



## Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization R&G Holdings Corp & Flannery Investments Inc	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) IMT Partnership	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 3329 and 3321	Total number of employees in Canada (Full-Time/Part-Time/Temporary)    300  To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm</a>

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 347 King Street, West	City Ingersoll	Province ON	Postal Code N5C 3K6
	Telephone Number 519-485-2210	Fax Number 519-485-7508	

EMPLOYMENT EQUITY CONTACT	
Name (print) Angelene BAne	Title Human Resources Manager
Telephone Number 519-485-2210	E-mail Address abane@imtcorporation.com

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

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Angelene Bane	Title Human Resource Manager
Telephone Number 519-485-2210	E-mail Address abane@imtcorporation.com
Signature [REDACTED]	Date 4/24/14

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



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				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS  
Full-Time / National

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: \$100,000 and over Bottom Range: \$ 90,000 - \$94,999	4	3	3										
	3	1		1	1		1	1		1			
	2												
	1	2		2									
	<b>Total</b>	6	3	3	1		1	1		1			
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over Bottom Range: \$ 60,000 - \$64,999	4	3	3										
	3	2	1	1									
	2	4	3	1				1		1	1	1	
	1	7	6	1				2	2				
	<b>Total</b>	16	13	3				3	2	1	1	1	
<b>Professionals</b>  Top Range: \$ 90,000 - \$94,999 Bottom Range: \$ 45,000 - \$49,999	4	2	2								1	1	
	3												
	2	1		1									
	1	2	1	1									
	<b>Total</b>	5	3	2								1	1
<b>Semi-Professionals and Technicians</b>  Top Range: \$100,000 and over Bottom Range: \$ 40,000 - \$44,999	4	1	1										
	3												
	2												
	1	26	26								3	3	
	<b>Total</b>	27	27									3	3



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Supervisors</b>  Top Range: \$ 70,000 - \$74,999  Bottom Range: \$ 55,000 - \$59,999	4	1		1									
	3												
	2												
	1	1	1										
	<b>Total</b>	2	1	1									
<b>Supervisors: Crafts and Trades</b>  Top Range: \$ 80,000 - \$84,999  Bottom Range: \$ 50,000 - \$54,999	4	1	1										
	3												
	2	5	5										
	1	2	2										
	<b>Total</b>	8	8										
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 70,000 - \$74,999  Bottom Range: \$ 35,000 - \$39,999	4	2	1	1									
	3	1	1										
	2	2		2									
	1	1	1								1	1	
	<b>Total</b>	6	3	3							1	1	
<b>Skilled Crafts and Trades Workers</b>  Top Range: \$ 65,000 - \$69,999  Bottom Range: \$ 40,000 - \$44,999	4	67	64	3				3	3		2	2	
	3	9	9										
	2	8	7	1				1	1				
	1	21	19	2	1	1					2	2	
	<b>Total</b>	105	99	6	1	1		4	4		4	4	

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Clerical Personnel</b>  Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 25,000 - \$29,999	4	4	3	1				1	1				
	3	3	1	2									
	2	5		5									
	1	3		3									
	<b>Total</b>	<b>15</b>	<b>4</b>	<b>11</b>				<b>1</b>	<b>1</b>				
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 45,000 - \$49,999	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>									
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 55,000 - \$59,999 Bottom Range: \$ 45,000 - \$49,999	4	6	6					1	1				
	3	10	10										
	2	4	4					1	1				
	1	1	1										
	<b>Total</b>	<b>21</b>	<b>21</b>					<b>2</b>	<b>2</b>				
<b>Other Manual Workers</b>  Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 45,000 - \$49,999	4	3	3										
	3	16	16										
	2	4	4					1	1				
	1	4	3										
	<b>Total</b>	<b>27</b>	<b>26</b>	<b>1</b>				<b>1</b>	<b>1</b>				



**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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total Number of Employees</b>		<b>239</b>	<b>208</b>	<b>31</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>12</b>	<b>10</b>	<b>2</b>	<b>10</b>	<b>10</b>	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS  
Full-Time / Ontario

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: \$100,000 and over Bottom Range: \$ 90,000 - \$94,999	4	3	3										
	3	1		1	1		1	1		1			
	2												
	1	2		2									
	<b>Total</b>		6	3	3	1		1	1		1		
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over Bottom Range: \$ 60,000 - \$64,999	4	3	3										
	3	2	1	1									
	2	4	3	1				1		1	1	1	
	1	7	6	1				2	2				
	<b>Total</b>		16	13	3			3	2	1	1	1	
<b>Professionals</b>  Top Range: \$ 90,000 - \$94,999 Bottom Range: \$ 45,000 - \$49,999	4	2	2								1	1	
	3												
	2	1		1									
	1	2	1	1									
	<b>Total</b>		5	3	2							1	1
<b>Semi-Professionals and Technicians</b>  Top Range: \$100,000 and over Bottom Range: \$ 40,000 - \$44,999	4	1	1										
	3												
	2												
	1	26	26								3	3	
	<b>Total</b>		27	27								3	3

**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

007662

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13			
<b>Supervisors</b>  Top Range: \$ 70,000 - \$74,999 Bottom Range: \$ 55,000 - \$59,999	4	1		1												
	3															
	2															
	1		1													
	<b>Total</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>											
<b>Supervisors: Crafts and Trades</b>  Top Range: \$ 80,000 - \$84,999 Bottom Range: \$ 50,000 - \$54,999	4	1	1													
	3															
	2	5	5													
	1	2	2													
	<b>Total</b>	<b>8</b>	<b>8</b>													
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 70,000 - \$74,999 Bottom Range: \$ 35,000 - \$39,999	4	2	1	1												
	3	1	1													
	2	2		2												
	1	1	1													
	<b>Total</b>	<b>6</b>	<b>3</b>	<b>3</b>												
<b>Skilled Crafts and Trades Workers</b>  Top Range: \$ 65,000 - \$69,999 Bottom Range: \$ 40,000 - \$44,999	4	67	64	3			3	3				2	2			
	3	9	9													
	2	8	7	1			1	1								
	1	21	19	2	1	1						2	2			
	<b>Total</b>	<b>105</b>	<b>99</b>	<b>6</b>	<b>1</b>	<b>1</b>		<b>4</b>	<b>4</b>			<b>4</b>	<b>4</b>			



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

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

007663

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities			
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13	
<b>Clerical Personnel</b>  Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 25,000 - \$29,999	4	4	3	1										
	3	3	1	2										
	2	5		5										
	1	3		3										
	<b>Total</b>	<b>15</b>	<b>4</b>	<b>11</b>				<b>1</b>	<b>1</b>					
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 45,000 - \$49,999	4													
	3													
	2													
	1	1	1	1										
	<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>										
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 55,000 - \$59,999 Bottom Range: \$ 45,000 - \$49,999	4	6	6					1	1					
	3	10	10											
	2	4	4					1	1					
	1	1	1											
	<b>Total</b>	<b>21</b>	<b>21</b>					<b>2</b>	<b>2</b>					
<b>Other Manual Workers</b>  Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 45,000 - \$49,999	4	3	3											
	3	16	16											
	2	4	4					1	1					
	1	4	3											
	<b>Total</b>	<b>27</b>	<b>26</b>	<b>1</b>				<b>1</b>	<b>1</b>					



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS  
Full-Time / Ontario

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total Number of Employees</b>		<b>239</b>	<b>208</b>	<b>31</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>12</b>	<b>10</b>	<b>2</b>	<b>10</b>	<b>10</b>	



**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / National**  
**Reporting Period 2010-07-16 to 2018-02-12**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 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			
<b>Total Number of Employees</b>	<b>239</b>	<b>208</b>	<b>31</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>12</b>	<b>10</b>	<b>2</b>	<b>10</b>	<b>10</b>	



