service Personnel	1	0	20.80
Skilled Crafts & Trades Workers	150	7	21.00
Clerical Personnel	36	1	2.30
Intermediate Sales & Service Personnel	ယ	0	4.10
Semi-Skilled Manual Workers	24	0	4.80
Other Sales & Service Personnel	0	0	0.00
Other Manual Workers	27	0	7.70
	355	14	14.9

01 02 03 04 05 06 06 07 07

5	16	6	#		All Employees	Subsequent	Table 7: Me
1	1	0	#	Representation	Members of Visible Minorities	Subsequent/Current Workforce Analysis	Table 7: Members of Visible Minorities
24.5	15.0	10.1	%	Availability*	sible Minorities	ce Analysis	e Minorities

Employment Equi

239	27	0	21	<u></u>	15	105	0	6	<u> </u>	2	27	<u>5</u>	16	6	#
10	0	0	0	0	0	4	0	1	0	0	ω	1	1	0	#
14.7	7.7	0.0	5.2	7.6	3.3	20.6	0.0	1.6	13.2	7.0	15.5	24.5	15.0	10.1	%

	* Source:
1	

* Source:

Federal Contractors Program Achievement Report R&G Holdings Corp & Flannery Investments Inc. Part 1: Workforce Analysis 2018-03-05

Data from First/Previous Workforce Analysis

Data from Subsequent/Current Workforce

Analysis

Data from First/Previous Workforce Analysis

MM

שמ 23

YYYY 2018

Data from Subsequent/Current Workforce Analysis

MM

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YYYY 2015

	Table 4: P	Table 4: Persons with Disabilities First/Proving Workforce Analysis	sabilities	Table 8: 1	Table 8: Persons with Disabilities	abilities
	All Employees	First/Previous Workforce Analysis Overes Persons with Disabilities	Analysis Disabilities	Subsequent	Subsequent/Current Workforce Analysis Persons with Disabilities	e Analysis Disabilities
Employment Equity Occupational Group (EEOG)		Representation	Availability*	•	Representation	Availability*
	#	#	%	#	#	%
01/02 Managers	33	3	4.30	22	4	4.3
03 Professionals	17	0	3.80	5	0	3.8
04 Semi-Professionals & Technicians	32	1	4.60	27	0	4.6
05 Supervisors	5	0	13.90	2	0	13.9
06 Supervisors: Crafts & Trades	14	0	7.80	8	0	7.8
07 Administrative & Senior Clerical Personnel	13	_	3.40	6	0	3,4
08 Skilled Sales & Service Personnel	1	0	3.50	0	0	0.0
09 Skilled Crafts & Trades Workers	150	S	3.80	105	4	3.8
10 Clerical Personnel	36	2	7.00	15	1	7
11 Intermediate Sales & Service Personnel	သ	0	5.60	1	0	5.6
12 Semi-Skilled Manual Workers	24	رن ن	4.80	21	2	4.8
13 Other Sales & Service Personnel	0	0	0.00	0	0	0
14 Other Manual Workers	27	_	5.30	27		5
Total	355	16	4.7	239	12	4.6

* Source:

* Source:

0	3	48	797	0	0	4	21	U		20	233	10181
											23	14 Other Malluar Workers
	، ر		A ·	D	2	2	2	> 0				14 Other Mennel Werker
0 0	0		0	0	0	0	0	0	0	0	0	
0 0	0		8	0	0	0	0	0) 0	0	_	12 Semi-Skilled Manual Workers
0 0	2	,	4	0	0	0	0	0	2 0	2	4	11 Intermediate Sales & Service Personnel
	5	25	29	0	0	0	0	0		21	23	10 Clerical Personnel
0 0	9		137	0	0	0	0	0			138	09 Skilled Crafts & Trades Workers
0 0	0	-	- 1	0	0	0	0	0) 0	0	0	08 Skilled Sales & Service Personnel
	4		9	0	0	0	_	0		4	=	07 Administrative & Senior Clerical Personnel
0 0	2		13	0	0	0	_	0	0		13	06 Supervisors: Crafts & Trades
	2		3	0	0	0	0	0		2	3	05 Supervisors
0 0			16	0	0	0	()	0	<u> </u>		15	04 Semi-Professionals & Technicians
0 0	3		17	0	0	0	0	0	3 0	3	- 11	03 Professionals
0 0	0		14	0	0	2	4	0	2 0	2	19	02 Middle & Other Managers
0 0	0		6	0	0	2	ري	0	0		6	01 Senior Managers
# #	#	#	#	#	#	#	#	#	#	#	#	
ployees Women nated Terminated	All Employees Terminated	S Women Terminated	All Employees Terminated	Women Promoted	All Employees Promoted	Women Promoted	All Employees Promoted	Women Hired	All Employees Hired	Women Hired	All Employees Hired	Employment Equity Occupational Group (EEOG)
Part-time / National	Part	Full-time / National	Full-time	/ National	Part-time / National	/ National	Full-time / Na	/ National	Part-time / National	Full-time / National	Full-time	
1en): Women	Table 9:			Women	Table 5:			Table 1: Women	Table 1		
<u></u>	←	←	←	←		←	-	<u></u>	←	←	←	
	Terminated	Term			noted	Promoted			Hired	H		
Data from Form 6 - Employees	m 6 - E	from For	Data	oyees	m Form 5 - Employees		Data fro	oyees	Data from Form 4 - Employees	from For	Data	
					Data DD 12	of Flow MM	YYYY 2018	DD 23	Start Date of Flow Data YY MM D 15 11 2	Start YYYY 2015		
							43164	43				
					Inc.	ivestments	Flannery In	R&G Holdings Corp & Flannery Investments Inc.	&G Holdin	R		
						VSiS	Data Analy	Part 2: Flow Data Analysis	P			
0076					eport	evement Report	gram Achie	Federal Contractors Program Achiever	deral Cont	Fe		
6												

Ctart Date of Flow Date	43164	R&G Holdings Corp & Flannery Investments Inc.	Part 2: Flow Data Analysis	Federal Contractors Program Achievement Report
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262 0 0	0 0	12 1	0	1 0	253	Total
5 0 0	0 0	0 0	0	0	9	14 Other Manual Workers
0 0 0	0 0	0 0	0	0 0	0	13 Other Sales & Service Personnel
8 0 0	0 0	0 0	0	0 0	1	12 Semi-Skilled Manual Workers
4 0 0	0 0	0 0	0	0 0	4	11 Intermediate Sales & Service Personnel
29 0 0	0 0	0 0	0	0 0	23	10 Clerical Personnel
137 0 0	0 0	0 0	0	0	138	09 Skilled Crafts & Trades Workers
1 0 0	0 0	0 0	0	0 0	0	08 Skilled Sales & Service Personnel
9 0 0	0 0	1 0	0	0 0	11	07 Administrative & Senior Clerical Personnel
13 0 0	0 0	1 0	0	0 0	13	06 Supervisors: Crafts & Trades
3 0 0	0 0	0 0	0	0	သ	05 Supervisors
16 0 0	0 0	3 0	0	0 0	15	04 Semi-Professionals & Technicians
17 0 0	0 0	0 0	0	0 0	11	03 Professionals
14 0 0	0 0	4 0	0	0	19	02 Middle & Other Managers
6 0 0	0 0	3 1	0	0	6	01 Senior Managers
# # # #	# #	# #	#	#	# #	
1 ci minarcu 1 ci mina	I i omorca	Troilloted				
Terminated Terminated					-	(EEOG)
al All Employees	All Employees Aboriginal	All Employees Aboriginal	Aboriginal	All Employees	All Employees Aboriginal	Employment Equity Occupational Group
+						
Full-time / National Part-time / Nation	Part-time / National	Full-time / National	Part-time / National	Part-time	Full-time / National	
Table 10: Aboriginal Peoples	e 6: Aboriginal Peoples	Table 6: Abor	ples	original Peo	Table 2: Aboriginal Peoples	
1	+	+	←	+	+	
Terminated	Promoted	Pron		Hired	Н	
Data from Form 6 - Employees	rom Form 5 - Employees	Data from Forr	loyees	m 4 - Emp	Data from Form 4 - Employees	
	12	2018 02	23	11	2015	
	מום	YYYY MM	DD	MM	17777	
	Data	End Date of Flow Data	v Data	Start Date of Flow Data	Star	

Part-time / National

Aboriginal Peoples Terminated

Start Date of Flow Data End Date of Flow Data	43164	R&G Holdings Corp & Flannery Investments Inc.	Part 2: Flow Data Analysis	Federal Contractors Program Achievement Report

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23

YYYY 2018

02 102

	Hired ### Hired ###################################	red with Disabilities Part-time / National	Table 7: Personal	Promoted \$\begin{align*} & \phi & \p	Term Term Table 11: Person Full-time / National	Terminated Terminated Unit of the property o
Employment Equity Occupational Group (EEOG)	All Employees Disabilities Hired Hired	All Employees Disabilities Hired Hired	All Employees Persons with Disabilities Promoted	All Employees Disabilities Promoted Promoted	All Employees Disabilities Terminated Terminated	All Employees Disabilities Terminated Terminated
01 Senior Managers	6 0	0 0	3 1	0 0	6 0	0
02 Middle & Other Managers03 Professionals	19 1 11 0	00	0 0 0	0 0	14 0 17 0	0 0
04 Semi-Professionals & Technicians05 Supervisors	15 0 3 0	0 0	0 0	0 0	16 1 3 0	0 0
06 Supervisors: Crafts & Trades07 Administrative & Senior Clerical Personnel	13 0 11 0	0 0	1 0	0 0	13 0 9 0	0 0
08 Skilled Sales & Service Personnel09 Skilled Crafts & Trades Workers	$\begin{array}{ccc} & & & & 0 \\ & & & & & 0 \\ 138 & & & & 3 \end{array}$	0 0	0 0	0 0	1 0 137 6	0 0
10 Clerical Personnel 11 Intermediate Sales & Service Personnel	23 0 4 0	0 0	0 0 0	0 0	29 1 4 0	0 0
12 Semi-Skilled Manual Workers13 Other Sales & Service Personnel	0 0	0 0	0 0 0	0 0	8 0 2 0 0	0 0
14 Other Manual Workers		0 0		0	5 1	0
Total	255 4	0	12 3	0	262 11	0

Start Date of Flow Data End Date of Flow Data	43164	R&G Holdings Corp & Flannery Investments Inc.	Part 2: Flow Data Analysis	Federal Contractors Program Achievement Report	
				007	'6!

2015	YYYY	Start
11	MM	Start Date of Flow Data
23	DD	/ Data

Data from Form 4 - Employees Hired

2018	End
02	End Date of Flow Data Y MM I
12	Data DD

	<u> </u>	<u> </u>	24	253	[Total
	0	0	0	9	14 Other Manual Workers
	0	0	0	0	13 Other Sales & Service Personnel
	0	0	0		12 Semi-Skilled Manual Workers
	0	0	0	4	11 Intermediate Sales & Service Personnel
	0	0		23	10 Clerical Personnel
	0	0	=	138	09 Skilled Crafts & Trades Workers
	0	0	0	0	08 Skilled Sales & Service Personnel
	0	0	1	11	07 Administrative & Senior Clerical Personnel
	0	0	2	13	06 Supervisors: Crafts & Trades
	0	0		3	05 Supervisors
	0	0	ယ	15	04 Semi-Professionals & Technicians
	0	0	(J.)	11	03 Professionals
	0	0	2	19	02 Middle & Other Managers
	0	0	0	6	01 Senior Managers
	#	#	#	#	
All E	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Employment Equity Occupational Group (EEOG)
I	'National	Part-time / National	/National	Full-time / National	
13	inorities	Table 4: Members of Visible Minorities	Members o	Table 4: [
	€	+	+	+	
	_	_	_	_	

29 4 4 8 8 0 5

00	0	0	0
0	0	0	0
0	0	0	0
0	0	0	_
0	0	0	_
0	0	0	0
0	0	0	3
0	0	0	0
0	0	0	4
0	0	0	3
#	#	#	#
Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted
/National	Part-time / National	National	Full-time / National
linorities	Table 8: Members of Visible Minorities	Members o	Table 8: [
←	←	←	←
,	noted	Promoted	
TVPPS	ata from Form 5 - Employees	from Forn	Data

es	Data	from Fori Term	Data from Form 6 - Employees Terminated	oyees
←	←	←	←	←
rities	Table 12:	Members	Table 12: Members of Visible Minorities	1inorities
itional	Full-time / National	/ National	Part-time / National	/ National
mbers of	All Employees	Members of Visible	All Employees	Members of Visible
inorities	Terminated	Minorities	Terminated	Minorities
omoted		Terminated		Terminated

ployees inated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
6	0	0	0
14	_	0	0
17	S	0	0
16	0	0	0
သ	_	0	0
13	2	0	0
9	0	0	0
1	0	0	0

2018-03-05 Plats for First/Previous Coals	R&G Holdings Corp & Flannery Investments Inc.	Part 3: Goals	Federal Contractors Program Achievement Report	91
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16.9%	16.9%	-21	6 -21	22.9%	0	21	0 2	0.0%	60	0	0		88.2%	0 8		-12.4%	355		Total
	3.7%	-53	-3	14.9%	0	ယ	0	0.0%	<u></u>	0	0		18.5%	0 1		0.0%	27	Other Manual Workers	
#DIV/0!	#DIV/0!	0	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	0		0.0%	0	Other Sales & Service	13 Other Sale
	0.0%	-4	6 -4	18.5%	0	4	0	0.0%	0	0	0		35.6%	0 3		-4.4%	24	d Manual	12 Semi-Skilled Manual
66.7%	66.7%	0	0	70.6%	0	0	0	0.0%	2	0	0		200.0%	0 20		-30.7%	ω	Intermediate Sales & Service	11 Intermedia
	77.8%	2	6 2	71.9%	0	-2	0	0.0%	28	0	0		113.7%	0 11		-25.3%	36	rsonnel	10 Clerical Personnel
-	5.3%	2	6 2	3.9%	0	-2	0	0.0%	8	0	0		107.5%	0 10		-11.2%	150	Skilled Crafts & Trades	
	0.0%	0	0	28.7%	0	0	0	0.0%	0	0	0		200.0%	0 20		-100.0%	_	Skilled Sales & Service	08 Skilled Sai
53.8%	53.8%	-4	6 -4	87.1%	0	4	0	0.0%	7	0	0		94.7%	0 9		-22.7%	13	Administrative & Sr Clerical	07 Administra
	7.1%	-1	6 -1	14.7%	0	,	0	0.0%	<u></u>	0	0		118.2%	0 11		-17.0%	14	Supervisors: Crafts & Trades	06 Supervisor
60.0%	60.0%	0	0	61.3%	0	0	0	0.0%	ω -	0	0		85.7%	0 8		-26.3%	5		05 Supervisors
	0.0%	4	6 -4	13.2%	0	4	0	0.0%	0	0	0		54.2%	0 5		-5.5%	32	Semi-Professionals & Tech	
	35.3%	0	0	38.1%	0	0	0	0.0%	6	0	0		154.5%	0 15		-33.5%	17	ıls	03 Professionals
	4.8%	-7	6 -7	38.9%	0	7	0	0.0%		0	0		75.7%	0 7		-8.7%	21	Middle & Other Managers	02 Middle &
25.0%	25.0%	0	0	27.4%	0	0	0	0.0%	<u>ω</u>	0	0		66.7%	0 6		-20.6%	12	agers	01 Senior Managers
%	%	#	#	%	%	#:	#	% #	* %	#	#	% #	9/6	# 9	%	%	#		
Years		- 1			2018	2015		ually Over 3	11-23 Annually	2015-11-23	Years	Annually Over 3	Annually Ann	Over 3 Years Anni	Annually	Annually	2015-11-23		
Representation in 3	Representation	Gan	Present Gap	Availability	YYYY - YYYY		Over 3	Employees)	M-DD	er3 YYYY-MM-DD	Hires Over 3	Projected	Actual		Projected	Actual	YYYY-MM-DD	FFOC)	(FFOC)
Projected)			1	From - To	Т		of Terminated		Number	Anticipated	Employees)	Empl		Growth (New Positions)	Growth	Number		
					3 Year Goals	3)		3	*		4	ment of Terminate	wer (Benlace	Turno					
				Women	W								es	All Employees					
							Goals	First/Previous Short-term Goals	First/Previo	Ŧ									
								le 1: Women	Table										
↓	+	4	↓	↓	+	_	↓	1	,	↓	1	↓	↓	↓	↓	↓	Ţ		
(K - M + O) + (C + F)	K+C	(K - M + O) - ((C + F) x Q)	From Workforc e Analysis	From Workforce Analysis	Data Entry	J×P	(F x Q) - R + M	Equivalent KxLx3		From Workforce Analysis	F +1	Data CxHx3			ata Entry C	From Workforce Data Entry C x E x 3 Analysis †	From Workforce Analysis		Data sources:
U	T	s	R	Q	P	0	z	L	ļ	K	J	H	G	F	E	D	С	В	Α
	4	,)												'			

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) 13 - 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.