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 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			
<b>Total Number of Employees</b>	<b>239</b>	<b>208</b>	<b>31</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>12</b>	<b>10</b>	<b>2</b>	<b>10</b>	<b>10</b>	



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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	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									
<b>Total Number of Employees Hired</b>	<b>253</b>	<b>203</b>	<b>50</b>	<b>1</b>	<b>1</b>		<b>4</b>	<b>4</b>		<b>24</b>	<b>22</b>	<b>2</b>



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

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

**Temporary / National**

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	1		1									
<b>Semi-Professionals and Technicians</b>	1	1										
<b>Total Number of Employees Hired</b>	<b>2</b>	<b>1</b>	<b>1</b>									



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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Ontario

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	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									
<b>Total Number of Employees Hired</b>	<b>253</b>	<b>203</b>	<b>50</b>	<b>1</b>	<b>1</b>		<b>4</b>	<b>4</b>		<b>24</b>	<b>22</b>	<b>2</b>



**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**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	1		1									
<b>Semi-Professionals and Technicians</b>	1	1										
<b>Total Number of Employees Hired</b>	<b>2</b>	<b>1</b>	<b>1</b>									





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

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**

**Full-Time / National**

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

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Senior Managers</b>	3	1	2	1		1	1		1			
<b>Middle and Other Managers</b>	4	2	2				2	1	1			
<b>Semi-Professionals and Technicians</b>	3	3										
<b>Supervisors: Crafts and Trades</b>	1	1										
<b>Administrative and Senior Clerical Personnel</b>	1	1										
<b>Total Number of Employees Promoted</b>	12	8	4	1		1	3	1	2			
<b>Total Number of Promotions</b>	13	8	5	1		1	4	1	3			



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

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**

**Full-Time / Ontario**

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

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Senior Managers</b>	3	1	2	1		1	1		1			
<b>Middle and Other Managers</b>	4	2	2				2	1	1			
<b>Semi-Professionals and Technicians</b>	3	3										
<b>Supervisors: Crafts and Trades</b>	1	1										
<b>Administrative and Senior Clerical Personnel</b>	1	1										
<b>Total Number of Employees Promoted</b>	12	8	4	1		1	3	1	2			
<b>Total Number of Promotions</b>	13	8	5	1		1	4	1	3			

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	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				
<b>Total Number of Employees Terminated</b>	<b>262</b>	<b>214</b>	<b>48</b>				<b>11</b>	<b>10</b>	<b>1</b>	<b>17</b>	<b>14</b>	<b>3</b>



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

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

**Temporary / National**

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

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



**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**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	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				
<b>Total Number of Employees Terminated</b>	<b>262</b>	<b>214</b>	<b>48</b>				<b>11</b>	<b>10</b>	<b>1</b>	<b>17</b>	<b>14</b>	<b>3</b>



**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**

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



## Workforce Analysis - Summary Report

Date: 2018-02-12

### Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		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
<b>Total</b>	<b>239</b>	<b>31</b>	<b>13.0 %</b>	<b>18.2 %</b>	<b>44</b>	<b>-13</b>

Total may not equal sum of components due to rounding.

## Workforce Analysis - Summary Report

Date: 2018-02-12

### Aboriginal Peoples

Employment Equity Occupational Group	All Employees		Aboriginal Peoples			
	#	Representation %	Availability %	Availability #	Gap #	
01 : Senior Managers	6	16.7 %	2.9 %	0	1	
02 : Middle and Other Managers	16	0.0 %	2.2 %	0	0	
03 : Professionals	5	0.0 %	1.6 %	0	0	
04 : Semi-Professionals and Technicians	27	0.0 %	2.9 %	1	-1	
05 : Supervisors	2	0.0 %	1.4 %	0	0	
06 : Supervisors: Crafts and Trades	8	0.0 %	2.4 %	0	0	
07 : Administrative and Senior Clerical Personnel	6	0.0 %	4.1 %	0	0	
09 : Skilled Crafts and Trades Workers	105	1.0 %	2.7 %	3	-2	
10 : Clerical Personnel	15	0.0 %	3.5 %	1	-1	
11 : Intermediate Sales and Service Personnel	1	0.0 %	2.2 %	0	0	
12 : Semi-Skilled Manual Workers	21	0.0 %	2.8 %	1	-1	
14 : Other Manual Workers	27	0.0 %	2.5 %	1	-1	
<b>Total</b>	<b>239</b>	<b>0.9 %</b>	<b>2.7 %</b>	<b>7</b>	<b>-5</b>	

Total may not equal sum of components due to rounding.



**Workforce Analysis - Summary Report**

Date: 2018-02-12

**Members of Visible Minorities**

Employment Equity Occupational Group	All Employees		Members of Visible Minorities		Members of Visible Minorities		Gap #
	#	%	Representation #	%	Availability #	%	
01 : Senior Managers	6	0.0 %	0	0.0 %	1	10.1 %	-1
02 : Middle and Other Managers	16	6.3 %	1	6.3 %	2	15.0 %	-1
03 : Professionals	5	20.0 %	1	20.0 %	1	24.5 %	0
04 : Semi-Professionals and Technicians	27	11.1 %	3	11.1 %	4	15.5 %	-1
05 : Supervisors	2	0.0 %	0	0.0 %	0	7.0 %	0
06 : Supervisors: Crafts and Trades	8	0.0 %	0	0.0 %	1	13.2 %	-1
07 : Administrative and Senior Clerical Personnel	6	16.7 %	1	16.7 %	0	1.6 %	1
09 : Skilled Crafts and Trades Workers	105	3.8 %	4	3.8 %	22	20.6 %	-18
10 : Clerical Personnel	15	0.0 %	0	0.0 %	0	3.3 %	0
11 : Intermediate Sales and Service Personnel	1	0.0 %	0	0.0 %	0	7.6 %	0
12 : Semi-Skilled Manual Workers	21	0.0 %	0	0.0 %	1	5.2 %	-1
14 : Other Manual Workers	27	0.0 %	0	0.0 %	2	7.7 %	-2
<b>Total</b>	<b>239</b>	<b>4.2 %</b>	<b>10</b>	<b>4.2 %</b>	<b>34</b>	<b>14.7 %</b>	<b>-24</b>

Total may not equal sum of components due to rounding.

### Workforce Analysis - Summary Report

Date: 2018-02-12

Employment Equity Occupational Group	Persons with Disabilities		Persons with Disabilities		Availability	Gap
	All Employees	Representation	Availability	Gap		
	#	#	%	%	#	#
01/02 : Managers	22	4	18.2 %	4.3 %	1	3
03 : Professionals	5	0	0.0 %	3.8 %	0	0
04 : Semi-Professionals and Technicians	27	0	0.0 %	4.6 %	1	-1
05 : Supervisors	2	0	0.0 %	13.9 %	0	0
06 : Supervisors: Crafts and Trades	8	0	0.0 %	7.8 %	1	-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	1	6.7 %	7.0 %	1	0
11 : Intermediate Sales and Service Personnel	1	0	0.0 %	5.6 %	0	0
12 : Semi-Skilled Manual Workers	21	2	9.5 %	4.8 %	1	1
14 : Other- Manual Workers	27	1	3.7 %	5.3 %	1	0
<b>Total</b>	<b>239</b>	<b>12</b>	<b>5.0 %</b>	<b>4.6 %</b>	<b>10</b>	<b>2</b>

Total may not equal sum of components due to rounding.



**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



### 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

<b>Federal Contractors Program Achievement Report</b>
<b>Part 1: Workforce Analysis</b>
<b>R&amp;G Holdings Corp &amp; Flannery Investments Inc.</b>
<b>2018-03-05</b>

<b>Data from First/Previous Workforce Analysis</b>
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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	23

<b>Data from Subsequent/Current Workforce Analysis</b>
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↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	02	12

Employment Equity Occupational Group (EEOG)		<b>Table 1: Women</b>		
		First/Previous Workforce Analysis		
		All Employees	Women	
			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
<b>Total</b>		<b>355</b>	<b>60</b>	<b>22.9</b>

Employment Equity Occupational Group (EEOG)		<b>Table 5: Women</b>		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
			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	
<b>Total</b>		<b>239</b>	<b>31</b>	<b>18.2</b>

<b>* Source:</b>
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<b>* Source:</b>
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**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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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	23

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	02	12

**Table 2: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis		
	All Employees #	Aboriginal Peoples	
		Representation #	Availability* %
01 Senior Managers	12	1	2.90
02 Middle & Other Managers	21	0	2.20
03 Professionals	17	0	1.40
04 Semi-Professionals & Technicians	32	0	2.80
05 Supervisors	5	0	3.50
06 Supervisors: Crafts & Trades	14	0	2.00
07 Administrative & Senior Clerical Personnel	13	0	4.10
08 Skilled Sales & Service Personnel	1	0	1.00
09 Skilled Crafts & Trades Workers	150	1	2.70
10 Clerical Personnel	36	0	4.20
11 Intermediate Sales & Service Personnel	3	0	4.00
12 Semi-Skilled Manual Workers	24	0	3.00
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	27	0	2.50
<b>Total</b>	<b>355</b>	<b>2</b>	<b>2.8</b>

**Table 6: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Subsequent/Current Workforce Analysis		
	All Employees #	Aboriginal Peoples	
		Representation #	Availability* %
01 Senior Managers	6	1	2.9
02 Middle & Other Managers	16	0	2.2
03 Professionals	5	0	1.6
04 Semi-Professionals & Technicians	27	0	2.9
05 Supervisors	2	0	1.4
06 Supervisors: Crafts & Trades	8	0	2.4
07 Administrative & Senior Clerical Personnel	6	0	4.1
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	105	1	2.7
10 Clerical Personnel	15	0	3.5
11 Intermediate Sales & Service Personnel	1	0	2.2
12 Semi-Skilled Manual Workers	21	0	2.8
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	27	0	2.5
<b>Total</b>	<b>239</b>	<b>2</b>	<b>2.7</b>

\* Source: 0

\* Source: 0

**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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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	23

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	02	12

**Table 3: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis		
	All Employees	Members of Visible Minorities Representation	Availability*
	#	#	%
01 Senior Managers	12	0	10.10
02 Middle & Other Managers	21	0	15.00
03 Professionals	17	3	26.90
04 Semi-Professionals & Technicians	32	2	17.30
05 Supervisors	5	1	3.90
06 Supervisors: Crafts & Trades	14	0	16.20
07 Administrative & Senior Clerical Personnel	13	0	1.60
08 Skilled Sales & Service Personnel	1	0	20.80
09 Skilled Crafts & Trades Workers	150	7	21.00
10 Clerical Personnel	36	1	2.30
11 Intermediate Sales & Service Personnel	3	0	4.10
12 Semi-Skilled Manual Workers	24	0	4.80
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	27	0	7.70
<b>Total</b>	<b>355</b>	<b>14</b>	<b>14.9</b>

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Subsequent/Current Workforce Analysis		
	All Employees	Members of Visible Minorities Representation	Availability*
	#	#	%
01 Senior Managers	6	0	10.1
02 Middle & Other Managers	16	1	15.0
03 Professionals	5	1	24.5
04 Semi-Professionals & Technicians	27	3	15.5
05 Supervisors	2	0	7.0
06 Supervisors: Crafts & Trades	8	0	13.2
07 Administrative & Senior Clerical Personnel	6	1	1.6
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	105	4	20.6
10 Clerical Personnel	15	0	3.3
11 Intermediate Sales & Service Personnel	1	0	7.6
12 Semi-Skilled Manual Workers	21	0	5.2
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	27	0	7.7
<b>Total</b>	<b>239</b>	<b>10</b>	<b>14.7</b>

\* Source: 0

\* Source: 0

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

**Data from First/Previous Workforce Analysis**

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	23

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	5	3

**Table 4: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis		
	All Employees #	Persons with Disabilities	
		Representation #	Availability* %
01/02 Managers	33	3	4.30
03 Professionals	17	0	3.80
04 Semi-Professionals & Technicians	32	1	4.60
05 Supervisors	5	0	13.90
06 Supervisors: Crafts & Trades	14	0	7.80
07 Administrative & Senior Clerical Personnel	13	1	3.40
08 Skilled Sales & Service Personnel	1	0	3.50
09 Skilled Crafts & Trades Workers	150	5	3.80
10 Clerical Personnel	36	2	7.00
11 Intermediate Sales & Service Personnel	3	0	5.60
12 Semi-Skilled Manual Workers	24	3	4.80
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	27	1	5.30
<b>Total</b>	<b>355</b>	<b>16</b>	<b>4.7</b>

**Table 8: Persons with Disabilities**

	Subsequent/Current Workforce Analysis		
	All Employees #	Persons with Disabilities	
		Representation #	Availability* %
	22	4	4.3
	5	0	3.8
	27	0	4.6
	2	0	13.9
	8	0	7.8
	6	0	3.4
	0	0	0.0
	105	4	3.8
	15	1	7.0
	1	0	5.6
	21	2	4.8
	0	0	0.0
	27	1	5.3
	<b>239</b>	<b>12</b>	<b>4.6</b>

\* Source:

\* Source:



**Federal Contractors Program Achievement Report**  
**Part 2: Flow Data Analysis**  
**R&G Holdings Corp & Flannery Investments Inc.**

43164

Start Date of Flow Data			
YYYY	MM	DD	
2015	11	23	

End Date of Flow Data			
YYYY	MM	DD	
2018	02	12	

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 1: Women							
	Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
01 Senior Managers	6	1	0	0	3	2	0	0
02 Middle & Other Managers	19	2	0	0	4	2	0	0
03 Professionals	11	3	0	0	0	0	0	0
04 Semi-Professionals & Technicians	15	1	0	0	3	0	0	0
05 Supervisors	3	2	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	13	1	0	0	1	0	0	0
07 Administrative & Senior Clerical Personnel	11	4	0	0	1	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	138	12	0	0	0	0	0	0
10 Clerical Personnel	23	21	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	4	2	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0
14 Other Manual Workers	9	1	0	0	0	0	0	0
<b>Total</b>	<b>253</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>4</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**  
**Part 2: Flow Data Analysis**  
**R&G Holdings Corp & Flannery Investments Inc.**

43164

Start Date of Flow Data		
YYYY	MM	DD
2015	11	23

End Date of Flow Data		
YYYY	MM	DD
2018	02	12

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
01 Senior Managers	6	0	0	0	3	1	0	0	6	0	0	0
02 Middle & Other Managers	19	0	0	0	4	0	0	0	14	0	0	0
03 Professionals	11	0	0	0	0	0	0	0	17	0	0	0
04 Semi-Professionals & Technicians	15	0	0	0	3	0	0	0	16	0	0	0
05 Supervisors	3	0	0	0	0	0	0	0	3	0	0	0
06 Supervisors: Crafts & Trades	13	0	0	0	1	0	0	0	13	0	0	0
07 Administrative & Senior Clerical Personnel	11	0	0	0	1	0	0	0	9	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	1	0	0	0
09 Skilled Crafts & Trades Workers	138	1	0	0	0	0	0	0	137	0	0	0
10 Clerical Personnel	23	0	0	0	0	0	0	0	29	0	0	0
11 Intermediate Sales & Service Personnel	4	0	0	0	0	0	0	0	4	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0	0	0	0	0	8	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	9	0	0	0	0	0	0	0	5	0	0	0
<b>Total</b>	<b>253</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>262</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**  
**Part 2: Flow Data Analysis**  
**R&G Holdings Corp & Flannery Investments Inc.**