	Women		
Employment Equity Occupational Group Short-term Goals		Long-term Goals	Comments
% #	#	9%	
01 Senior Managers 0 0	0.0	0.0	
Managers 0	0.0	0.0	
0	0.0	0.0	
onals & Tech 0	0.0	0.0	
Supervisors 0 0	0.0	0.0	
Crafts & Trades 0	0.0		
0	0		
Skilled Sales & Service 0 0			
0	0.0		
0	0.0		
& Service 0	000		
	0000		
0	00000		
0 0	000000		

Data for First/Provious Goals	2018-03-05	R&G Holdings Corp & Flannery Investments Inc.	Part 3: Goals	Federal Contractors Program Achievement Report	02
			00	1769	2

Total	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate Sales & Service	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers			(Froe)	Employment Fauity Occ						Data sources:	A
	kers	ice	al	& Service		ades	vice	r Clerical	& Trades		& Tech		anagers				almonto another	unational Group							В
355	27	_	24	10	36	150	_	13	14	5	32	5	21	12	#	2015-11-23	YYYY-MM-DD	Number					←	From Workforce Analysis	С
-12.4%		0.0%	-4.4%	-30.7%			-100.0%	-22.7%	-17.0%		-5.5%	-33.5%	-8.7%	20.6%	%	Annually	Actual	Grov	,				←	From Workforce Data Entry C×E×3 Analysis	D
J			<u> </u>	<u>U</u>	<u>U</u>	<u>U</u>		Ů.	<u>U</u>	Ů.	Ů.	0	Ů.	Ů.	%	Annually	Projected	Growth (New Positions)					+	Data Entry	R
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years	ected			All Employees			←		Ħ
88.2%	18.5%	0.0%	35.6%	200.0%	113.7%	107.5%	200.0%	94.7%	118.2%	85.7%	54.2%	154.5%	75.7%	66.7%	%	Annually	Actual	_	Turnover (Replacement of Terminatee	iloyees			4	From Flow Data Analysis & Workforce Analysis‡	G
															%	Annually	Projected	Employees)	dacement of T				+	Data C	Н
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years			crminated					CxHx3	ı
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#:	Years	Hires Over 3	Anticipated					↓	F + I	J
2	0	0	0	0	0	_	0	0	0	0	0	0	0	_	*	2015-11-23	YYYY-MM-DD	Number			First/	Tahl		From Workforce Analysis	ĸ
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	%	Annually	Emp	of Terminated	Turnover		First/Previous Short-term Goals	ahle 3: Ahori	+	Equivalent to H	1
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years	(mployees)	Terminated	?entacement		ort-term G	original Peoples	+	KxLx3	7
8	1	0		0	2	_ω	0	_	0	0	_	0	0	<u>-</u>	#	Years	Over 3	Hires			oals	nles	+	(F x Q) - R + M	z
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	2015	YYYY - YYYY	From - To	3 Year Goals				4	JxP	0
															%	2018	YYYY	- To	Goals	Aboriginal Peoples			←	Data Entry	P
2.8%	2.5%	0.0%	3.0%	4.0%	4.2%	2.7%	1.0%	4.1%	2.0%	3.5%	2.8%	1.4%	2.2%	2.9%	%		Availability	D		al Peoples			+	From Workforce Analysis	Q
-8	-1	0		0	-2	<u>ئ</u>	0	<u>.</u>	0	0	<u>.</u>	0	0	_	#		Present Gap						↓	From (K - M - Workforc O) - ((C e Analysis F) x Q)	R
-8	-1	0	-1	0	-2	చ	0	-1	0	0	-1	0	0	1	#		Gap						+	From (K - M + Workfore O) - ((C + e Analysis F) x Q)	S
		#D.	_	_				_			_	_			%		Representation						+	K ÷ C	T
0.6%	0.0%	#DIV/0!	0.0%	0.0%	0.0%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%											
0.6%	0.0%	#DIV/0!	0.0%	0.0%	0.0%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	%	Years	Representation in 3	Projected					←	(K - M + O) + (C + F)	U

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) + 1) x 100.

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

		Table 4: Aboriginal Peoples
Fundament Facility Operational Community	Aboriginal Peoples	
carpoyment Equity Occupational Group	Short-term Goals Long-term Goals	Comments
(EEOG)		
01 Senior Managers	0.0 0.0 0.0	
02 Middle & Other Managers	0 00 0 00	
03 Professionals	0 00 0 00	
04 Semi-Professionals & Tech	0 00 0 00	
05 Supervisors	00 00 00	
06 Supervisors: Crafts & Trades	0.0 0.0	
07 Administrative & Sr Clerical	0 00 0	
08 Skilled Sales & Service	0 00 0	
09 Skilled Crafts & Trades	00 00 00	
10 Clerical Personnel	0 00 0	
11 Intermediate Sales & Service	0 00 0 00	
12 Semi-Skilled Manual	00 00 00	
13 Other Sales & Service	0 00 0 00	
14 Other Manual Workers	0 00 0 00	
Total	→	

Data for First/Previous Goals	2018-03-05	R&G Holdings Corp & Flannery Investments Inc.	Part 3: Goals	Federal Contractors Program Achievement Report	
			00	769	3

Lotal	14 0	13	12 \$	11	10	99	08	07 ,	06	05	04	03	01/02		(EEOG)	oudin a							Data sources:	Α
	Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	Supervisors	Semi-Professionals & Tech	Professionals	01/02 Managers		3)	culpinyment equity occupational Group							ata sources:	
	ıal Workers	& Service	d Manual	e Sales & S	sonnel	ts & Trade	s & Service	ive & Sr C	: Crafts &		ssionals &	ls				ну Оссира								
				ervice		S	v	lerical	Trades		Γech					monai Git								В
																Jup								
u.						_								#	2015-11-23	DD-MM-YYYY	Number					←	From Workforce Analysis	С
355 -12		0 0	24 -4	3 -30	36 -25	150 -11	1 -100.0%	13 -22	14 -17	5 -26	32 -5	17 -33	33 -14	9%	34	DD Actual						↓		D
-12.4%	0.0%	0.0%	-4.4%	-30.7%	-25.3%	-11.2%	.0%	-22.7%	-17.0%	-26.3%	-5.5%	-33.5%	-14.6%	%	dly Annually	2 .	Growth (New Positions)					↓	From Flow Data Workforce Data Entry C x E x 3 Analysis & Analysis f Analysis f	Е
														#:	ally Venry	Projected	Positions)		A			_	entry C x I	
С	0	0	0	0 2	0 1	0 1	0 2	0	0 1	0	0	0 1	0			À	1000		All Employees			`	Fron D 2 x 3 Anal Wor Ana	
88.2%	18.5%	0.0%	35.6%	200.0%	113.7%	107.5%	200.0%	94.7%	118.2%	85.7%	54.2%	154.5%	71.2%	%	7	Actual	Employees)	;	S9.			↓		G
														%	Annually	Projected	Employees)					←	Data C;	Н
С	0	0	0	0	0	0	0	0	0	0	0	0	0	#	ver 3							←	CxHx3	I
c	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Years	Hires Over 3	Anticipated					↓	F+I	J
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														#	Over 3 Years	Employees)	Turnover (Replacement of Terminated			us Short-term Goals	ms with Disabilities	+	t KxLx3	М
#455									0					#	Over 3 Years	Kequired	Hires			Goals	abilities	ļ	(F x Q) - R + M	z
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С	0	0	0	0	0	0	0	0	0	0	0	0	0	%	2018	1444 - 1444	From - To	Coale	Persons v			4	Data Entry	P
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集圧圧	4.7%	5.3%	0.0%	4.8%	5.6%	7.0%	3.8%	3.5%	3.4%	7.8%	13.9%	4.6%	3.8%	#		Present Gap			lities			_		
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#255	0	0	ω	0	0	-6	0		0	0	ယ	<u>_</u>	2	#	Cap R	ă						+	(K - M + O) - ((C + F) x Q)	S
4.5%	3.7%	#DIV/0!	12.5%	0.0%	5.6%	3.3%	0.0%	7.7%	0.0%	0.0%	3.1%	0.0%	9.1%	%	Representation	Present						←	K + C	T
0	0	<u>.=</u>	0	0	0	0	0	0	0	0	0	0	0	%	Years	Representation in 3	Proje					_	(K - M + O) + (C + F)	U
4.5%	3.7%	#DIV/0!	12.5%	0.0%	5.6%	3.3%	0.0%	7.7%	0.0%	0.0%	3.1%	0.0%	9.1%	8	7	ation in 3	Projected					`	· O) ÷ (C F)	U

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) + 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.

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	2018-03-05	t Flan	Part 3: Goals	ogran
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Data for First/Prev		R&G Holdings Corp & Flannery Investments Inc.		Federal Contractors Program Achievement Report
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Total	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate Sales & Service	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers			(EFOG)	Final Facility On Market Co.						Data sources:	AB
355 -12.4%	27 0.0%	0 0.0%	24 -4.4%	3 -30.7%	36 -25.3%	150 -11.2%	1 -100.0%	13 -22.7%	14 -17.0%	5 -26.3%	32 -5.5%	17 -33.5%	21 -8.7%	12 -20.6%	# %	2015-11-23 Annually A	YYYY-MM-DD Actual	Number					_	From From Workforce Da	C D
9 0 8	0	0	0	0 20	0 1:	0 10	0 20	0 9	0 1:	0 ~	0	0 15	0	0 0	% # 9	Annually Over 3 Ann	Projected Ac	Growth (New Positions)		All Employees			↓ ↓	From Flow Workforce Data Entry C x E x 3 Analysis & Workforce Analysis *	E F
88.2%	18.5%	0.0%	35.6%	200.0%	113.7%	107.5%	200.0%	94.7%	118.2%	85.7%	54.2%	154.5%	75.7%	66.7%	% % #	Annually Annually Years	Actual Projected	Employees)	Turnover (Replacement of Terminated	es			↓ ↓ ↓	From Flow Data Analysis & Data Workforce Analysis* Analysis*	G H I
0 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	# #	Years 2015-11-23	Hires Over 3 YYYY-MM-DD	Anticipated			Fir	Table 7:	.	From Workforce Analysis	J K
14 0.0% 0	0 0.0% 0	0 0.0% 0	0 0.0% 0	0 0.0% 0	1 0.0% 0	7 0.0% 0	0 0.0% 0	0 0.0% 0	0 0.0% 0	1 0.0% 0	2 0.0% 0	3 0.0% 0	0 0.0% 0	0 0.0% 0	9% #	3 Annually Over 3 Years	DD Employees)	of Terminated				able 7: Members of Visible Minorities	↓	Equivalent K×L×3	L M
39 0	2 0	0 0	1 0	0	0	25 0	0	0	2 0	-1 0	4 0	2 0	3 0	1 0	# #	2015	Over 3 YYYY - YYYY	П	3 Year Goals		oals	dinorities	↓	(F x Q) - J x P D	Z
14.9%	7.7%	0.0%	4.8%	4.1%	2.3%	21.0%	20.8%	1.6%	16.2%	3.9%	17.3%	26.9%	15.0%	10.1%	% %	2018	Availability		als	Members of Visible Minorities			↓	From Workforce W	PQ
-39 -39	-2 -2	0	-1	0	0	-25 -25	0	0	-2 -2	1	-4 -4	-2 -2	<u>5</u> 3	<u>.</u>	# #		Present Gap Gap 1	:		S.			↓	From (K - M + Workforc O) - ((C + e Analysis F) x Q)	R S
3.9%	0.0%	#DIV/0!	0.0%	0.0%	2.8%	4.7%	0.0%	0.0%	0.0%	20.0%	6.3%	17.6%	0.0%	0.0%	%		Representation Rep						←	K + C (K-	
3.9%	0.0%	#DIV/0!	0.0%	0.0%	2.8%	4.7%	0.0%	0.0%	0.0%	20.0%	6.3%	17.6%	0.0%	0.0%	%	Years	Representation in 3	Projected					←	(K - M + O) + (C + F)	U

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) 13 - 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.