43164

Start Date of Flow Data		
YYYY	MM	DD
2015	11	23

End Date of Flow Data		
YYYY	MM	DD
2018	02	12

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
01 Senior Managers	6	0	0	0	3	1	0	0	6	0	0	0
02 Middle & Other Managers	19	1	0	0	4	2	0	0	14	0	0	0
03 Professionals	11	0	0	0	0	0	0	0	17	0	0	0
04 Semi-Professionals & Technicians	15	0	0	0	3	0	0	0	16	1	0	0
05 Supervisors	3	0	0	0	0	0	0	0	3	0	0	0
06 Supervisors: Crafts & Trades	13	0	0	0	1	0	0	0	13	0	0	0
07 Administrative & Senior Clerical Personnel	11	0	0	0	1	0	0	0	9	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	1	0	0	0
09 Skilled Crafts & Trades Workers	138	3	0	0	0	0	0	0	137	6	0	0
10 Clerical Personnel	23	0	0	0	0	0	0	0	29	1	0	0
11 Intermediate Sales & Service Personnel	4	0	0	0	0	0	0	0	4	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0	0	0	0	0	8	2	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	9	0	0	0	0	0	0	0	5	1	0	0
<b>Total</b>	<b>253</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>262</b>	<b>11</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**  
**Part 2: Flow Data Analysis**  
**R&G Holdings Corp & Flannery Investments Inc.**

43164

Start Date of Flow Data		
YYYY	MM	DD
2015	11	23

End Date of Flow Data		
YYYY	MM	DD
2018	02	12

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National All Employees Hired	Members of Visible Minorities Hired	Part-time / National All Employees Hired	Members of Visible Minorities Hired	Full-time / National All Employees Promoted	Members of Visible Minorities Promoted	Part-time / National All Employees Promoted	Members of Visible Minorities Promoted	Full-time / National All Employees Terminated	Members of Visible Minorities Terminated	Part-time / National All Employees Terminated	Members of Visible Minorities Terminated
01 Senior Managers	6	0	0	0	3	0	0	0	6	0	0	0
02 Middle & Other Managers	19	2	0	0	4	0	0	0	14	1	0	0
03 Professionals	11	3	0	0	0	0	0	0	17	5	0	0
04 Semi-Professionals & Technicians	15	3	0	0	3	0	0	0	16	0	0	0
05 Supervisors	3	1	0	0	0	0	0	0	3	1	0	0
06 Supervisors: Crafts & Trades	13	2	0	0	1	0	0	0	13	2	0	0
07 Administrative & Senior Clerical Personnel	11	1	0	0	1	0	0	0	9	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	1	0	0	0
09 Skilled Crafts & Trades Workers	138	11	0	0	0	0	0	0	137	7	0	0
10 Clerical Personnel	23	1	0	0	0	0	0	0	29	1	0	0
11 Intermediate Sales & Service Personnel	4	0	0	0	0	0	0	0	4	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0	0	0	0	0	8	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	9	0	0	0	0	0	0	0	5	0	0	0
<b>Total</b>	<b>253</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>262</b>	<b>17</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**  
Part 3: Goals

**R&G Holdings Corp & Flannery Investments Inc.**  
2018-03-05

007691

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

Employment Equity Occupational Group (EEOG)	All Employees										First/Previous Short-term Goals										Women			
	Number YYYY-MM-DD 2015-11-23	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD 2015-11-23	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years				
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Actual	Projected	Over 3 Years		From - To YYYY - YYYY	2015						2018	%	#	#
01 Senior Managers	12	20.6%		0	66.7%		0	3	0.0%		0	7	0	0	27.4%	0	0	0	25.0%	25.0%				
02 Middle & Other Managers	21	-8.7%		0	75.7%		0	1	0.0%		0	7	0	38.9%	-7	-7	0	4.8%	4.8%					
03 Professionals	17	-33.5%		0	154.5%		0	6	0.0%		0	0	0	38.1%	0	0	0	35.3%	35.3%					
04 Semi-Professionals & Tech	32	-5.5%		0	54.2%		0	0	0.0%		4	4	0	13.2%	-4	-4	0	0.0%	0.0%					
05 Supervisors	5	-26.3%		0	85.7%		0	3	0.0%		0	0	0	61.3%	0	0	0	60.0%	60.0%					
06 Supervisors: Crafts & Trades	14	-17.0%		0	118.2%		0	1	0.0%		1	0	0	14.7%	-1	-1	0	7.1%	7.1%					
07 Administrative & Sr Clerical	13	-22.7%		0	94.7%		0	7	0.0%		0	4	0	87.1%	-4	-4	0	53.8%	53.8%					
08 Skilled Sales & Service	1	-100.0%		0	200.0%		0	0	0.0%		0	0	0	28.7%	0	0	0	0.0%	0.0%					
09 Skilled Crafts & Trades	150	-11.2%		0	107.5%		0	8	0.0%		0	-2	0	3.9%	2	2	0	5.3%	5.3%					
10 Clerical Personnel	36	-25.3%		0	113.7%		0	28	0.0%		0	-2	0	71.9%	2	2	0	77.8%	77.8%					
11 Intermediate Sales & Service	3	-30.7%		0	200.0%		0	2	0.0%		0	4	0	70.6%	0	0	0	66.7%	66.7%					
12 Semi-Skilled Manual	24	-4.4%		0	35.6%		0	0	0.0%		4	4	0	18.5%	-4	-4	0	0.0%	0.0%					
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%		0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!					
14 Other Manual Workers	27	0.0%		0	18.5%		0	1	0.0%		3	3	0	14.9%	-3	-3	0	3.7%	3.7%					
Total	355	-12.4%		0	88.2%		0	60	0.0%		21	0	0	22.9%	-21	-21	0	16.9%	16.9%					

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis - Previous number of employees from Workforce Analysis) / 3 - 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.

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

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**

**R&G Holdings Corp & Flannery Investments Inc.**  
**2018-03-05**

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Number YYYY-MM-DD 2015-11-23	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD 2015-11-23	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Annual	Over 3 Years	From - To YYYY - YYYY		2015	2018					
		%	%	#	%	%	#			%	%	%		%	%					
01 Senior Managers	12	-20.6%		0	66.7%		0	0.0%	1	0.0%	0	-1	0	2.9%	1	1	8.3%	8.3%		
02 Middle & Other Managers	21	-8.7%		0	75.7%		0	0.0%	0	0.0%	0	0	0	2.2%	0	0	0.0%	0.0%		
03 Professionals	17	-33.5%		0	154.5%		0	0.0%	0	0.0%	0	0	0	1.4%	0	0	0.0%	0.0%		
04 Semi-Professionals & Tech	32	-5.5%		0	54.2%		1	0.0%	0	0.0%	1	-1	0	2.8%	-1	-1	0.0%	0.0%		
05 Supervisors	5	-26.3%		0	85.7%		0	0.0%	0	0.0%	0	0	0	3.5%	0	0	0.0%	0.0%		
06 Supervisors: Crafts & Trades	14	-17.0%		0	118.2%		0	0.0%	0	0.0%	0	0	0	2.0%	0	0	0.0%	0.0%		
07 Administrative & Sr Clerical	13	-22.7%		0	94.7%		1	0.0%	0	0.0%	0	-1	0	4.1%	-1	-1	0.0%	0.0%		
08 Skilled Sales & Service	1	-100.0%		0	200.0%		0	0.0%	0	0.0%	0	0	0	1.0%	0	0	0.0%	0.0%		
09 Skilled Crafts & Trades	150	-11.2%		0	107.5%		0	0.0%	1	0.0%	0	3	0	2.7%	-3	-3	0.7%	0.7%		
10 Clerical Personnel	36	-25.3%		0	113.7%		0	0.0%	0	0.0%	0	2	0	4.2%	-2	-2	0.0%	0.0%		
11 Intermediate Sales & Service	3	-30.7%		0	200.0%		0	0.0%	0	0.0%	0	0	0	4.0%	0	0	0.0%	0.0%		
12 Semi-Skilled Manual	24	-4.4%		0	35.6%		1	0.0%	0	0.0%	1	1	0	3.0%	-1	-1	0.0%	0.0%		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%		
14 Other Manual Workers	27	0.0%		0	18.5%		0	0.0%	0	0.0%	0	1	0	2.5%	-1	-1	0.0%	0.0%		
Total	355	-12.4%		0	88.2%		0	0.0%	2	0.0%	0	8	0	2.8%	-8	-8	0.6%	0.6%		