	5	I OUGI
		Total
0.0	0 0.0 0	14 Other Manual Workers
0.0	0 00 0	13 Other Sales & Service
0.0	0 00 0	12 Semi-Skilled Manual
0.0	0 00 0	11 Intermediate Sales & Service
0.0	0 0.0 0	10 Clerical Personnel
0.0	0 00 0	09 Skilled Crafts & Trades
0.0	0 00 0	08 Skilled Sales & Service
0.0	0 0.0 0	07 Administrative & Sr Clerical
0.0	0 0.0 0	06 Supervisors: Crafts & Trades
0.0	0 00 0	05 Supervisors
0.0	0 00 0	04 Semi-Professionals & Tech
0.0	0 0.0 0	03 Professionals
0.0	0 00 0	02 Middle & Other Managers
0.0	0 00 0	01 Senior Managers
	# % # %	(ELECTO)
Comments	Short-term Goals Long-term Goals	(FFOC)
	Members of Visible Minorities	Fundament Faulty Occupational Comp
Table 8: Members of Visible Minorities		

Data for Subsequent/Current Goals	2018-03-05	R&G Holdings Corp & Flannery Investments Inc.	Part 3: Goals	Federal Contractors Program Achievement Report	
			00	769	95

Total	7	13	12	=	10	09	08	07	06	05	04	03	02	01		,	EEOG						Data s	Α
	Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermedia	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	Supervisors	Semi-Professionals & Tech	Professionals	Middle & Other Managers	Senior Managers			EEOG)	The second secon					Data sources:	
	ual Worke	s & Servic	ed Manual	Intermediate Sales & Service	rsonnel	afts & Trac	es & Servi	itive & Sr	s: Crafts &	S.	essionals &	als	Other Man	nagers			may Cam	ii O						
	SES	'n		Service		les	ice	Clerical	? Trades		t Tech		agers				paraman c	national C						В
																	dans							
															#	2015	AAAA-WW-DD	Number] _	From Workforce Analysis	С
239	27	0	21	_	15	105	0	6	œ	2	27	v	16	6				ber						
-12.4%	0.0%	0.0%	-4.4%	-30.7%	-25.3%	-11.2%	-100.0%	-22 7%	-17.0%	-26.3%	-5.5%	-33.5%	-8.7%	-20.6%	%	Annually	Actual	Growth				←	From Workforce D Analysis†	D
	1.0%	0.0%	0.0%	0.0%	0.0%	3.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	0.0%	0.0%	%	Annually	Projected	Growth (New Positions)				←	ata Entry	E
0	_	0	0	0	0	9	0	0	0	0	_	0	0	0	#	Over 3 Years	cted	ins)	All En			←	CxEx3	F
88.2%	18.5%	0.0%	35.6%	200.0%	113.7%	107.5%	200.0%	94.7%	118.2%	85.7%	54.2%	154.5%	75.7%	66.7%	%	Annually	Actual	Turnover (All Employees			←	From Data Workforce Data Entry C x E x 3 Analysis & Workforce Analysis† Analysis† Analysis†	G
6	0.0%	0.0%	0.0%	0.0%		1.0%	%0.0%	0.0%	6 0.0%	6 0.0%	0.0%	6 0.0%	6 0.0%	6 0.0%	%	Annually	Pr	Turnover (Replacement of Terminated Employees)				-	N Data	Н
	6	0	·6	0	0	<u>o`</u>	o`	6	6	ò	6	o`		6	#:	Over 3 Years	Projected	of Terminate)				←	CxHx3	1
0	0	0	0	0	0	w	0	0	0	0	0	0	0	0	#:	rears	Hires Over 3	ed Anticipated				↓	3 F+1	J
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0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	%	Annually	Employees)	Turnover (Replacement of Terminated		ıt/Current	Table 9:	←	Equivalent to H	L
)		_	_	_))	()		#	Over 3 Years	oyees)	over (Replacement of Terminated		Subsequent/Current Short-term Goals	9: Women	←	KxLx3	Z
) 1		0	0	0				U	U	0	U	0	U		#	Years	Over 3	Hires		m Goals		_	(F x Q) - R + M	z
12	3	0	4	0	0	2	0	2		0	3	0	G)	_	#	2018						←	JхР	0
0	0 14	0	0 18.	0	0	0	0	0	0 10	0	0 11.4%	0	0 38	0	%	2021	1111-1111	3 Year Goals From - To				←	Data Entry	P
	14.9%		18.2%						10.2%				38.9%	0.0%	_		Avail	,	Women					
18.2%	14.9%	0.0%	18.2%	66.9%	71.3%	3.8%	0.0%	87.1%	10.2%	58.9%	11.4%	40.9%	38.9%	27.4%	%		Availability Pr					←	From Workforce W Analysis e	Q
-12	<u>.</u> .	0	-4	0	0	2	0	-2	<u>.</u>	0	ڻ ٺ	0	ڻ <u>،</u>	_	#		Present Gap					←	From (K - M + Workforc O) - ((C + e Analysis F) x Q)	R
-12	<u>ئ</u>	0	-4	0	0	2	0	-2	<u></u>	0	ىن	0	చ		#		Gap					←	(K - M + O) - ((C + F) x Q)	s
		#					*								%		Representation	2				 	K + C	T
13.0%	3.7%	#DIV/0!	0.0%	100.0%	73.3%	5.7%	#DIV/0!	50.0%	0.0%	50.0%	0.0%	40.0%	18.8%	50.0%										
1:		#D1	-	100	7:		#D1	5(-	5(_	4	31	5(%	Years	Representation in 3	Projected				Ļ	(K - M + O) + (C + F)	U
13.0%	3.6%	#DIV/0!	0.0%	100.0%	73.3%	5.3%	#DIV/0!	50.0%	0.0%	50.0%	0.0%	40.0%	18.8%	50.0%			n in 3						+(C	ļ

| Total | 239 | -12.4% | 0 | 88.2% | 0 | 0 | 31 | 0.0% | 0 | 12 | 0 | 18.2% | -12 | 13.0% | 13. |

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) + (Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + (2) × 100.

	0.0	0.0		otal	Total
14.9% [Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruiti	14.9%	14.9		14 Other Manual Workers	14
				13 Other Sales & Service	13
18.2% Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required-When hiring we continue specialized recruiting	18.2%	18.2		12 Semi-Skilled Manual	12
				11 Intermediate Sales & Service	11
				10 Clerical Personnel	10
Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruiti				09 Skilled Crafts & Trades	09
				08 Skilled Sales & Service	08
Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruiti				07 Administrative & Sr Clerical	07
10.2% Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruit	10.2%	10.2		06 Supervisors: Crafts & Trades	06
				05 Supervisors	05
11.4% Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruiting	11.4%	11.4		04 Semi-Professionals & Tech	94
				03 Professionals	03
38.9% [Major changes to organization in 2017. All job description are being revised due to reorganization; therefore complete audit of NOC codes required. When hiring we continue specialized recruiting	38.9%	38.9		02 Middle & Other Managers	02
				01 Senior Managers	01
	%	9/6		EEAG	(1.1
Comments	m Goals	Goals Long-term Goals	Short-term Goals	Employment Equity Occupational Group	
		Women			
Table 10: Women					

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		s Cor	P	actors	
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for Subse		Investme		nievement	
for Subsequent		Investments In		nievement Repo	
Data for Subsequent/Curi		R&G Holdings Corp & Flannery Investments Inc.		Federal Contractors Program Achievement Report	
		Investments Inc.		iievement Report	
for Subsequent/Current Goals		Investments Inc.		iievement Report	
		Investments Inc.		nievement Report	
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		Investments Inc.		nievement Report	
		Investments Inc.		nievement Report	
		Investments Inc.		nievement Report	
		Investments Inc.		nievement Report 769	6

Total	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrativ		05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers			(EEOG)						Data sources:	A
	l Workers	¿ Service	Manual	Intermediate Sales & Service	onnel	& Trades	& Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades		ionals & Tech		ner Managers	gers			EFOG)							В
239	27	0	21		15	105	0	6	8	2	27	5	16	6	#	2015	AAAA-WW-DD	Number					From Workforce Analysis	С
-12.4%	0.0%	0.0%	-4.4%	-30.7%	-25 3%	-11.2%	-100.0%	-22.7%	-17.0%	-26.3%	-5.5%	-33.5%	-8.7%	-20.6%	%	Annually	Actual	Growth				<u>_</u>	From Workforce Analysis†	D
	1.0%	0.0%	0.0%	0.0%	0.0%	3.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	0.0%	0.0%	%	Annually 0	Projected	Growth (New Positions)				←	ata Entry C x	E
0 88	18	0 0	0 35	0 200.0%	0 113.7%	9 107.5%	0 200.0%	0 94.7%	0 118.2%	0 85.7%	I 54	0 154.5%	0 75	0 66	# %	Over 3 Years Annually	Actual	Turnove	All Employees			←	From Data Workforce Data Entry C x E x 3 Analysis & Workforce Analysis †	F G
88.2%	18.5% 0.0%	0.0% 0.0%	35.6% 0.0%	.0% 0.0%	7% 0.0%	5% 1.0%	.0% 0.0%	.7% 0.0%	.2% 0.0%		54.2% 0.0%	.5% 0.0%	75.7% 0.0%	66.7% 0.0%	%	lly Annually		Turnover (Replacement of Terminates Employees)				←	low t Data s & Entry ris‡	Н
0	%	0	0	0	%	3	0	0	0	0	0	0	0	0	#	Over 3 Years	Projected	of Terminated				←	CxHx3	I
0	-	0	0	0	0	12	0	0	0	0	-	0	0	0	#	Years	Hires Over 3	Anticipated				<u>_</u>	F+1	J
2	0	0	0	0	0	_	0	0	0	0	0	0	0	1	#	2015	YYYY-MM-DD	Number		Subsequent/Curi	Table 11: A	←	From Workforce Analysis	К
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	%	Annually	Employees)	Turnover (Replacement of Terminated		nt/Current S	11: Aborig	←	Equivalent to H	T
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years				rent Short-term Goals	boriginal Peoples	←	KxLx3 (F	M
4		0	<u></u>	0		2	0	0	0	0	<u></u>	0	0	<u>.</u>	#		Over3	Hira	_	als	Ś	←	(F x Q) - J >	N
0	0 2.5%	0	0 2.8%	0	0 3.5%	0 2.7%	0	0	0	0	0 2.9%	0	0	0	# %	2018 2021	AAAA - AAAA	3 Year Goals From - To	Abor			←	J x P Data Entry	0 P
2.7%	2.5%	0.0%		2.2%	1% 3.5%		0.0%	4.1	2.4%	1.4	2.9%	1.6	2.2%	2.9%	9%		Availability	7	Aboriginal Peoples			←	From Workforce Analysis	Q
7% -4	19%)%	10%	2%	19%	70%)%	4.1%	- C	1.4%)%	1.6%	0,000)%	#		Present Gap		-			<u>_</u>		R
-4	-	0	-1	0	_	-22	0	0	0	0		0	0		#		Gap	5				<u>_</u>	From (K - M + Workforc O) - ((C + e Analysis F) x Q)	S
0.8%	0.0%	#DIV/0!	0.0%	0.0%	0.0%	1.0%	#DIV/0!	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	%		Representation	į.				-	K + C	T
% 0.8%	% 0.0%	0! # DIV /0	% 0.0%	0.0%	% 0.0%	0.9%	0! #DIV/0!	0.0%	0.0%		0.0%		0.0%	% 16.7%	%	Years	Representation in 3	Projected				-	(K - M + O) + (C + F)	U

Total 239 -12.4% 0 88.2% 0 0 2 0.0% 0 4 0 2.7% 4 0 08% 0 1 Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) + (Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce

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	0.0		tal	Total
2.5% Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruiting	2.5		4 Other Manual Workers	14
0.0%			3 Other Sales & Service	13
2.8% Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruiting	2.8		2 Semi-Skilled Manual	12
0.0%			Intermediate Sales & Service	11
3.5% Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required. When hiring we continue specialized recruiting	3.5		0 Clerical Personnel	10
2.7% Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruiti	2.7		9 Skilled Crafts & Trades	09
0.0%			8 Skilled Sales & Service	08
0.0%			7 Administrative & Sr Clerical	07
0.0%			6 Supervisors: Crafts & Trades	06
0.0%			5 Supervisors	05
2.9% Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruiti	2.9		4 Semi-Professionals & Tech	04
1.0% Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruiti			3 Professionals	03
0.0%			2 Middle & Other Managers	02
0.0%			1 Senior Managers	01
96		%	Eroo)	(0.0
Long-term Goals Comments	Long-te	Short-term Goals	Existing ment admits Occupational Group	
	Aboriginal Peoples	Aborig		7
Table 12: Aboriginal Peoples				

Data for Subsequent/Current Goals	2018-03-05	R&G Holdings Corp & Flannery Investments Inc.	Part 3: Goals	Federal Contractors Program Achievement Report
			00	7697

A B	С	D E	F G	Н	I	J	K	Т	Z	z	0	P	Q	R	s	Т	U
Data sources:	From F Workforce Wo Analysis An	From Flow Pata Workforce Data Entry C x E x 3 Analysis & Workforce Analysis †	From Flow Data C x E x 3 Analysis & Workforce	Data Entry	CxHx3 F	F+I W	From E Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	J x P D	Data Entry V	From Workforce Analysis	From (K - M + Workforc O) - ((C + e Analysis F) x Q)	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)
	+	↓ ↓	+	+	←	←	←	←	←	←	←	←	←	←	←	+	←
						-	able 13:	Table 13: Persons with Disabilities	ith Disab	ilities							
							Subsequen	Subsequent/Current Short-term Goals	hort-term (oals							
			All Employees								Pe	rsons with	Persons with Disabilities				
F	Number	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated	Number	Turnover (Replacement of Terminated		Hires	3 Year Goals From - To	als	_				Projected
(EEOG)	A DOPWIN-AAAA	Actual Projected	cted Actual	nd Projected			AAAAWW-DD	Employees)		Over 3	AAAA - AAAA		Availability	Present Gap	Gap	Representation	Representation in 3
	2015 An	Annually Annually	Over 3 Years Annually	Annually	Over 3 Years	Tears	2015	Annually	Over 3 Years	Vears	2018	2021					Years
	#	% %	# %	9%	#	#	#	%	#	#	#	%	%	#	#	%	9%
01/02 Managers	22	-14.6% 0.0%	0 71	71.2% 0.0%	0	0	4	0.0%	0	-3	0		4.3%	3	3	18.2%	18.2%
03 Professionals	5	-33.5% 1.0%	0 154.5%	.5% 0.0%	0	0	0	0.0%	0	0	0		3.8%	0	0	0.0%	0.
04 Semi-Professionals & Tech	27	-5.5% 1.0%	1 54	54.2% 0.0%	0		0	0.0%	0		0	4.6%	4.6%	<u></u>	-	0.0%	0.0%
05 Supervisors	2		0 85		0	0	0	0.0%	0	0	0		13.9%	0	0	0.0%	
06 Supervisors: Crafts & Trades	œ	-17.0% 0.0%	0 118.2%	2% 0.0%	0	0	0	0.0%	0		0	7.8%	7.8%	<u></u>	_	0.0%	0.0%
07 Administrative & Sr Clerical	6	-22.7% 0.0%	0 94	94.7% 0.0%	0	0	0	0.0%	0	0	0		3.4%	0	0	0.0%	
08 Skilled Sales & Service	0	-100.0% 0.0%	0 200.0%	.0% 0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	105	-11.2% 3.0%	9 107.5%		0	9	4	0.0%	0	0	0		3.8%	0	0	3.8%	
10 Clerical Personnel	15	-25.3% 0.0%	0 113.7%	.7% 1.0%	0	0		1.0%	0	0	0		7.0%	0	0	6.7%	
11 Intermediate Sales & Service		-30.7% 0.0%	0 200.0%	.0% 0.0%	0	0	0	0.0%	0	0	0		5.6%	0	0	0.0%	
12 Semi-Skilled Manual	21	-4.4% 0.0%	0 35	35.6% 0.0%	0	0	2	0.0%	0	<u>.</u>	0		4.8%	_	_	9.5%	9.5%
13 Other Sales & Service	0	0.0% 0.0%	0 0	0.0% 0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	27	0.0% 1.0%	1 18	18.5% 0.0%	0	_	_	0.0%	0	0	0		5.3%	0	0	3.7%	3.6%
Total	239	-12.4%	0 88	88.2%	0	0	12	0.0%	0	<u>-</u> -	0		4.6%	_	1	5.0%	5.0%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) + 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
	Persons with Disabilities	llities	
Employment Equity Occupational Group	Short-term Goals Lor	Long-term Goals	Comments
(EEOU)	9%	%	
01/02 Managers			
03 Professionals			
04 Semi-Professionals & Tech	4.6	4.69	4.6% Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruit
05 Supervisors			
06 Supervisors: Crafts & Trades	7.8	7.89	7.8% Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruit
07 Administrative & Sr Clerical			
08 Skilled Sales & Service			
09 Skilled Crafts & Trades			
10 Clerical Personnel			
11 Intermediate Sales & Service			
12 Semi-Skilled Manual			
13 Other Sales & Service			
14 Other Manual Workers			
Total	0.0	0.0	

Data for Subsequent/Current Goals	2018-03-05	R&G Holdings Corp & Flannery Investments Inc.	Part 3: Goals	Federal Contractors Program Achievement Report
			00	7698

Total	74	13	12	=	10	09	08	07	06	05	04	03	02	01			FOO						Data	Α
- +	Other Ma	Other Sale	Semi-Skil.	Intermedia	Clerical Personnel	Skilled Cr	Skilled Sa	Administr	Superviso	Supervisors	Semi-Prot	Professionals	Middle &	Senior Managers		į							Data sources:	
	Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	ersonnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	rs	Semi-Professionals & Tech	nals	Middle & Other Managers	magers			damp Greek							
	SIS	re e		Service		des	ice	Clerical	& Trades		& Tech		agers				EFOC)							В
																	dnorr							
															#	2015	DO-WW-YAAA	Number	Г			_	From Workforce Analysis	С
	27	0	21	<u>-</u>	15 .	105	0 -1	6	8	2 -	27	٠ د	16	6				ber						
-12.4%	0.0%	0.0%	-4.4%	-30.7%	-25.3%	-11.2%	-100.0%	-22.7%	-17.0%	-26.3%	-5.5%	-33.5%	-8.7%	-20.6%	%	Annually A	Actual	Growth (+	From Flow Data Workforce Data Entry C x E x 3 Analysis & Workforce Analysis for Ana	D
	1.0%	0.0%	0.0%	0.0%	0.0%	3.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	0.0%	0.0%	%	Annually	Projected	Growth (New Positions)				←	ta Entry C	E
0		0	0	0	0	9	0	0	0	0		0	0	0	#:	Over 3 Years	H		All Employees			↓	XEx3 P	F
88.2%	18.5%	0.0%	35.6%	200.0%	113.7%	107.5%	200.0%	94.7%	118.2%	85.7%	54.2%	154.5%	75.7%	66.7%	%	Annually	Actual	Furnover (Re	loyees			~	From Flow Data Analysis & Workforce Analysis‡	G
	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	%	Annually	Projected	Turnover (Replacement of Terminated Employees)				←	Data Entry	Н
	0	0	0	0	0	درا	0	0	0	0	0	0	0	0	#	Over 3 Years	ected	Terminated				←	СхНх3	I
	<u> </u>	_							-	_					#	Years	Hires Over 3	Anticipated				+	F + I	J
0		0	0	0	0	12	0	0	0	0		0	0	0	#	2015	F3 YYYY-MM-DD	Number		Sub	Table 1	↓	From Workforce Analysis	K
10	0	0	0	0	0	4	0	_	0	0	ယ			0			IM-DD			Subsequent/Cur	able 15: Membe			
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	%	Annually	Employees)	Turnover (Replacement of Terminated		urrent Sho	ers of V	↓	Equivalent K	L
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years				rent Short-term Goals	ïsible M	+	K x L x 3 (F x Q) - R + M	Z
25	N	0		0	0	19	0	<u>.</u>	_	0		0			#	Years	Over 3	Hings		ioals	rs of Visible Minorities	↓	F x Q) - R + M	z
0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	#	2018	AAAA - AAAA	3 Year Goals From - To	Me				JxP	0
	7.7%		5.2%			20.5%			13.2%		15.5%		15.0%	10.1%	%	2021	YYYY	Goals - To	mbers of V			←	Data Entry	P
14.7%	7.			7.	ω	20.6%	0.	-	13.2%	7.	15.5%	24.5%	15.0%	10.1%	%		Availability	,	Members of Visible Minorities			+	From Workforce Analysis	Q
7%	7.7%	0.0%	5.2%	7.6%	3.3%	5%	0.0%	1.6%	2%	7.0%	5%	5%	J%	1%1	#	,	Present Gap		orities			↓	From ce Workforc s e Analysis	R
-25	<u>is</u>	0	<u></u>	0	0	-18	0	_	<u></u>	0	<u>.</u>	0	<u></u>	<u>.</u>	#		Gap Frujerica	:				_	From (K - M + Workforc O) - ((C + e Analysis F) x Q)	S
-25	<u>15</u>	0	<u>.</u>	0	0	-17	0	_	<u>.</u>	0	<u>.</u>	0	<u>.</u>	<u>.</u>	-								(O) + (O)	51
4.2%	0.0%	#DIV/0!	0.0%	0.0%	0.0%	3.8%	#DIV/0!	16.7%	0.0%	0.0%	11.1%	20.0%	6.3%	0.0%	%		Representation	1				←	K ÷ C	T
%	30	, Oi	%	%	%	%	0	%	0%	%	%	%	%	%				Pre					(K - M	
4.2%	0.0%	#DIV/0!	0.0%	0.0%	0.0%	5.3%	#DIV/0!	16.7%	0.0%	0.0%	10.7%	20.0%	6.3%	0.0%	%	Years	Representation in 3	Projected				←	(K - M + O) ÷ (C + F)	U

t Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce 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) + (1 Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + (1 Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Previous Workforce Analysis + Total number of employees from Current Workforce Previous Workforce Analysis + Total number of employees from Current Workforce Previous Workforce Analysis + Total number of employees from Current Workforce Previous Workforc

00		0.0		Total
7.7% Major changes to organization in 2017. All job description are being revised due to reorganization, therefore complete audit of NOC codes required. When hiring we continue specialized recruiti	7.	7.7	Other Manual Workers	14 Ot
			Other Sales & Service	13 Ot
5.2% [Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruiti	5	5.2	Semi-Skilled Manual	12 Se
			Intermediate Sales & Service	11 In
			Clerical Personnel	10 CI
20.5% [Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruiti	20	20.5	Skilled Crafts & Trades	09 Sk
			Skilled Sales & Service	08 Sk
			Administrative & Sr Clerical	07 Ac
13.2% [Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruiting	13	13.2	Supervisors: Crafts & Trades	06 Su
			Supervisors	05 Su
15.5% Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruiti	15	15.5	Semi-Professionals & Tech	04 Se
			Professionals	03 Pr
15.0% Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruiting	- 15	15.0	Middle & Other Managers	02 M
10.1% [Major changes to organization in 2017- All job description are being revised due to reorganization; therefore complete audit of NOC codes required- When hiring we continue specialized recruiti	10	10.1	Senior Managers	01 Se
	9/6	9/6		(2000)
Comments	Long-term Goals	Short-term Goals 1	Emboyment educy occupational Group	i Southand
	Minorities	Members of Visible Minorities	The second secon	E
Table 16: Members of Visible Minorities				

06		05	94		03 1	L	02		01		(EEOG)	Occı	Emp			Data sources		06		05	04	_	03 1	02		01		(EEOG)	Occi	Ŧ)			Data sources:	Α				
Supervisors: Crafts Trades		Supervisors	Technicians	lami_Drof	Professionals	Managers	Middle & Other	Scinor ividingsci	enior Ma) <u>(</u>)	Occupational Group	Employment Equity			urces:	Trades	Supervisors: Crafts &	Sulper 1 100	Supervisors	Semi-Professionals Technicians		Professionals	Managers Managers	Silving Man	Senior Managers		Ğ	Occupational Group	Employment Fauity			wrces:					
rs: Crafts		S	ns	eccionale	nals		Other	шавстэ	nagere			d Group	t Equity					rs: Crafts		zi	essionals ns	<u>.</u>	ıals	Other	magors	nagers			Group	Follin				В				
- 8	1	2018	8	\$	2021	2010	20	2021	2018	_) 1641					2018	_	2018	2015	2018		2015	2018	2018	2015												
2018	121	18	21	2018	2021	10	2018	21	18	#	Em			Г		Part Data	8	15	18	15	18	, I	15	18	8	15	#	Em	Year	Т			A.W. F	С				
14	. u	. ω	18	18	= =	2.3	23	9	9	#	Employees	<u> </u>	Flo	New	←	Part 2: Flow Data Analysis	<u>×</u>	14	2	5	27	3 0	17	16	2 6	12	#	Employees	À			←	Part 1: Workforce Analysis	D				
		2		_	ພູພ	4 .	4.	ယ	3	#	Ac	Wo	Flow Data	New Entrants	←	Part 2: Flow Data Analysis	0		_	ယ	0	2	6	3		3	*	Repres				←	Part 1: Workforce Analysis	Е				
7.1				Ī	27.3			33.3	33.3	35	Actual	Women		nts	←	E + D x 100	0.0		۱,۵	60.0	0.0			18.8	50.0	25.0	9/0	Representation			Work	←	E+D x 100	Ŧ				
1	,	1 7	6	4	3 5	4 (. 4	3	3	#	Goal				←	Part 3: Goals											%	<u> </u>	Worklorce	Valle	Workforce Analysis	←	Part 1: Workforce Analysis	G				
0	, <u> </u>	0	c	O.	_		0		0	3%	Percent of Goal Met	1	Shor		 ←	E + G x 100	10.2	14.7	58.9	61.3	11.4	40.9	38.1	38.9	27.4	27.4	*	Availability	Women		\nalvs	←	Dx G	Н				
0.0		0.0	:	0 0			0.0		0.0			Women	Short-term Goals				<u> </u>	. 2	_	w	3 4	. 2	6	6	2	3					S.							
10.2	0.0	0.0	11.4	0.0	0.0	38.9	0.0	0.0	0.0	9/6	Goal Pe		Joals		┝	Part 3: F - Goals	<u>-</u>		0	0	<u>5</u> 4	. 0	0	-3 -/	<u> </u>	0	Ш	Gap EF				←	Е-Н	I				
70.0	0.0	0.0	48.7	0 0	0.0	44./	0.0	0.0	0.0	%	Goal Met			e G	←	F+Ix100 1	0.0	48.6	84.9	97.9	0.0	97.8	92.6	48.2	182.5	91.2		EE Result				←	E÷H x100 I	J		R&G		Feder
										#	Goal			Goals	<u>_</u>	Part 3: Goals											#	Employees	<u>*</u>			<u>_</u>	Part 2: Flow Data Analysis	K		Holdi		al Con
0		0		0			-		0	%	Goal Met		Long-		←	s E+Kx 100	13	•	3		15	1		19	6		#	T				←	Part 2: Flow Data is Analysis	T		R&G Holdings Corp & Flannery Investments Inc.	Part -	Federal Contractors Program Achievement Report
0.0		0.0		0 0	0.0		0.0		0.0	9/6	of Goal let	Women	Long-term Goals		 ←	x Part 3: Goals			2			<u></u>		2			9/6	Actual	Ξ	-		←	L+K ata x100	X	43	rp & 1	Part 4: Results -	rs Pro
0.0		0.0	0.1	0 0	0.0	0.4	0.0	0.0	0.0				oals			Ŧ	7.7	1	66.7		6.7	27.3		10.5	16.7		Н	9	Women					1	43164	Flanne	ılts - V	gram /
7002.8 We will c	0.0	0.0	4873.3	0 0	0.0	44/0.8	0.0	0.0	0.0	36	Percent of Goal Met				←	+ M x 100	<u>_</u>		2		2	4		7	2		#	Expected	=			←	K x G + 100	Z		ry Inv	Women	\chiev
We will c																											#	Difference				←	L-N	0		estmei		ement
ontinue t																	0)	0		-1	<u> -</u>		-5	<u> -</u>			E m	<u> </u>			_	Part 2: Flow Data Analysis	P		ıts Inc		Repor
o concen																	Ŀ		0		3	0		4	ယ			yees	=		ঘ	ľ				•		-
trate effo																	0	>	0		0			2	2		#	Actual	1	7	low D	←	Part 2: Flow Data (Analysis	O				
orts in the																	0.0		0.0		0.0	0.0		50.0	66.7		9/6		Promotions Went		Flow Data Analysis	←	Part 2: Flow Data Q + P x 100 P x F + 100 Analysis	R				
hiring o																											#	Expected	Women		alvsis	-	P x F ÷ 10	s				
fwomen												Comments					0		0		0	0		0	-			Difference				Ļ	0 Q-S	T				
, by usin												ients					0	>	0		0	0		2	╀													
g all reso																	13	5	3		16	17		14	6		#	Employees	<u>*</u>			←	Part 2: Flow Data Analysis	U				
continue to concentrate efforts in the hiring of women, by using all resources available																											#					←	Part 2: Flow Data Analysis	V				
nilable																	2 15		2 66		1 6	17		0 (0		%	Actual	Terminations Wome			←	a V+Ux	W				
																	15.4		66.7		6.3	17.6		0.0	0.0		#	Expected	Women			←	x UxF+100	X				
																	-		2		0	6		_	2							\ 		^				
																	L		0		1	ట		-1	-2		#	Difference				←	V-X	Υ			0)7699