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

**Table 4: Aboriginal Peoples**

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

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**

**R&G Holdings Corp & Flannery Investments Inc.**  
**2018-03-05**

007693

**Data for First/Previous Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
		From Workforce Analysis	From Workforce Analysis	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis*	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K + C	(K - M + O) + (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	All Employees										Persons with Disabilities														
	Growth (New Positions)					Turnover (Replacement of Terminated Employees)					Anticipated Hires Over 3 Years					Turnover (Replacement of Terminated Employees)					Hires Over 3 Years				
	Number YYYY-MM-DD	Actual 2015-11-23	Annually %	Projected Annually %	Over 3 Years #	Actual Annually %	Projected Annually %	Over 3 Years #	Number YYYY-MM-DD	2015-11-23	Annually %	Over 3 Years #	Annually %	Over 3 Years #	From - To YYYY - YYYY	2015	2018	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years			
01/02 Managers	33	-14.6%	0	0	0	71.2%	0	3	0.0%	0	0	0	0	0	0	0	0	3.8%	2	2	9.1%	9.1%			
03 Professionals	17	-33.5%	0	0	0	154.5%	0	0	0.0%	0	1	0	0	0	0	0	0	4.6%	-1	-1	0.0%	0.0%			
04 Semi-Professionals & Tech	32	-5.5%	0	0	0	54.2%	0	1	0.0%	0	0	0	0	0	0	0	0	13.9%	0	-3	3.1%	3.1%			
05 Supervisors	5	-26.3%	0	0	0	85.7%	0	0	0.0%	0	1	0	0	0	0	0	0	7.8%	-1	0	0.0%	0.0%			
06 Supervisors: Crafts & Trades	14	-17.0%	0	0	0	118.2%	0	0	0.0%	0	1	0	0	0	0	0	0	3.4%	-1	0	0.0%	0.0%			
07 Administrative & Sr Clerical	13	-22.7%	0	0	0	94.7%	0	1	0.0%	0	0	0	0	0	0	0	0	3.5%	0	1	7.7%	7.7%			
08 Skilled Sales & Service	1	-100.0%	0	0	0	200.0%	0	0	0.0%	0	0	0	0	0	0	0	0	3.8%	0	0	0.0%	0.0%			
09 Skilled Crafts & Trades	150	-11.2%	0	0	0	107.5%	0	5	0.0%	0	1	0	0	0	0	0	0	7.0%	-1	-6	3.3%	3.3%			
10 Clerical Personnel	36	-25.3%	0	0	0	113.7%	0	2	0.0%	0	1	0	0	0	0	0	0	5.6%	-1	0	5.6%	5.6%			
11 Intermediate Sales & Service	3	-30.7%	0	0	0	200.0%	0	0	0.0%	0	0	0	0	0	0	0	0	4.8%	0	0	0.0%	0.0%			
12 Semi-Skilled Manual	24	-4.4%	0	0	0	35.6%	0	3	0.0%	0	-2	0	0	0	0	0	0	0.0%	2	3	12.5%	12.5%			
13 Other Sales & Service	0	0.0%	0	0	0	0.0%	0	0	0.0%	0	0	0	0	0	0	0	0	5.3%	0	0	0.0%	0.0%			
14 Other Manual Workers	27	0.0%	0	0	0	18.5%	0	1	0.0%	0	0	0	0	0	0	0	0	4.7%	0	0	3.7%	3.7%			
Total	335	-12.4%	0	0	0	88.2%	0	16	0.0%	0	0	0	0	0	0	0	0	#REF!	-1	#REF!	4.5%	4.5%			

† 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 Current Workforce Analysis x 100  
 \* Analysis = -2 x 100

**Table 6: Persons with Disabilities**

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

**Federal Contractors Program Achievement Report**  
Part 3: Goals

**R&G Holdings Corp & Flannery Investments Inc.**  
2018-03-05

007694

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

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	All Employees										Members of Visible Minorities													
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)			Hires Over 3 Years		3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	2015-11-23	2015-11-23	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	2015-11-23	2015-11-23	Actual	Projected	Over 3 Years	2015	2018									
	#	%	%	%	%	%	%	%	#	%	%	%	%	#	%									
01 Senior Managers	12	-20.6%	0	0	0	66.7%	0	0	0	0	0.0%	0	0	0	1	0	10.1%	-1	-1	0.0%	0.0%			
02 Middle & Other Managers	21	-8.7%	0	0	0	75.7%	0	0	0	0	0.0%	0	0	0	3	0	15.0%	-3	-3	0.0%	0.0%			
03 Professionals	17	-33.5%	0	0	0	154.5%	0	0	0	3	0.0%	0	0	0	2	0	26.9%	-2	-2	17.6%	17.6%			
04 Semi-Professionals & Tech	32	-5.5%	0	0	0	54.2%	0	0	0	2	0.0%	0	0	0	4	0	17.3%	-4	-4	6.3%	6.3%			
05 Supervisors	5	-26.3%	0	0	0	85.7%	0	0	0	1	0.0%	0	0	0	-1	0	3.9%	1	1	20.0%	20.0%			
06 Supervisors: Crafts & Trades	14	-17.0%	0	0	0	118.2%	0	0	0	0	0.0%	0	0	0	2	0	16.2%	-2	-2	0.0%	0.0%			
07 Administrative & Sr Clerical	13	-22.7%	0	0	0	94.7%	0	0	0	0	0.0%	0	0	0	0	0	1.6%	0	0	0.0%	0.0%			
08 Skilled Crafts & Service	1	-100.0%	0	0	0	200.0%	0	0	0	0	0.0%	0	0	0	0	0	20.8%	0	0	0.0%	0.0%			
09 Skilled Crafts & Trades	150	-11.2%	0	0	0	107.5%	0	0	0	7	0.0%	0	0	0	25	0	21.0%	-25	-25	4.7%	4.7%			
10 Clerical Personnel	36	-25.3%	0	0	0	113.7%	0	0	0	1	0.0%	0	0	0	0	0	2.3%	0	0	0.0%	0.0%			
11 Intermediate Sales & Service	3	-30.7%	0	0	0	200.0%	0	0	0	0	0.0%	0	0	0	0	0	4.1%	0	0	0.0%	0.0%			
12 Semi-Skilled Manual	24	-4.4%	0	0	0	35.6%	0	0	0	0	0.0%	0	0	0	1	0	4.8%	-1	-1	0.0%	0.0%			
13 Other Sales & Service	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0.0%	0.0%			
14 Other Manual Workers	27	0.0%	0	0	0	18.5%	0	0	0	0	0.0%	0	0	0	2	0	7.7%	-2	-2	0.0%	0.0%			
Total	355	-12.4%	0	0	0	88.2%	0	0	0	14	0.0%	0	0	0	39	0	14.9%	-39	-39	3.9%	3.9%			

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

**Table 8: Members of Visible Minorities**

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



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**R&G Holdings Corp & Flannery Investments Inc.**  
**2018-03-05**