12		=	10	Τ	09	Ι	08		07		(F) E	1		Data		12		=	10	_	09	08	_	07		(EE	Occ	E			Data	Α			
Semi-Skilled Manual	Service Personnel	Intermediate Sales &	Clerical Personnel	Trades Workers	Skilled Crafts &	Personnel	Skilled Sales & Service	Senior Clerical	Administrative &		(EEOG)	Occupational Group	Employment Equity	:		Data sources:	Workers	Semi-Skilled Manual	Service Personnel	Intermediate Sales &	Ciericai Personnei		Skilled Crafts & Trades Workers	Personnel	Skilled Sales & Service	Administrative & Senior Clerical		(EEOG)	Occupational Group	Employment Equity			Data sources:	B			
2018	2021	2018	2021	2010	2021	2021		-	2018	#			Year				2018	2015	2018	2015	2018	2015	2015		\neg	2015	#		Year	:				С			
	4	4	23							#	Employees	: <u>A</u>		INEW	+	Part 2: Flow Data Analysis	21		1	3		1	105			13	#	Employees	Т			←	Part 1: Workforce Analysis	D			
		2	21		12	0	0	4	4	#:	A		Flow Data	New Elitaits	- -	Part 2: Flow Data Analysis		0	1	2	11	28	6 8	0	0	3	*	Repre				←	Part 1: Workforce Analysis	E			
	50.0		91.3							%	Actual		Women		+	щ	0.0	0.0	100.0				5.3			53.8 50.0	%	Representation			Work	←	E+D x 100	Ŧ			
0	0	0	3	3	1 ~	0	0	3	3	#	Goal					P. G	0 18.2	0 18.5	0 66.9	7 70.6	3 71.3	Ţ				8 87.1 0 87.1			Won	Vorkfor	force A	←	Part 1: Workforce Analysis	G			
0		0 (0		0		0		0	%	Goal Met	Dorrows	2110115	Short	+	_ [7]	.2	.5	.9	.6			3.9	0.0	.7		*	Availability	Women	99.	Workforce Analysis	←	DxG + 100	Н			
0.0		0.0	0.0		0.0		0.0		0.0	9%	Goal	-	Women Goals		+	P	4	4	1	2	<u> </u>	26	4 6	0	0	5 1	*	Gap			<i>y</i>	←	Е-н	I			
0.0	0.0		0.0							%	Goal Met	Domesia	ZIS	2	+	-F	-4	-4	0 14				2 13 2 15			-2 -6	Ш	EE Result				←	E+H x 100	J		 ¤	Fe
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				+	Goals		\$11111111111111111111111111111111111111	0.0	0.0	149.5	94.4	102.9	108.2	136.8 150.4	0.0	0.0	61.8 57.4	П									&G H	deral
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Federal Contractors Program Achievement Report Part 8: Reasonable Efforts R&G Holdings Corp & Flannery Investments Inc. 43164

Efforts

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

V	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
V	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.
\checkmark	Adjusted survey results to reflect hires, promotions and terminations.
√	Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
	Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
V	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
\checkmark	Ensured that any new gaps identified are addressed accordingly.
V	Maintained appropriate records in all required areas.
Other	measures:
V	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.
V	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
\checkmark	Ensured ongoing senior-level support for employment equity and its implementation.
	Established accountability mechanisms to ensure that the short-term goals would be met.
✓	Communicated the goals to relevant managers as well as monitored and recorded the results.
\checkmark	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
✓	Consulted employee/union representatives on communication and implementation of employment
	equity.

J	Put in place a strategy to ensure a barrier-free workplace.
✓	Undertook initiatives to increase representation where gaps in representation were found.
✓	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
V	Other (please describe):
	We continue to use the community resources such as the Women Resource Center when we do any hiring. We continue to audit our hiring practices to ensure we hiring based on skill set.
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.
4	Impact of economic and industrial conditions on the organization.
	IMT experience a lot of change in the 2017 year. With the sale of one of our divisions it has resulted in job being re-evaluated, and re-designed. That has lead to us recreating the actual jobs we have and now require that we update all NOC codes and update the EE system accordingly. This will take some further time, and we will re-evaluate our goals going forward.
V	Any reorganization or other corporate structural changes.
	We have done a major reorganization to the complete company and it has been a long process and now requires re-evaluating all NOC codes and updating of the system accordingly.
V	Acquisitions, mergers or transfers of employees.
	With the sale of one of our divisions, it has resulted in a lot of redesign within existing positions, as a result we are currently working out the new roles, and promoting people to them. With this comes the need to evaluate all NOC codes and update the system.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

employe	
Other.	
No goal	Is were set in 2015 - as we did not for see any new hiring, and changes to the company e. Now that the sale is completed and we are readjusting our organization, all NOC cod

Additional Details

Please provide any additional information (optional):

No goals were set in 2015 because there was no hiring due the economy. However we did reach out to the Women Resouce Center and Will Association(hiring of Minorities) and have always provided them with an job descritption of all hiring. We continue with this practice today and will when any hiring is done at IMT. With the sale of one of our divisions we ungone a major internal restrutoring which has resulted in a review of all job descritos. Once job descritption and NOC codes are evaluated and the systme is updated will once again complete an assessment to ensure our goals are accurate. We remain committee in closing the gaps we have.

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: RG Holdings Corp Flannery Investments Inc.

Primary Location: Ingersoll, Ontario

Number of Employees: 239

Ontario - 239

Organization Overview:

NAICS: 3329 – Other Fabricated Metal Product Manufacturing.

RG Holdings Corp Flannery Investments Inc. operates as IMT Partnership. IMT Partnership manufactures and supplies trailer axles, machined components, forged solutions, and precision defense products. They also manufacture self-steering axles and air disc brakes primarily for original equipment manufacturer and defense industries; and forged and machined components for energy, mining, truck/trailer, military, nuclear, agriculture, offroad, forestry, rail, and oil and gas industries.

Key Dates – First Year Assessment

2015-10-27 Initiated: Received: 2015-12-02 Closed: 2015-12-08 WFA: 2015-11-23

Key Dates – Subsequent Assessment

Initiated: 2018-03-27

Received: 2018-03-16; received revised Achievement

report - 2018-10-16

WFA: 2018-02-12

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:

 \boxtimes Yes \square No

Comments:

- The period reported on the Achievement report is 2015-11-23 to 2018-02-12.
- The data from the current workforce analysis included in the Achievement table is consistent with that found in Forms 1 to 6 from WEIMS.



I have verified that the data provided in the Achievement Report is consistent with that found
in Forms 1 to 6:
⊠ Yes □ No

Comments:

• In the previous assessment many gaps were found in different EEOG's in all four designated group.

ASSESSMENT OF REASONABLE PROGRESS

The Company did not set any short-term and long-term goals in the previous assessment since one of their divisions was sold in 2015. This resulted in a lot of redesigning within the existing positions. Therefore, an assessment of reasonable progress of the organization cannot be completed.

Women

01	Senior Managers	Goal not set
02	Middle & Other Managers	Goal not set
03	Professionals	Goal not set
04	Semi-Professionals & Technicians	Goal not set
06	Supervisors: Crafts & Trades	Goal not set
09	Skilled Crafts & Trades Workers	Goal not set
12	Semi-Skilled Manual Workers	Goal not set
14	Other Manual Workers	Goal not set

Assessment/Observations:

• No goals were set in the previous assessment and thus reasonable progress cannot be measured.

Aboriginal Peoples

04	Semi-Professionals & Technicians	Goal not set
07	Administrative & Senior Clerical Personnel	Goal not set
09	Skilled Crafts & Trades Workers	Goal not set
10	Clerical Personnel	Goal not set
12	Semi-Skilled Manual Workers	Goal not set
14	Other Manual Workers	Goal not set

Assessment/Observations:

• No goals were set in the previous assessment and thus reasonable progress cannot be measured.

Persons with Disabilities

03	Professionals	Goal not set
05	Supervisors	Goal not set
06	Supervisors: Crafts & Trades	Goal not set
09	Skilled Crafts & Trades Workers	Goal not set
10	Clerical Personnel	Goal not set

Assessment/Observations:

• No goals were set in the previous assessment and thus reasonable progress cannot be measured.

Members of Visible Minorities

01	Senior Managers	Goal not set
02	Middle & Other Managers	Goal not set
03	Professionals	Goal not set
04	Semi-Professionals & Technicians	Goal not set
06	Supervisors: Crafts & Trades	Goal not set
09	Skilled Crafts & Trades Workers	Goal not set
12	Semi-Skilled Manual Workers	Goal not set
14	Other Manual Workers	Goal not set

Assessment/Observations:

• No goals were set in the previous assessment and thus reasonable progress cannot be measured.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
 - This assessment covers the data from 2015-11-23 to 2018-02-12. During their initial assessment, the organization had not set any short-term and long term goals.
 - In 2015, one of divisions was sold and this resulted in a lot of redesign within the existing positions.
 - The organization is evaluating the job descriptions and the NOC codes due to the redesigning of the existing positions.

ASSESSMENT OF SHORT AND LONG-TERM GOALS

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

Women

	Workforce Analysis Results	Go	als			
Emp	oloyment Equity Occupational Group	Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# or %	%	%
02	Middle & Other Managers	-3	38.9	38.9	18.8	38.9
04	Semi-Professionals & Technicians	-3	11.4	11.4	0.0	11.4
06	Supervisors: Crafts & Trades	-1	10.2	10.2	0.0	10.2
07	Administrative & Sr. Clerical	-2	NR	NR	50.0	87.1
12	Semi-Skilled Manual	-4	18.2	18.2	0.0	18.2
14	Other Manual Workers	-3	14.9	14.9	3.7	14.9

Observations:

• EEOG 07 the organization is not required to set any short and long-term goals since the representation of women is already 50.0 %. This is acceptable in order to avoid occupational clustering of women in this EEOG and to ensure that they are inclusive of all genders.

Aboriginal Peoples

	Workforce Analysis Results	Go	als			
Emp	ployment Equity Occupational Group (EEOG)	Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)	Representation	LMA
#	Description	#	# or %	# or %	%	%
04	Semi-Professionals & Technicians	-1	2.9	2.9	0.0	2.9
09	Skilled Crafts & Trades	-2	2.7	2.7	1.0	2.7
10	Clerical Personnel	-1	3.5	3.5	0.0	3.5
12	Semi-Skilled Manual	-1	2.8	2.8	0.0	2.8
14	Other Manual Workers	-1	2.5	2.5	0.0	2.5

Observations:

• All short and long-term goals have been set at availability.

Persons with Disabilities

	Workforce Analysis Results		Go	als		
Emr	ployment Equity Occupational Group	Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# or %	%	%
04	Semi-Professionals & Technicians	-1	4.6	4.6	0.0	4.6
06	Supervisors: Crafts & Trades	-1	7.8	7.8	0.0	7.8

Observations:

• All short and long-term goals have been set at availability.

Members of Visible Minorities

	Workforce Analysis Results		Go	als		
Emp	oloyment Equity Occupational Group	Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-1	10.1	10.1	0.0	10.1
02	Middle & Other Managers	-1	15.0	15.0	6.3	15.0
04	Semi-Professionals & Technicians	-1	15.5	15.5	11.1	15.5
06	Supervisors: Crafts & Trades	-1	13.2	13.2	0.0	3.2
09	Skilled Crafts & Trades	-18	20.5	20.5	3.8	20.5
12	Semi-Skilled Manual	-1	5.2	5.2	0.0	5.2
14	Other Manual Workers	-2	7.7	7.7	0.0	7.7

Observations:

• All short and long-term goals have been set at availability.

RECOMMENDATION

I recommend that the employer be found: ⊠in compliance □in non-compliance
Having assessed the data submitted by the employer regarding its workforce and considered its unique circumstances; I recommend that the closing letter include the following:
 Given that RG Holdings Corp & Flannery Investments Inc. has few gaps in each designated group, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that identify as part of a designated group.

Name of Analyst: Neena Sharan

Date: October 17, 2018

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

Sent: October 23, 2018 1:42 PM

To: 'ssteyaert@imtcorporation.com' <ssteyaert@imtcorporation.com>; 'abane@imtcorporation.com' <abane@imtcorporation.com>

Subject: Government of Canada Agreement Number: 060118 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Shawn Steyaert:

I am writing to inform you that the subsequent compliance assessment initiated on March 27, 2018 has been completed. As a result of the assessment, R&G Holdings Corp & Flannery Investments 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 the R&G Holdings Corp & Flannery Investments Inc. employment equity program.

 Given that R&G Holdings Corp & Flannery Investments Inc. has few gaps in each designated group, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that identify as part of a designated group.

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 March 27, 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, R&G Holdings Corp & Flannery Investments 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 Workplace Equity Information Management System (WEIMS) which can assist you in generating your workforce data and analysis.

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

Your cooperation during the course of this compliance assessment was appreciated and we wish R&G Holdings Corp & Flannery Investments 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



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Workplace Equity Information Management System - IMT Partnership Workforce Analysis - Comparison Detailed Report Date #1: 2009-07-16 Date #2: 2010-07-16

Women

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Employment Equity Occupational Group	Internal Location		All Employee				•	entation					Availa					Gap		Recruitment Are
		2009-07-16	2010-07-16	Change	2009-07-16	2010-07-16	Change	2009-07-16	2010-07-16	Change		2010-07-16	Change	2009-07-16	2010-07-16	Change	2009-07-16	2010-07-16	Change	
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	
01 : Senior Managers	National	4	1 4	. (0	С	(0.0 %	0.0 %	0.0 %	24.2 %	24.2 %	0.0 %	1	1		0 -1	-1	(National
2 : Middle and Other Managers	National	15	3 12	-	1 1	2		7.7 %	16.7 %	9.0 %	39.1 %	39.1 %	0.0 %	5	5		0 -4	-3		1 National
3 : Professionals		13	3 13		3	3		23.1 %	23.1 %	0.0 %	33.5 %	33.5 %	0.0 %	4	4		0 -1	-1	(
111 : Financial Auditors and Accountants	National	2	2 2	: (1	1	(50.0 %	50.0 %	0.0 %	53.8 %	53.8 %	0.0 %	1	1		0 0	0	() National
121 : Specialists in Human Resources	National		3	. () 1	1	(33.3 %	33.3 %	0.0 %	68.1 %	68.1 %	0.0 %	2	2	!	0 -1	-1	(National
141 : Industrial and Manufacturing Engineers	National	8	3 8	. (1	1	(12.5 %	12.5 %	0.0 %	15.5 %	15.5 %	0.0 %	1	1		0 0	0	(National
4 : Semi-Professionals and Technicians		27	7 27		0	C	(0.0 %	0.0 %	0.0 %	12.0 %	12.3 %	0.3 %	3	3	1	0 -3	-3	(
233 : Industrial Engineering and Manufacturing Technologists and echnicians	Ontario	(1		1 0	C	(0.0 %	0.0 %	0.0 %	18.3 %	18.3 %	0.0 %	0	C		0 0	0	(Ontario
253 : Drafting Technologists and Technicians	Ontario		2 2		0	O	(0.0 %	0.0 %	0.0 %	24.8 %	24.8 %	0.0 %	0	C		0 0	0	(Ontario
261 : Nondestructive Testers and Inspectors	Ontario	25	5 24		0	0	(0.0 %	0.0 %	0.0 %	11.0 %	11.0 %	0.0 %	3	3		.3	-3	(Ontario
5 : Supervisors		2	2 2	: (1	1	(50.0 %	50.0 %	0.0 %	63.4 %	63.4 %	0.0 %	1	1		0 0	0	(
Employment Equity Occupational Group	St. Catharines - Niagara	2	2 2	. (1	1	(50.0 %	50.0 %	0.0 %	63.4 %	63.4 %	0.0 %	1	1		0 0	0	(St. Catharines - Niagara
6 : Supervisors: Crafts and Trades		12	2 11		1 1	1	(8.3 %	9.1 %	0.8 %	5.7 %	6.1 %	0.4 %	1	1		0 0	0	(
211 : Supervisors, Machinists and Related Occupations	Ontario	6	3 7		1 1	1	(16.7 %	14.3 %	-2.4 %	7.5 %	7.5 %	0.0 %	0	1		1 1	0		Ontario
214 : Contractors and Supervisors, Metal Forming, Shaping and Erecting rades	Ontario	4	1 3	-	0	С	(0.0 %	0.0 %	0.0 %	2.7 %	2.7 %	0.0 %	0	С		0 0	0	(Ontario
216 : Contractors and Supervisors, Mechanic Trades	Ontario	2	2 1	-	0	С	(0.0 %	0.0 %	0.0 %	6.2 %	6.2 %	0.0 %	0	С		0 0	0	(Ontario
7 : Administrative and Senior Clerical Personnel			3 4		1 2	3	,	66.7 %	75.0 %	8.3 %	87.3 %	87.3 %	0.0 %	3	3		0 -1	0		1
Employment Equity Occupational Group	Ont. less CMAs		3 4		1 2	3	1	66.7 %	75.0 %	8.3 %	87.3 %	87.3 %	0.0 %	3	3		0 -1	0		Ont. less CMAs
8 : Skilled Sales and Service Personnel			1 1	(0	0	(0.0 %	0.0 %	0.0 %	28.5 %	28.5 %	0.0 %	0	C		0 0	0	(
221 : Technical Sales Specialists - Wholesale Trade	Ontario	1	1 1	(0	0	(0.0 %	0.0 %	0.0 %	28.5 %	28.5 %	0.0 %	0	С		0 0	0	(Ontario
9 : Skilled Crafts and Trades Workers		128	3 114	-14	4 4	3	-1	3.1 %	2.6 %	-0.5 %	5.0 %	4.9 %	-0.1 %	6	6		0 -2	-3		