007695

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

**Table 9: Women**

Employment Equity Occupational Group (EEOG)	All Employees													Subsequent/Current Short-term Goals												
	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years			Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years			3 Year Goals			Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years			
	Number YYYY-MM-DD	Actual 2015	Projected Annually	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	From - To YYYY - YYYY	2018	2021								
01 Senior Managers	6	-20.6%	0.0%	0	66.7%	0	0	0	0	0	0	0	0	0	0.0%	27.4%	1	1	50.0%	50.0%						
02 Middle & Other Managers	16	-8.7%	0.0%	0	75.7%	0	0	0	0	0	0	0	0	0	38.9%	38.9%	-3	-3	18.8%	18.8%						
03 Professionals	5	-33.5%	1.0%	0	154.5%	0	0	0	0	0	0	0	0	0	40.9%	40.9%	0	0	40.0%	40.0%						
04 Semi-Professionals & Tech	27	-5.5%	1.0%	1	54.2%	0	0	0	0	0	0	0	0	0	11.4%	11.4%	-3	-3	0.0%	0.0%						
05 Supervisors	2	-26.3%	0.0%	0	85.7%	0	0	0	0	0	0	0	0	0	58.9%	58.9%	0	0	50.0%	50.0%						
06 Supervisors: Crafts & Trades	8	-17.0%	0.0%	0	118.2%	0	0	0	0	0	0	0	0	0	10.2%	10.2%	-1	-1	0.0%	0.0%						
07 Administrative & Sr Clerical	6	-22.7%	0.0%	0	94.7%	0	0	0	0	0	0	0	0	0	87.1%	87.1%	-2	-2	50.0%	50.0%						
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	0.0%	0.0%						
09 Skilled Crafts & Trades	105	-11.2%	3.0%	9	107.5%	0	0	0	0	0	0	0	-2	0	3.8%	3.8%	2	2	5.7%	5.3%						
10 Clerical Personnel	15	-25.3%	0.0%	0	113.7%	0	0	0	0	0	0	0	0	0	71.3%	71.3%	0	0	73.3%	73.3%						
11 Intermediate Sales & Service	1	-30.7%	0.0%	0	200.0%	0	0	0	0	0	0	0	0	0	66.9%	66.9%	0	0	100.0%	100.0%						
12 Semi-Skilled Manual	21	-4.4%	0.0%	0	35.6%	0	0	0	0	0	0	0	4	0	18.2%	18.2%	-4	-4	0.0%	0.0%						
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%						
14 Other Manual Workers	27	0.0%	1.0%	1	18.5%	0	0	0	0	1	1	0	3	0	14.9%	14.9%	-3	-3	3.7%	3.0%						
Total	239	-12.4%	1.0%	0	88.2%	0	0	0	0	31	31	0	12	0	18.2%	18.2%	-12	-12	13.0%	13.0%						

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

**Table 10: Women**

Employment Equity Occupational Group (EEOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	38.9	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 recruit
02 Middle & Other Managers	11.4	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 recruit
03 Professionals	10.2	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
04 Semi-Professionals & Tech			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			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
06 Supervisors: Crafts & Trades			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			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
08 Skilled Sales & Service			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
09 Skilled Crafts & Trades			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 Clerical Personnel			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
11 Intermediate Sales & Service	18.2	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 recruit
12 Semi-Skilled Manual	14.9	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 recruit
13 Other Sales & Service	0.0	0.0%	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 recruit
14 Other Manual Workers	0.0	0.0%	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 recruit
Total			

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**R&G Holdings Corp & Flannery Investments Inc.**  
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007696

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

**Table 11: Aboriginal Peoples**  
**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals			Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Actual	Projected	Over 3 Years		From - To YYYY - YYYY	2018	2021					
		%	%	%	%	%	%			%	%	%		%	%	%					
01 Senior Managers	6	-20.6%	0.0%	0	66.7%	0.0%	0	0	1	0.0%	0	-1	0	2.9%	1	1	16.7%	16.7%			
02 Middle & Other Managers	16	-8.7%	0.0%	0	75.7%	0.0%	0	0	0	0.0%	0	0	0	2.2%	0	0	0.0%	0.0%			
03 Professionals	5	-33.5%	1.0%	0	154.5%	0.0%	0	0	0	0.0%	0	0	0	1.6%	0	0	0.0%	0.0%			
04 Semi-Professionals & Tech	27	-5.5%	1.0%	1	54.2%	0.0%	0	1	0	0.0%	0	1	0	2.9%	-1	-1	0.0%	0.0%			
05 Supervisors	2	-26.3%	0.0%	0	85.7%	0.0%	0	0	0	0.0%	0	0	0	1.4%	0	0	0.0%	0.0%			
06 Supervisors: Crafts & Trades	8	-17.0%	0.0%	0	118.2%	0.0%	0	0	0	0.0%	0	0	0	2.4%	0	0	0.0%	0.0%			
07 Administrative & Sr Clerical	6	-22.7%	0.0%	0	94.7%	0.0%	0	0	0	0.0%	0	0	0	4.1%	0	0	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	#DIV/0!	#DIV/0!			
09 Skilled Crafts & Trades	105	-11.2%	3.0%	9	107.5%	1.0%	3	12	1	1.0%	0	2	0	2.7%	-2	-2	1.0%	0.9%			
10 Clerical Personnel	15	-25.3%	0.0%	0	113.7%	0.0%	0	0	0	0.0%	0	1	0	3.5%	-1	-1	0.0%	0.0%			
11 Intermediate Sales & Service	1	-30.7%	0.0%	0	200.0%	0.0%	0	0	0	0.0%	0	0	0	2.2%	0	0	0.0%	0.0%			
12 Semi-Skilled Manual	21	-4.4%	0.0%	0	33.5%	0.0%	0	0	0	0.0%	0	1	0	2.8%	-1	-1	0.0%	0.0%			
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
14 Other Manual Workers	27	0.0%	1.0%	1	18.5%	0.0%	0	1	0	0.0%	0	1	0	2.5%	0	-1	0.0%	0.0%			
Total	239	-12.4%	1.0%	0	88.2%	0.0%	0	0	2	0.0%	0	4	0	2.7%	-4	-4	0.8%	0.8%			

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

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
01 Senior Managers	0.0%	0.0%	
02 Middle & Other Managers	0.0%	0.0%	
03 Professionals	2.9%	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 recruit
04 Semi-Professionals & Tech	0.0%	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 recruit
05 Supervisors	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0.0%	0.0%	
07 Administrative & Sr Clerical	0.0%	0.0%	
08 Skilled Sales & Service	2.7%	0.0%	
09 Skilled Crafts & Trades	3.5%	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 recruit
10 Clerical Personnel	2.8%	0.0%	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 recruit
11 Intermediate Sales & Service	2.8%	0.0%	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 recruit
12 Semi-Skilled Manual	2.5%	0.0%	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 recruit
13 Other Sales & Service	2.5%	0.0%	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 recruit
14 Other Manual Workers	0.0%	0.0%	
Total	0.0%	0.0%	