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Women

Employment Equity Occupational Group	Internal Location	AllEr	All Employees				Representation	itation					Availability	bility				Gap		Recruitment Area
	2	2009-07-16 2010-07-16		Change 20	2009-07-16 20	2010-07-16	Change 2	2009-07-16	2010-07-16	Change	2009-07-16 2010-07-16	2010-07-16	Change	2009-07-16 2010-07-16	2010-07-16	Change	2009-07-16	2009-07-16 2010-07-16	Change	
		*	*	*	*	#	#	%	%	%	%	%	%	#	#	#	#	#	#	
7231 : Machinists and Machining and Tooling Inspectors Ontario	ario	83	71	-12	4	ω	7	4.8 %	4.2 %	-0.6%	6.1%	6.1 %	0.0%	5	4	ᅩ	7	4		0 Ontario
7232 : Tool and Die Makers Ontario	ario	ω	з	0	0	0	0	0.0 %	0.0 %	0.0%	3.5 %	3.5 %	0.0%	0	0	0	0	0		0 Ontario
7242 : Industrial Electricians Ontario	ario	4	ω	7	0	0	0	0.0 %	0.0 %	0.0%	1.2 %	1.2 %	0.0%	0	0	0	0	0		0 Ontario
7265 : Welders and Related Machine Operators Ontario	ario	ω	ω	0	0	0	0	0.0 %	0.0 %	0.0 %	6.1%	6.1 %	0.0%	0	0	0	0	0		0 Ontario
7266 : Blacksmiths and Die Setters Ontario	ario	20	19	ᅩ	0	0	0	0.0 %	0.0 %	0.0%	3.4 %	3.4 %	0.0%	_	_	0		7		0 Ontario
7311 : Construction Millwrights and Industrial Mechanics (Except Textile) Ontario	ario	12	12	0	0	0	0	0.0 %	0.0 %	0.0 %	1.7 %	1.7 %	0.0%	0	0	0	0	0		0 Ontario
9231 : Central Control and Process Operators, Mineral and Metal Ontario Processing	ario	ω	ω	0	0	0	0	0.0 %	0.0 %	0.0 %	4.3 %	4.3 %	0.0 %	0	0	0	0	0		0 Ontario
10 : Clerical Personnel		24	22	-2	17	16	7	70.8 %	72.7 %	1.9 %	75.0 %	75.1 %	0.1%	18	17	7	7	7		0
Employment Equity Occupational Group Ont.	Ont. less CMAs	18	18	0	=======================================	12	_	61.1 %	66.7 %	5.6 %	75.2 %	75.2 %	0.0%	14	14	0	చ	-2		1 Ont. less CMAs
Employment Equity Occupational Group St. (St. Catharines - Niagara	o	4	ίν	o	4	κ'n	100.0 %	100.0 %	0.0 %	74.2 %	74.2 %	0.0 %	4	ယ	7	2	_		St. Catharines - Niagara
11 : Intermediate Sales and Service Personnel			_	0		_	0	100.0 %	100.0 %	0.0 %	69.0 %	69.0 %	0.0 %	_	_	0	0	0		0
Employment Equity Occupational Group St. C	St. Catharines - Niagara			0	_	_	0	100.0 %	100.0 %	0.0 %	69.0 %	69.0 %	0.0%	_	_	0	0	0		0 St. Catharines - Niagara
12 : Semi-Skilled Manual Workers		28	28	0	0	0	0	0.0 %	0.0 %	0.0 %	20.9 %	20.9 %	0.0%	o	o	0	გ	ь		0
Employment Equity Occupational Group Ont	Ont. less CMAs	o	0	0	0	0	0	0.0 %	0.0 %	0.0 %	22.7 %	22.7 %	0.0%	_	_	0	7	7		0 Ont. less CMAs
Employment Equity Occupational Group St. C	St. Catharines - Niagara	22	22	0	0	0	0	0.0 %	0.0 %	0.0 %	20.4 %	20.4 %	0.0 %	4	4	0	4	4		0 St. Catharines - Niagara
14 : Other Manual Workers		23	23	0	0	0	0	0.0 %	0.0 %	0.0%	18.8 %	18.8 %	0.0%	4	4	0	4	4		0
Employment Equity Occupational Group St. C	St. Catharines - Niagara	23	23	0	0	0	0	0.0 %	0.0 %	0.0 %	18.8 %	18.8 %	0.0%	4	4	0	4	4		0 St. Catharines - Niagara
Total		279	262	-17	30	30	0	10.7 %	11.4 %	0.7%	19.3 %	19.9 %	0.6%	53	52	7	-23	-22		

Total may not equal sum of components due to rounding.

Source: 2006 Census of Canada and Employer's Internal Data

Aboriginal Peoples

)	Apoligiliai reopies								
Employment Equity Occupational Group	Internal Location	All Em	S			_	se	Ö					=	bility		1		Gap		Recruitment Area
		7-16 2010		ige	7-16	7-16	ge	7-16	7-16	ge	2009-07-16	7-16	ge	2009-07-16	2009-07-16 2010-07-16	2	2009-07-16	2009-07-16 2010-07-16	Change #	
				*	*		*	8	%	600	8	%	%	*	*	*		*	*	
01 : Senior Managers	National	4	4	0	0	0	0	0.0 %	0.0 %	0.0 %	2.4 %	2.4 %	0.0 %	0	0	0		0	0	0 National
02 : Middle and Other Managers	National	13	12	7	_		0	7.7 %	8.3 %	0.6 %	1.9 %	1.9 %	0.0 %	0	0	0			0	0 National
03 : Professionals		13	13	0	_	_	0	7.7 %	7.7 %	0.0%	1.1 %	1.1 %	0.0%	0	0	0			0	
1111 : Financial Auditors and Accountants	National	2	N	0	0	0	0	0.0 %	0.0 %	0.0%	1.1%	1.1 %	0.0%	0	0	0		0	0	0 National
1121 : Specialists in Human Resources	National	ω	ω	0	_		0	33.3 %	33.3 %	0.0 %	2.4 %	2.4 %	0.0 %	0	0	0			0	0 National
2141: Industrial and Manufacturing Engineers	National	00	œ	0	0	0	0	0.0 %	0.0 %	0.0%	0.6 %	0.6 %	0.0 %	0	0	0		0 0	0	0 National
04 : Semi-Professionals and Technicians		27	27	0	0	0	0	0.0 %	0.0 %	0.0 %	0.7 %	0.7 %	0.0 %	0	0			0	0	
2233 : Industrial Engineering and Manufacturing Technologists and Technicians	Ontario	0			0	0	0	0.0 %	0.0 %	0.0 %	1.2 %	1.2 %	0.0 %	0	0	0		0 0	0	0 Ontario
2253 : Drafting Technologists and Technicians	Ontario	2	2	0	0	0	0	0.0 %	0.0 %	0.0%	0.9 %	0.9 %	0.0%	0	0	0		0 0	0	0 Ontario
2261: Nondestructive Testers and Inspectors	Ontario	25	24	ᅩ	0	0	0	0.0 %	0.0 %	0.0 %	0.6 %	0.6 %	0.0%	0	0	0		0 0	0	0 Ontario
05 : Supervisors		2	22	0	0	0	0	0.0 %	0.0 %	0.0 %	1.4 %	1.4 %	0.0%	0	0	0		0 0	0	
Employment Equity Occupational Group	St. Catharines - Niagara	2	2	0	0	0	0	0.0 %	0.0 %	0.0 %	1.4%	1.4 %	0.0%	0	0	0		0	0	0 St. Catharines - Niagara
06 : Supervisors: Crafts and Trades		12	=	ᅩ	0	0	0	0.0 %	0.0 %	0.0%	2.0 %	1.8 %	-0.2 %	0	0	0		0 0	0	
7211: Supervisors, Machinists and Related Occupations	Ontario	o o	7		0	0	0	0.0 %	0.0 %	0.0 %	1.2 %	1.2 %	0.0 %	0	0	0		0 0	0	0 Ontario
7214: Contractors and Supervisors, Metal Forming, Shaping and Erecting Trades	Ontario	4	ω	7	0	0	0	0.0 %	0.0 %	0.0%	3.4 %	3.4 %	0.0%	0	0	0		0 0	0	0 Ontario
7216 : Contractors and Supervisors, Mechanic Trades	Ontario	2	_	7	0	0	0	0.0 %	0.0 %	0.0%	1.6 %	1.6 %	0.0%	0	0	0		0	0	0 Ontario
07 : Administrative and Senior Clerical Personnel		ω	4	_	0	0	0	0.0 %	0.0 %	0.0 %	3.6 %	3.6 %	0.0 %	0	0	0		0 0	0	
Employment Equity Occupational Group	Ont. less CMAs	ω	4	_	0	0	0	0.0 %	0.0 %	0.0 %	3.6 %	3.6 %	0.0 %	0	0	0		0 0	0	0 Ont. less CMAs
08 : Skilled Sales and Service Personnel		_		0	0	0	0	0.0 %	0.0 %	0.0 %	0.6 %	0.6 %	0.0%	0	0	0		0	0	
6221 : Technical Sales Specialists - Wholesale Trade	Ontario		_	0	0	0	0	0.0 %	0.0 %	0.0%	0.6 %	0.6 %	0.0%	0	0	0		0 0	0	0 Ontario
09 : Skilled Crafts and Trades Workers		128	114	-14	2		7	1.6 %	0.9 %	-0.7 %	1.3 %	1.3 %	0.0%	2				0 0	0	

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Aboriginal Peoples

								Apoliginal reopies	reopies							
Employment Equity Occupational Group	All Employees			Representation						Availability	lity				Gap	Recruitment Area
2009-07-16	2009-07-16 2010-07-16 Cha	Change 2009-07-16	2009-07-16 2010-07-16 0	Change 2009-0	2009-07-16 2010-07-16	0-07-16 Change	_	2009-07-16 2010-07-16		Change	2009-07-16 2010-07-16	6 Change	_	2009-07-16 2010-07-16	-07-16 Change	
##	#	#	#	*		%	%	%		%	*	*	*		#	
7231 : Machinists and Machining and Tooling Inspectors Ontario 83	71	-12 1	0		1.2 %	0.0 %	-1.2 %	1.3 %	1.3 %	0.0%			0	0	7	-4 Ontario
7232 : Tool and Die Makers Ontario 3	ω	0	0	0	0.0 %	0.0 %	0.0 %	0.9 %	0.9 %	0.0%	0	0	0	0	0	0 Ontario
7242 : Industrial Electricians Ontario 4	ω	-7	0	0 0	0.0 %	0.0 %	0.0 %	1.5 %	1.5 %	0.0%	0	0	0	0	0	0 Ontario
7265 : Welders and Related Machine Operators Ontario 3	ω	0	0	0	0.0 %	0.0 %	0.0 %	2.3 %	2.3 %	0.0%	0	0	0	0	0	0 Ontario
7266 : Blacksmiths and Die Setters Ontario 20	19	7		0	5.0 %	5.3 %	0.3 %	0.0 %	0.0 %	0.0%	0	0	0		_	0 Ontario
7311 : Construction Millwrights and Industrial Mechanics (Except Textile) Ontario 12	12	0 0	0	0	0.0 %	0.0 %	0.0%	2.0 %	2.0 %	0.0%	0	0	0	0	0	0 Ontario
9231 : Central Control and Process Operators, Mineral and Metal Ontario 3	ω	0 0	0	0 0	0.0 %	0.0 %	0.0 %	3.8 %	3.8 %	0.0 %	0	0	0	0	0	0 Ontario
10 : Clerical Personnel 24	22	-2 O	0	0	0.0 %	0.0 %	0.0 %	3.5 %	3.7 %	0.2 %	_1		0	7	4	0
Employment Equity Occupational Group Ont. less CMAs 18	18	0	0	0	0.0 %	0.0 %	0.0 %	4.2 %	4.2 %	0.0%			0	<u> </u>	7	0 Ont. less CMAs
Employment Equity Occupational Group St. Catharines - Niagara 6	4	-2 0	0	0	0.0 %	0.0 %	0.0 %	1.6 %	1.6 %	0.0 %	0	0	0	0	0	0 St. Catharines - Niagara
11 : Intermediate Sales and Service Personnel		0	0	0	0.0 %	0.0 %	0.0 %	2.1 %	2.1 %	0.0 %	0	0	0	0	0	0
Employment Equity Occupational Group St. Catharines - Niegara	1	0 0	0	0 0	0.0 %	0.0 %	0.0 %	2.1%	2.1 %	0.0%	0	0	0	0	0	0 St. Catharines - Niagara
12 : Semi-Skilled Manual Workers 28	28	0	0	0	0.0 %	0.0 %	0.0 %	2.5 %	2.5 %	0.0%			0	7	7	0
Employment Equity Occupational Group Ont. less CMAs 6	o	0	0	0	0.0 %	0.0 %	0.0 %	4.3 %	4.3 %	0.0%	0	0	0	0	0	0 Ont. less CMAs
Employment Equity Occupational Group St. Catharines - 22	22	0 0	0	0 0	0.0 %	0.0 %	0.0 %	2.1%	2.1 %	0.0%	0	0	0	0	0	0 St. Catharines - Niagara
14 : Other Manual Workers 23	23	0	0	0	0.0 %	0.0 %	0.0 %	2.3 %	2.3 %	0.0%			0	7	4	0
Employment Equity Occupational Group St. Catharines - 23 Niegara 23	23	0	0	0	0.0 %	0.0 %	0.0 %	2.3 %	2.3 %	0.0 %			0	7	7	0 St. Catharines - Niagara
279	262	-17	ω	7	1.5 %	1.2 %	-0.3 %	1.7 %	1.7 %	0.0%	Ø,	4	7		7	0
			-17	-17 4	3	-17 4 3	.17 4 3 .1 1.5% 1.2%	-17 4 3 -1 1.5%	.17 4 3 .1 1.5% 1.2% .0.3% 1.7%	-17 4 3 -1 1.5% 1.2% 0.3%	.17 4 3 -1 15% 12% 03% 17% 1.7%	.17 4 3 .1 15% 1.2% -0.3% 1.7% 1.7% 0.0%	-17 4 3 .1 1.5 % 1.2 % 0.3 % 1.7 % 1.7 % 0.0 % 5	.17 4 3 -1 15% 12% -0.3% 1.7% 1.7% 0.0% 5 4	.17 4 3 .1 15% 12% .03% 1.7% 1.7% 0.0% 5 4 .1	-17 4 3 -1 1.5% 1.2% 0.3% 1.7% 1.7% 0.0% 5 4 -1 -1 -1

Total may not equal sum of components due to rounding.

Source: 2006 Census of Canada and Employer's Internal Data

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees	lovees			Representation	entation				d	Availability	₹		_	Gap		Recruitment Area
		2009-07-16 2010-07-16	07-16 Change	e 2009-07-16	6 2010-07-16	오	2009-07-16	2010-07-16	Change	2009-07-16	2010-07-16	Change 20	2009-07-16 2010-07-16	07-16 Change	-	2009-07-16 2010-07-16	6 Change	
		#	_	*	#	#	%	%	%	%	%		#		_	*		
01 : Senior Managers	National	4	4	0	0 0	0	0.0 %	0.0 %	0.0 %	8.7 %	8.7 %	0.0 %	0	0	0	0	0	0 National
02 : Middle and Other Managers	National	13	12	7	0	0	0.0 %	0.0 %	0.0 %	14.0 %	14.0 %	0.0 %	2	2	0	'n	'n	0 National
03 : Professionals		13	13	0	2 3	_	15.4 %	23.1 %	7.7 %	20.4 %	20.4 %	0.0%	ω	ω	0	7	0	
1111: Financial Auditors and Accountants	National	2	2	0	0 0	0	0.0 %	0.0 %	0.0 %	22.9 %	22.9 %	0.0%	0	0	0	0	0	0 National
1121 : Specialists in Human Resources	National	ω	з	0		0	33.3 %	33.3 %	0.0%	10.6 %	10.6 %	0.0 %	0	0	0			0 National
2141 : Industrial and Manufacturing Engineers	National	8	8	0	1 2	_	12.5 %	25.0 %	12.5 %	23.5 %	23.5 %	0.0%	2	2	0	7	0	1 National
04 : Semi-Professionals and Technicians		27	27	0	0 0	0	0.0 %	0.0 %	0.0 %	15.1 %	15.7 %	0.6 %	4	4	0	4	4	0
2233 : Industrial Engineering and Manufacturing Technologists and Technicians	Ontario	0	_		0 0	0	0.0 %	0.0 %	0.0 %	29.9 %	29.9 %	0.0 %	0	0	0	0	0	0 Ontario
2253 : Drafting Technologists and Technicians	Ontario	2	2	0	0 0	0	0.0 %	0.0 %	0.0%	26.1 %	26.1 %	0.0%		_	0	7	7	0 Ontario
2261 : Nondestructive Testers and Inspectors	Ontario	25	24	7	0 0	0	0.0 %	0.0 %	0.0 %	14.2 %	14.2 %	0.0 %	4	ω	7	4	చ	1 Ontario
05 : Supervisors		2	2	0	0	0	0.0 %	0.0 %	0.0%	3.3 %	3.3 %	0.0%	0	0	0	0	0	0
Employment Equity Occupational Group	St. Catharines - Niagara	2	2	0	0	0	0.0 %	0.0 %	0.0 %	3.3 %	3.3 %	0.0 %	0	0	0	0	0	0 St. Catharines - Niagara
06 : Supervisors: Crafts and Trades		12	1	7	0 0	0	0.0 %	0.0 %	0.0 %	13.2 %	14.2 %	1.0 %	2	2	0	ń	2	0
7211 : Supervisors, Machinists and Related Occupations	Ontario	o	7		0	0	0.0 %	0.0 %	0.0 %	17.0 %	17.0 %	0.0 %		_	0	7	7	0 Ontario
7214 : Contractors and Supervisors, Metal Forming, Shaping and Erecting Trades	Ontario	4	ω	7	0 0	0	0.0 %	0.0 %	0.0%	9.4 %	9.4 %	0.0%	0	0	0	0	0	0 Ontario
7216 : Contractors and Supervisors, Mechanic Trades	Ontario	2		7	0 0	0	0.0 %	0.0 %	0.0%	9.3 %	9.3 %	0.0 %	0	0	0	0	0	0 Ontario
07 : Administrative and Senior Clerical Personnel		ω	4		0 0	0	0.0 %	0.0 %	0.0 %	1.2 %	1.2 %	0.0 %	0	0	0	0	0	0
Employment Equity Occupational Group	Ont. less CMAs	ω	4		0 0	0	0.0 %	0.0 %	0.0 %	1.2 %	1.2 %	0.0 %	0	0	0	0	0	0 Ont. less CMAs
08 : Skilled Sales and Service Personnel		_	_	0	0 0	0	0.0 %	0.0 %	0.0 %	17.0 %	17.0 %	0.0 %	0	0	0	0	0	0
6221 : Technical Sales Specialists - Wholesale Trade	Ontario	_		0	0 0	0	0.0 %	0.0 %	0.0 %	17.0 %	17.0 %	0.0%	0	0	0	0	0	0 Ontario
09 : Skilled Crafts and Trades Workers		128	114	-14	0 0	0	0.0 %	0.0 %	0.0%	20.2 %	20.0 %	-0.2 %	26	23	۵.	-26 -:	-23	ω

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Employment Equity Occupational Group	Internal Location	All Employees	/ees			Representation	tation					Availability	ity			Gap		Recruitment Area
		2009-07-16 2010-07-16	16 Change	2009-07-16	2010-07-16	Change 2	7-16	2010-07-16	Change	2009-07-16 2010-07-16	_	Change 2	2009-07-16 2010-07-16	-16 Change	4	2009-07-16 2010-07-16	Change	
		*	**	#	*	*	%	%	%	%	%		#		_	#	#	
7231 : Machinists and Machining and Tooling Inspectors	Ontario	83	71 -12	2 0	0	0	0.0 %	0.0 %	0.0 %	22.8 %	22.8 %	0.0 %	19	16	-3 -19	9 -16		3 Ontario
7232 : Tool and Die Makers	Ontario	ω	ω	0	0	0	0.0 %	0.0 %	0.0 %	17.7 %	17.7 %	0.0 %			0	7	0 0	0 Ontario
7242 : Industrial Electricians	Ontario	4	ω -1	0	0	0	0.0 %	0.0 %	0.0 %	11.7 %	11.7 %	0.0 %	0	0	0	0	0 0	0 Ontario
7265 : Welders and Related Machine Operators	Ontario	ω	ω	0	0	0	0.0 %	0.0 %	0.0 %	22.5 %	22.5 %	0.0 %		_	0	-	0 0	0 Ontario
7266 : Blacksmiths and Die Setters	Ontario	20	19 -1	0	0	0	0.0 %	0.0 %	0.0 %	17.6 %	17.6 %	0.0 %	4	ω	7	۵.	10	1 Ontario
7311 : Construction Millwrights and Industrial Mechanics (Except Textile)	Ontario	12	12	0	0	0	0.0 %	0.0 %	0.0%	11.8 %	11.8 %	0.0 %			0	7	0 0	0 Ontario
9231 : Central Control and Process Operators, Mineral and Metal Processing	Ontario	ω	ω	0	0	0	0.0 %	0.0 %	0.0 %	9.3 %	9.3 %	0.0 %	0	0	0	0 0	0	0 Ontario
10 : Clerical Personnel		24	22 -2	2 0	0	0	0.0 %	0.0 %	0.0 %	2.4 %	2.2 %	-0.2 %	_	0	7	0	_	
Employment Equity Occupational Group	Ont. less CMAs	18	18	0 0	0	0	0.0 %	0.0 %	0.0 %	1.6 %	1.6 %	0.0 %	0	0	0	0 0	0 0	0 Ont. less CMAs
Employment Equity Occupational Group	St. Catharines - Niagara	0	4 4	0	0	0	0.0 %	0.0 %	0.0%	5.0 %	5.0 %	0.0 %	0	0	0	0	0	0 St. Catharines - Niagara
11 : Intermediate Sales and Service Personnel		٦		0	0	0	0.0 %	0.0 %	0.0 %	7.8 %	7.8 %	0.0 %	0	0	0	0 0	0	
Employment Equity Occupational Group	St. Catharines - Niagara	_		0 0	0	0	0.0 %	0.0 %	0.0 %	7.8 %	7.8 %	0.0 %	0	0	0	0 0	0 7 %	0 St. Catharines Niagara
12 : Semi-Skilled Manual Workers		28	28	0 0	0	0	0.0 %	0.0 %	0.0 %	6.0 %	6.0 %	0.0 %	2	22	0	2 2	0	
Employment Equity Occupational Group	Ont. less CMAs	ō	0	0	0	0	0.0 %	0.0 %	0.0 %	2.5 %	2.5 %	0.0 %	0	0	0	0	0 0	0 Ont. less CMAs
Employment Equity Occupational Group	St. Catharines - Niagara	22	22	0 0	0	0	0.0 %	0.0 %	0.0 %	6.9 %	6.9 %	0.0%	2	20	0	2 2	0	0 St. Catharines - Niagara
14 : Other Manual Workers		23	23	0	0	0	0.0 %	0.0 %	0.0%	7.2 %	7.2 %	0.0%	2	N	0	2 2	0	
Employment Equity Occupational Group	St. Catharines - Niagara	23	23	0	0	0	0.0 %	0.0 %	0.0 %	7.2 %	7.2 %	0.0 %	2	2	0	<i>2</i>	0	0 St. Catharines - Niagara
Total		279 2	262 -17	7 2	ω		0.7 %	11%	0.4%	146%	143%	-0.3 %	42	38	4	-40 -35	5	

Total may not equal sum of components due to rounding.

Source: 2006 Census of Canada and Employer's Internal Data

Persons with Disabilities

									Persons v	with Disabilitie	Š						
Internal Location	All Emp	oyees			Represer	ntation						Ų			6	ap	Recruitment Area
	2009-07-16 2010-0			3 2010-07-16	Change	2009-07-16 2	-	_	09-07-16 20	-	hange 20)9-07-16 201	\neg	_	9-07-16 2010	$\overline{}$	6
	#	#	#	#	*	%	%	%	%	%	%	#	#	*	#	#	
National	17	16	7	2 2	0	11.8 %	12.5 %	0.7 %	3.2 %	3.2 %	0.0 %		_	0		_	0 National
National	13	13	0		0	7.7 %	7.7 %	0.0 %	4.5 %	4.5 %	0.0 %	_	_	0	0	0	0 National
National	27	27	0	2 2	0	7.4 %	7.4 %	0.0 %	4.8 %	4.8 %	0.0 %	_	_	0		_	0 National
National	2	N	0	0	0	0.0 %	0.0 %	0.0 %	9.5 %	9.5 %	0.0 %	0	0	0	0	0	0 National
National	12	1	7	0 0	0	0.0 %	0.0 %	0.0 %	4.6 %	4.6 %	0.0 %	_	_	0	7	7	0 National
National	ω	4		0 0	0	0.0 %	0.0 %	0.0 %	2.6 %	2.6 %	0.0 %	0	0	0	0	0	0 National
National	_	_	0	0 0	0	0.0 %	0.0 %	0.0 %	5.6 %	5.6 %	0.0 %	0	0	0	0	0	0 National
National	128	114		8	-2	6.3 %	5.3 %	-1.0 %	5.3 %	5.3 %	0.0 %	7	0	7		0	4 National
National	24	22	-2	2 2	0	8.3 %	9.1 %	0.8 %	4.4 %	4.4 %	0.0%		_	0			0 National
National	_	ے	0	0 0	0	0.0 %	0.0 %	0.0 %	5.3 %	5.3 %	0.0 %	0	0	0	0	0	0 National
National	28	28	0	3	0	10.7 %	10.7 %	0.0 %	5.5 %	5.5 %	0.0 %	2	N	0			0 National
National	23	23	0	2 2	0	8.7 %	8.7 %	0.0 %	5.2 %	5.2 %	0.0 %	_	_	0	_	_	0 National
	279	262		0 18	-2	7.2 %	6.9 %	-0.3 %	5.0 %	5.0 %	-0.0%	15	14	7	51	4	-
	Internal Location National National	Location 2009-07-16 # 11 11 12 12 12 12 12 12 12 12 12 12 12	All Employees Change	Location All Employees 2009-07-16 2010-07-16 Change 2009-07-1 # # # # # # 11 11 10 -1 27 27 27 0 12 11 -1 12 111 -1 13 4 1 1 14 1 1 17 4 1 1 18 114 -14 19 28 28 0 27 28 28 0 27 29 282 -17	All Employees 2009-07-16 2010-07-1	Coation All Employees Repress Repress	Coation All Employees Repress Repress	Location All Employees Representation 2009.07-16 2010-07-16 Change 2009-07-16 Change 2009-07-16 Change 2009-07-16 2010-07-16	Location All Employees Representation Representat	Location All Employees Representation 2009.07.16 2010.07.16 Change 2009.07.16 Change 2009.07	Part Part	Location All Employees Representation Persona with Disabilities Persona with	Location All Employees Representation Persona with Disabilities Persona with	Location All Employees Representation Regiment Regiment	Location All Employees Representation Representat	Location All Employees Representation Representat	Location All Employees Color All Employees C

Total may not equal sum of components due to rounding.