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		Data for Subsequent/Current Goals																		
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>4</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K + C	(K - M + O) + (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 13: Persons with Disabilities Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees													Persons with Disabilities									
	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years			Turnover (Replacement of Terminated Employees)			Hires Over 3 Years			3 Year Goals			Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	Number YYYY-MM-DD	Actual 2015	Projected Annually	Actual Annually	Projected Annually	Over 3 Years #	Actual Annually	Projected Annually	Over 3 Years #	Actual Annually	Projected Annually	Over 3 Years #	Required Over 3 Years #	From - To YYYY - YYYY	2018	2021							
01/02 Managers	22	-14.6%	0.0%	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0	-3	0	0	0	0	4.3%	3	3	18.2%	18.2%		
03 Professionals	5	-33.3%	1.0%	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0	0	0	0	0	0	3.8%	0	0	0.0%	0.0%		
04 Semi-Professionals & Tech	27	-5.5%	1.0%	0.0%	0.0%	1	5.4%	0.0%	1	0.0%	0	1	0	0	0	0	4.6%	-1	-1	0.0%	0.0%		
05 Supervisors	2	-26.3%	0.0%	0.0%	0.0%	0	8.5%	0.0%	0	0.0%	0	0	0	0	0	0	13.9%	0	0	0.0%	0.0%		
06 Supervisors: Crafts & Trades	6	-17.0%	0.0%	0.0%	0.0%	0	11.8%	0.0%	0	0.0%	0	0	1	0	0	0	7.8%	-1	-1	0.0%	0.0%		
07 Administrative & Sr Clerical	8	-22.7%	0.0%	0.0%	0.0%	0	9.4%	0.0%	0	0.0%	0	0	0	0	0	0	3.4%	0	0	0.0%	0.0%		
08 Skilled Sales & Service	0	-100.0%	0.0%	0.0%	0.0%	0	200.0%	0.0%	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0.0%	0.0%		
09 Skilled Crafts & Trades	105	-11.2%	3.0%	0.0%	0.0%	9	107.5%	0.0%	0	0.0%	0	0	0	0	0	0	3.8%	0	0	3.8%	3.5%		
10 Clerical Personnel	15	-25.3%	0.0%	0.0%	0.0%	0	113.7%	1.0%	0	0.0%	0	0	0	0	0	0	7.0%	0	0	6.7%	6.7%		
11 Intermediate Sales & Service	1	-30.7%	0.0%	0.0%	0.0%	0	200.0%	0.0%	0	0.0%	0	0	0	0	0	0	5.6%	0	0	0.0%	0.0%		
12 Semi-Skilled Manual	21	-4.4%	0.0%	0.0%	0.0%	0	35.6%	0.0%	0	0.0%	0	0	-1	0	0	0	4.8%	1	1	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	0.0%	0	0	0.0%	0.0%		
14 Other Manual Workers	27	0.0%	1.0%	0.0%	0.0%	1	18.5%	0.0%	0	0.0%	0	0	0	0	0	0	5.3%	0	0	3.7%	3.6%		
Total	239	-12.4%	0.0%	0.0%	0.0%	0	88.2%	0.0%	0	0.0%	0	-1	0	0	0	0	4.6%	1	1	5.0%	5.0%		

1 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

Employment Equity Occupational Group (EEOG)	Persons with Disabilities		Comments
	Short-term Goals	Long-term Goals	
01/02 Managers	%	%	
03 Professionals	4.6%	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
04 Semi-Professionals & Tech	4.6%	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	7.8%	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
06 Supervisors: Crafts & Trades			
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	

**Federal Contractors Program Achievement Report**  
Part 3: Goals

**R&G Holdings Corp & Flannery Investments Inc.**  
2018-03-05

007698

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals			Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			Actual	Projected	Over 3 Years		From - To YYYY - YYYY	2018	2021					
		%	%	#	%	%	#			%	%	#		%	%	%					
01 Senior Managers	6	-20.6%	0.0%	0	66.7%	0.0%	0	0	0	0.0%	0	1	10.1%	0	10.1%	-1	-1	0.0%	0.0%		
02 Middle & Other Managers	16	-8.7%	0.0%	0	75.7%	0.0%	0	1	0	0.0%	0	1	15.0%	0	15.0%	-1	-1	6.3%	6.3%		
03 Professionals	5	-33.5%	1.0%	0	154.5%	0.0%	0	1	0	0.0%	0	0	24.5%	0	24.5%	0	0	20.0%	20.0%		
04 Semi-Professionals & Tech	27	-5.5%	1.0%	1	54.2%	0.0%	0	1	3	0.0%	0	1	15.5%	0	15.5%	-1	-1	11.1%	10.7%		
05 Supervisors	2	-26.3%	0.0%	0	85.7%	0.0%	0	0	0	0.0%	0	0	7.0%	0	7.0%	0	0	0.0%	0.0%		
06 Supervisors: Crafts & Trades	8	-17.0%	0.0%	0	118.2%	0.0%	0	0	0	0.0%	0	1	13.2%	0	13.2%	-1	-1	0.0%	0.0%		
07 Administrative & Sr Clerical	6	-22.7%	0.0%	0	94.7%	0.0%	0	0	1	0.0%	0	0	1.6%	0	1.6%	1	1	16.7%	16.7%		
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	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	105	-11.2%	3.0%	9	107.5%	1.0%	3	12	4	1.0%	0	19	20.5%	2	20.5%	-18	-17	3.8%	5.3%		
10 Clerical Personnel	15	-25.3%	0.0%	0	113.7%	0.0%	0	0	0	0.0%	0	0	3.3%	0	3.3%	0	0	0.0%	0.0%		
11 Intermediate Sales & Service	1	-30.7%	0.0%	0	200.0%	0.0%	0	0	0	0.0%	0	0	7.6%	0	7.6%	0	0	0.0%	0.0%		
12 Semi-Skilled Manual	21	-4.4%	0.0%	0	35.6%	0.0%	0	0	0	0.0%	0	1	5.2%	0	5.2%	-1	-1	0.0%	0.0%		
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0.0%	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	27	0.0%	1.0%	1	18.5%	0.0%	0	1	0	0.0%	0	2	7.7%	0	7.7%	-2	-2	0.0%	0.0%		
<b>Total</b>	<b>239</b>	<b>-12.4%</b>		<b>0</b>	<b>88.2%</b>		<b>0</b>	<b>0</b>	<b>10</b>	<b>0.0%</b>	<b>0</b>	<b>25</b>		<b>0</b>		<b>14.7%</b>	<b>-25</b>	<b>4.2%</b>	<b>4.2%</b>		

† 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) \* 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) \* 100

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
01 Senior Managers	10.1%	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 recruit
02 Middle & Other Managers	15.0%	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 recruit
03 Professionals	15.5%	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 recruit
04 Semi-Professionals & Tech	15.5%	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 recruit
05 Supervisors	13.2%	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 recruit
06 Supervisors: Crafts & Trades	20.5%	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 recruit
07 Administrative & Sr Clerical	7.7%	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 recruit
08 Skilled Sales & Service	5.2%	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 recruit
09 Skilled Crafts & Trades	7.7%	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 recruit
10 Clerical Personnel	7.7%	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 recruit
11 Intermediate Sales & Service	7.7%	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 recruit
12 Semi-Skilled Manual	7.7%	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 recruit
13 Other Sales & Service	7.7%	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 recruit
14 Other Manual Workers	7.7%	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 recruit
<b>Total</b>	<b>0.0%</b>	<b>0.0%</b>	