Source: 2006 Participation and Activity Limitation Survey (PALS) and Employer's Internal Data

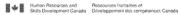
2010-07-16

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WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Date #1: 2009-07-16 Date #2: 2010-07-16	Workforce Analysis - Comparison Detailed Repo	Workplace Equity Information Management System - IMT Partnersh
Date #2: 2010-07-16	nparison Detailed Repo	agement System - IMT Partnersh

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



Workplace Equity Information Management System - IMT Partnership Workforce Analysis - Comparison Detailed Report Date #1: 2009-07-16 Date #2: 2010-07-16

WFA Defaults - Persons with Disabilities

Perform Analysis By	Recruitment Area
EEOG	National
	EEOG EEOG EEOG EEOG EEOG EEOG EEOG EEOG

2010-07-16 Page 9 of 9 Canada



Workplace Equity Information Management System - R&G Holdings Corp & Flannery Investments Inc.

Workforce Analysis - Comparison Summary Report Date #1 (YYYY-MM-DD): 2010-07-16 Date #2 (YYYY-MM-DD): 2018-03-05

Women

											Women							
Employment Equity Occupational Group		All Employee	s			Repres	entation					Availa	ability				Gap	
	2010-07-16	2018-03-05	Change	2010-07-16	2018-03-05	Change	2010-07-16	2018-03-05	Change	2010-07-16	2018-03-05	Change	2010-07-16	2018-03-05	Change	2010-07-16	2018-03-05	Change
	#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#
01 : Senior Managers	6	6	() 2	2 3	1	33.3 %	50.0 %	16.7 %	24.2 %	27.4 %	3.2 %	1	2	1	1	1	
02 : Middle and Other Managers	11	16		5 1	3	2	9.1 %	18.8 %	9.7 %	39.1 %	38.9 %	-0.2 %	4	6	2	-3	-3	
03 : Professionals	11	6	-5	5 2	2 3	1	18.2 %	50.0 %	31.8 %	27.2 %	35.6 %	8.4 %	3	2	-1	-1	1	
04 : Semi-Professionals and Technicians	28	27	-1	1 (0	C	0.0 %	0.0 %	0.0 %	12.1 %	11.4 %	-0.7 %	3	3	C	-3	-3	
05 : Supervisors	2	2	() 1	1	C	50.0 %	50.0 %	0.0 %	63.4 %	58.9 %	-4.5 %	1	1	С	0	0	
06 : Supervisors: Crafts and Trades	8	7	-1	1 1	0	-1	12.5 %	0.0 %	-12.5 %	5.5 %	10.9 %	5.4 %	0	1	1	1	-1	
07 : Administrative and Senior Clerical Personnel	4	6	2	2 3	3	C	75.0 %	50.0 %	-25.0 %	87.3 %	87.1 %	-0.2 %	3	5	2	0	-2	
08 : Skilled Sales and Service Personnel	1	0	-1	1 (0	C	0.0 %	0.0 %	0.0 %	28.5 %	0.0 %	-28.5 %	0	0	С	0	0	
09 : Skilled Crafts and Trades Workers	104	102	-2	2 3	6	3	2.9 %	5.9 %	3.0 %	4.9 %	3.8 %	-1.1 %	5	4	-1	-2	2	
10 : Clerical Personnel	21	15	-6	3 15	5 11	-4	71.4 %	73.3 %	1.9 %	75.0 %	71.3 %	-3.7 %	16	11	-5	-1	0	
11 : Intermediate Sales and Service Personnel	1	1	() 1	1	C	100.0 %	100.0 %	0.0 %	69.0 %	66.9 %	-2.1 %	1	1	С	0	0	
12 : Semi-Skilled Manual Workers	28	21	-7	7 (0	C	0.0 %	0.0 %	0.0 %	21.1 %	18.2 %	-2.9 %	6	4	-2	-6	-4	
14 : Other Manual Workers	23	27	4	1 (1	1	0.0 %	3.7 %	3.7 %	18.8 %	14.9 %	-3.9 %	4	4	C	-4	-3	
Total	248	236	-12	2 29	32	3	11.7 %	13.6 %	1.9 %	19.9 %	18.4 %	-1.6 %	47	44	-3	-18	-12	

Total may not equal sum of components due to rounding.

Sources: 2006 Census and employer's internal data

2018-03-05

Canada

Workplace Equity Information Management System - R&G Holdings Corp & Flannery Investments Inc. Workforce Analysis - Comparison Summary Report Date #1 (YYYY-MM-DD): 2010-07-16 Date #2 (YYYY-MM-DD): 2018-03-05

Aboriginal Peoples

										Abori	Aboriginal Peoples	•						
Employment Equity Occupational Group	Alle	All Employees			_	Representation	Š					Availability	lity				Gap	
	2010-07-16 2018-03-05		Change 2010-07-16	7-16 2018-03-05	\neg	Change 2010	2010-07-16 2018	2018-03-05 Ch	Change 20	2010-07-16 2	2018-03-05	Change 2	2010-07-16 2018-03-05		Change 2	2010-07-16 2018-03-05	\neg	Change
	#	#	#	*		#	%	%	%	%	%	%	#	#	#	#	#	#
01 : Senior Managers	o	o	0	_		0	16.7 %	16.7 %	0.0 %	2.4 %	2.9 %	0.5%	0	0	0			0
02 : Middle and Other Managers	1	16	O1	0	0	0	0.0 %	0.0 %	0.0 %	1.9 %	2.2 %	0.3 %	0	0	0	0	0	0
03 : Professionals	1	o	ბი	0	0	0	0.0 %	0.0 %	0.0%	0.9 %	1.5 %	0.6 %	0	0	0	0	0	0
04 : Semi-Professionals and Technicians	28	27	7	0	0	0	0.0 %	0.0 %	0.0%	0.7 %	2.9 %	2.2 %	0	_	_	0	۵	_
05 : Supervisors	2	2	0	0	0	0	0.0 %	0.0 %	0.0 %	1.4 %	1.4 %	0.0%	0	0	0	0	0	0
06 : Supervisors: Crafts and Trades	co	7	7	0	0	0	0.0 %	0.0 %	0.0 %	2.1 %	2.4 %	0.3 %	0	0	0	0	0	0
07 : Administrative and Senior Clerical Personnel	4	o	2	0	0	0	0.0 %	0.0 %	0.0 %	3.6 %	4.1%	0.5 %	0	0	0	0	0	0
08 : Skilled Sales and Service Personnel	_	0	5	0	0	0	0.0 %	0.0 %	0.0 %	0.6 %	0.0 %	-0.6%	0	0	0	0	0	0
09 : Skilled Crafts and Trades Workers	104	102	1/2	0			0.0 %	1.0 %	1.0 %	1.3 %	2.7 %	1.4 %	_	ω	2	<u>.</u>	-2	_
10 : Clerical Personnel	21	15	გ	0	0	0	0.0 %	% 0.0	0.0 %	3.7 %	3.5 %	-0.2 %		_	0	<u> </u>	<u>.</u>	0
11 : Intermediate Sales and Service Personnel	_		0	0	0	0	0.0 %	% 0.0	0.0 %	2.1 %	2.2 %	0.1 %	0	0	0	0	0	0
12 : Semi-Skilled Manual Workers	28	21	-7	0	0	0	0.0 %	0.0 %	0.0 %	2.7 %	2.8 %	0.1 %	_		0	<u>.</u>	<u>.</u>	0
14 : Other Manual Workers	23	27	4	0	0	0	0.0 %	0.0 %	0.0%	2.3 %	2.5 %	0.2 %	_	_	0	ᅩ	7	0
Total	248	236	-12		2		0.4 %	0.9 %	0.5 %	1.8 %	2.7 %	0.9%	4	7	ω	ట	Ġ.	-2

Total may not equal sum of components due to rounding.

Sources: 2006 Census and employer's internal data

2018-03-05

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Members of Visible Minorities

										Members	Members of Visible Minorities	orities						
Employment Equity Occupational Group	AII	All Employees			71	Representation	tion					Availability	bility				Gap	
	2010-07-16 2018-03-05		Change 201	2010-07-16 2018-03-05	\neg	Change 20	2010-07-16 20	2018-03-05	Change	2010-07-16	2018-03-05	Change	2010-07-16 2018-03-05	2018-03-05	Change	2010-07-16	2018-03-05	Change
	#	*	#	#		#	%	%	%	%	%	%	#	#	#	*	*	#
01 : Senior Managers	ō	o	0	0	0	0	0.0 %	0.0 %	0.0 %	8.7 %	10.1 %	1.4 %	_	_	0	_	_	0
02 : Middle and Other Managers	3	16	Ø1	0	_		0.0 %	6.3 %	6.3 %	14.0 %	15.0 %	1.0 %	2	2	0	-2	-	_
03 : Professionals	1	0	ბ	ω	2	4	27.3 %	33.3 %	6.0%	22.2 %	25.2 %	3.0 %	2	2	0	_	0	-
04 : Semi-Professionals and Technicians	28	27	ᅩ	0	ω	ω	0.0 %	11.1 %	11.1 %	15.8 %	15.5 %	-0.3 %	4	4	0	4	<u>.</u>	ω
05 : Supervisors	2	2	0	0	0	0	0.0 %	0.0 %	0.0%	3.3 %	7.0 %	3.7 %	0	0	0	0	0	0
06 : Supervisors: Crafts and Trades	8	7	77	0	0	0	0.0 %	0.0 %	0.0 %	13.2 %	13.3 %	0.1 %	_	_	0	<u>.</u>	<u>.</u>	0
07 : Administrative and Senior Clerical Personnel	4	o	2	0			0.0 %	16.7%	16.7 %	1.2 %	1.6 %	0.4 %	0	0	0	0	_	_
08 : Skilled Sales and Service Personnel	_	0	7	0	0	0	0.0 %	0.0 %	0.0 %	17.0 %	0.0 %	-17.0 %	0	0	0	0	0	0
09 : Skilled Crafts and Trades Workers	104	102	'n	0	4	4	0.0 %	3.9 %	3.9 %	20.0 %	20.5 %	0.5%	21	21	0	-21	-17	4
10 : Clerical Personnel	21	15	გ	0	0	0	0.0 %	0.0 %	0.0%	2.2 %	3.3 %	1.1 %	0	0	0	0	0	0
11 : Intermediate Sales and Service Personnel			0	0	0	0	0.0 %	0.0 %	0.0 %	7.8 %	7.6 %	-0.2 %	0	0	0	0	0	0
12 : Semi-Skilled Manual Workers	28	21	-7	0	0	0	0.0 %	0.0 %	0.0%	5.7 %	5.2 %	-0.5 %	2	_		έ.	<u>.</u>	_
14 : Other Manual Workers	23	27	4	0	0	0	0.0 %	0.0 %	0.0%	7.2 %	7.7 %	0.5 %	2	2	0	-2	-2	0
Total	248	236	-12	ω	1	00	1.2 %	4.7 %	3.4 %	14.1 %	14.6 %	0.6%	35	34	ᅩ	-32	-23	9

Total may not equal sum of components due to rounding.

Sources: 2006 Census and employer's internal data

2018-03-05

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Persons with Disabilities

										מוס מונוו בוסמב							
	All Employees				Represe	entation						ability				Gap	
2010-07-16		_	2010-07-16	_	_	2010-07-16	2018-03-05	Change									
#	*	#	#	*	*	%	%	%	%	%	%	*	*	*	#	#	*
17	22	5	ဒ	4	_	17.6 %	18.2 %	0.6%	3.2 %	4.3 %	1.1 %		_	0	2	3	_
=======================================	0	ტ	0	0	0	0.0 %	0.0 %	0.0 %	4.5 %	3.8 %	-0.7 %	0		0	0	0	0
28	3 27	4	_	0	<u>ئ</u>	3.6 %	0.0 %	-3.6%	4.8 %	4.6 %	-0.2 %		_	0	0	_	
	2	0	0	0	0	0.0 %	0.0 %	0.0 %	9.5 %	13.9 %	4.4 %				0	0	0
8	8 7	4	0	0	0	0.0 %	0.0 %	0.0%	4.6 %	7.8 %	3.2 %		_	_	0	_	
	6	2	0	0	0	0.0 %	0.0 %	0.0%	2.6 %	3.4 %	0.8 %			0	0	0	0
	0		0	0	0	0.0 %	0.0 %	0.0%	5.6 %	3.5 %	-2.1%		0	0	0	0	0
104	102	ΐ	7	4	ώ	6.7 %	3.9 %	-2.8 %	5.3 %	3.8 %	-1.5 %					0	
21	15	გ	N		ᅩ	9.5 %	6.7 %	-2.8 %	4.4 %	7.0 %	2.6%		_	0		0	-1
	_	0	0	0	0	0.0 %	0.0 %	0.0 %	5.3 %	5.6 %	0.3 %			0	0	0	0
28	21	-7	4	2	-2	14.3 %	9.5 %	4.8%	5.5 %	4.8 %	-0.7 %	N			2	_	
23	3 27	4	2		ئ	8.7 %	3.7 %	-5.0%	5.2 %	5.3 %	0.1%		_	0	_	0	-
248	236	-12	19	12	-7	7.6 %	5.1 %	-2.6%	5.0 %	4.6 %	-0.4 %	12			2 7	2	Ġ
	2010-07-46 # 111 111 128 8 8 8 4 4 4 1 1 1 1 1 1 1 1 1 1 1 1 1 1	All Employees 7-16 2018-03-05 # 27 17 #22 11	12 4 4 0 6 10 1 2 1 0 1 6 6	Change # 17 4 4 0 6 6 6 4 2 2 4 0 4 6 6	S Change 2010-07-16 2018-03-05 # # # # # # # # # # # # # # # # # # #	Represe Repr	Represe Repr	Representation Repr	Representation Repr	Representation Repr	Representation Repr	Septembrie Part P	Septembrie Part P	Representation Repr	Representation Repr	Change C	Change Chiange Chian

Total may not equal sum of components due to rounding.

Sources: 2006 Participation and Activity Limitation Survey and employer's internal data

2018-03-05

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Workplace Equity Information Management System - R&G Holdings Corp & Flannery Investments Inc.

Workforce Analysis - Comparison Summary Report

Date #1 (YYYY-MM-DD): 2010-07-16 Date #2 (YYYY-MM-DD): 2018-03-05

VF A
VFA Defaults -
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Women, Aborig
Aboriginal
jinal Peoples and V
Visible Minorities

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

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WFA Defaults - Persons with Disabilities

14 : Other Manual Workers	12 : Semi-Skilled Manual Workers	11 : Intermediate Sales and Service Personnel	10 : Clerical Personnel	09 : Skilled Crafts and Trades Workers	08 : Skilled Sales and Service Personnel	07 : Administrative and Senior Clerical Personnel	06 : Supervisors: Crafts and Trades	05 : Supervisors	04 : Semi-Professionals and Technicians	03 : Professionals	01/02 : Managers	Employment Equity Occupational Group
EEOG	EEOG	EEOG	EEOG	EEOG	EEOG	EEOG	EEOG	EEOG	EEOG	EEOG	EEOG	Perform Analysis By
National	National	National	National	National	National	National	National	National	National	National	National	Recruitment Area

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