**Federal Contractors Program Achievement Report**  
**Part 4: Results - Women**

**R&G Holdings Corp & Flannery Investments Inc.**  
**43164**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Terminations					
		All Employees				Women				All Employees				Women				All Employees			Women			All Employees			Women				
		#	%	Availability	Gap	#	%	Availability	Gap	#	%	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference			
01 Senior Managers	2015	12	25.0	27.4	3	0	91.2	6	16.7	2	-1	3	66.7	1	1	6	0	0.0	2	-2	6	0	0.0	2	-2						
	2018	6	50.0	27.4	2	1	182.5	1	16.7	2	-1	3	66.7	1	1	6	0	0.0	2	-2	6	0	0.0	2	-2						
02 Middle & Other Managers	2015	21	4.8	38.9	8	-7	12.2	19	10.5	7	-5	4	50.0	0	2	14	0	0.0	1	-1	14	0	0.0	1	-1						
	2018	16	18.8	38.9	6	-3	48.2	19	10.5	7	-5	4	50.0	0	2	14	0	0.0	1	-1	14	0	0.0	1	-1						
03 Professionals	2015	17	6	35.3	38.1	6	0	92.6	11	3	27.3	4	0	0	17	3	17.6	6	-3	17	3	17.6	6	-3							
	2018	5	2	40.0	40.9	2	0	97.8	11	3	27.3	4	0	0	17	3	17.6	6	-3	17	3	17.6	6	-3							
04 Semi-Professionals & Technicians	2015	32	0	0.0	13.2	4	-4	0.0	15	1	6.7	2	-1	3	0	0.0	0	0	0	16	1	6.3	0	1							
	2018	27	0	0.0	11.4	3	-3	0.0	15	1	6.7	2	-1	3	0	0.0	0	0	0	16	1	6.3	0	1							
05 Supervisors	2015	5	3	60.0	61.3	3	0	97.9	3	66.7	2	0	0	2	0	0.0	0	0	0	3	2	66.7	2	0							
	2018	2	1	50.0	58.9	1	0	84.9	3	66.7	2	0	0	2	0	0.0	0	0	0	3	2	66.7	2	0							
06 Supervisors: Crafts & Trades	2015	14	1	7.1	14.7	2	-1	48.6	13	1	7.7	1	0	1	0	0.0	0	0	0	13	2	15.4	1	1							
	2018	8	0	0.0	10.2	1	-1	0.0	13	1	7.7	1	0	1	0	0.0	0	0	0	13	2	15.4	1	1							

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E + G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Goal	Percent of Goal Met	#	%	Goal	Percent of Goal Met	#	%	Goal	Percent of Goal Met	
01 Senior Managers	2018	9	33.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	9	33.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
02 Middle & Other Managers	2018	23	17.4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	23	17.4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
03 Professionals	2018	11	27.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	11	27.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
04 Semi-Professionals & Technicians	2018	18	5.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	18	5.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
05 Supervisors	2018	3	66.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	3	66.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	2018	14	7.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	14	7.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**  
**Part 4: Results - Women**  
**R&G Holdings Corp & Flannery Investments Inc.**

43164

007700

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis								
		All Employees					Women					All Employees			Women					
		#	%	Availability	Gap	EE Result	#	%	Availability	Gap	EE Result	#	%	Difference	#	%	Difference	#	%	Difference
07 Administrative & Senior Clerical	2015	13	53.8	87.1	-4	61.8	11	41.5	87.1	-4	61.8	11	41.5	-6	1	0.0	-1	9	44.4	5
08 Skilled Sales & Service Personnel	2015	1	0.0	28.7	0	0.0	0	0.0	28.7	0	0.0	0	0.0	0	0	0.0	0	1	0.0	0
09 Skilled Crafts & Trades Workers	2015	150	5.3	3.9	2	136.8	6	0.2	3.9	2	136.8	6	0.2	7	0	0.0	0	137	6.6	7
10 Clerical Personnel	2015	36	77.8	71.9	2	108.2	26	94.4	71.9	2	108.2	26	94.4	5	0	0.0	0	29	86.2	23
11 Intermediate Sales & Service Personnel	2015	3	66.7	70.6	0	94.4	2	7.4	70.6	0	94.4	2	7.4	-1	0	0.0	0	4	50.0	3
12 Semi-Skilled Manual Workers	2015	24	0.0	18.5	-4	0.0	4	14.9	18.5	-4	0.0	4	14.9	0	2	50.0	-1	21	0.0	0

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Women		All Employees		Women		All Employees		Women		
		#	%	Goal	% of Goal Met	#	%	Goal	% of Goal Met	#	%	Goal	% of Goal Met	
07 Administrative & Senior Clerical	2018	12	33.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
08 Skilled Sales & Service Personnel	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09 Skilled Crafts & Trades Workers	2018	138	8.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
10 Clerical Personnel	2018	23	91.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
11 Intermediate Sales & Service Personnel	2018	4	50.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12 Semi-Skilled Manual Workers	2018	1	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Report  
 Part 4: Results - Women  
 R&G Holdings Corp & Flannery Investments Inc.  
 43164

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Terminations					
		All Employees						Women						All Employees			Women			All Employees			Women								
		#	%	Representation	Availability	Gap	EE Result	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference				
13 Other Sales & Service Personnel	2015	0	0.0	0.0	0.0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0				
	2018	0	0.0	0.0	0.0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0				
14 Other Manual Workers	2015	27	3.7	14.9	4	-3	24.9	9	1	11.1	1	11.1	1	0	0	0.0	0	0	0	5	0	0	0	0	0	0	0				
	2018	27	3.7	14.9	4	-3	24.9	9	1	11.1	1	11.1	1	0	0	0.0	0	0	0	5	0	0	0	0	0	0	0				
Total	2015	355	60	16.9	22.9	81	-12	73.8	253	50	19.8	46	4	12	4	33.3	2	2	262	48	18.3	44	4								
2018	239	31	13.0	18.2	43	-12	71.3	253	50	19.8	46	4	12	4	33.3	2	2	262	48	18.3	44	4									

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants						Short-term Goals						Long-term Goals						Comments									
		All Employees			Women			All Employees			Women			All Employees			Women												
		#	%	Goal	#	%	Goal	#	%	Goal	#	%	Goal	#	%	Goal	#	%	Goal										
13 Other Sales & Service Personnel	2018	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
14 Other Manual Workers	2018	9	1	11.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	9	1	11.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total	2018	265	54	20.4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
2021	265	54	20.4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		

**Federal Contractors Program Achievement Report  
Part 5: Results - Aboriginal Peoples  
R&G Holdings Corp & Flannery Investments Inc.**

43164

007702

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

Occupational Group (EOG)	Year	Workforce Analysis												Flow Data Analysis											
		All Employees						Aboriginal Peoples						All Employees						Aboriginal Peoples					
		#	%	Availability	Gap	EE Result	#	#	%	Expected	Difference	#	#	%	Expected	Difference	#	#	%	Expected	Difference	#			
01 Senior Managers	2015	12	8.3	2.9	0	1	287.4				6	0	0.0	0	3	1	33.3	0	1	6	0	0.0	1	-1	
	2018	6	16.7	2.9	0	1	574.7				6	0	0.0	0	3	1	33.3	0	1	6	0	0.0	1	-1	
02 Middle & Other Managers	2015	21	0.0	2.2	0	0	0.0				19	0	0.0	0	4	0	0.0	0	0	14	0	0.0	0	0	
	2018	16	0.0	2.2	0	0	0.0				19	0	0.0	0	4	0	0.0	0	0	14	0	0.0	0	0	
03 Professionals	2015	17	0.0	1.4	0	0	0.0				11	0	0.0	0	0	0	0.0	0	0	17	0	0.0	0	0	
	2018	5	0.0	1.6	0	0	0.0				11	0	0.0	0	0	0	0.0	0	0	17	0	0.0	0	0	
04 Semi-Professionals & Technicians	2015	32	0.0	2.8	1	-1	0.0				15	0	0.0	0	3	0	0.0	0	0	16	0	0.0	0	0	
	2018	27	0.0	2.9	1	-1	0.0				15	0	0.0	0	3	0	0.0	0	0	16	0	0.0	0	0	
05 Supervisors	2015	5	0.0	3.5	0	0	0.0				3	0	0.0	0	0	0	0.0	0	0	3	0	0.0	0	0	
	2018	2	0.0	1.4	0	0	0.0				3	0	0.0	0	0	0	0.0	0	0	3	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2015	14	0.0	2.0	0	0	0.0				13	0	0.0	0	1	0	0.0	0	0	13	0	0.0	0	0	
	2018	8	0.0	2.4	0	0	0.0				13	0	0.0	0	1	0	0.0	0	0	13	0	0.0	0	0	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
		#	%	Goal	%	Percent of Goal Met	%	Goal	%	Percent of Goal Met	%	Goal	%	
01 Senior Managers	2018	9	11.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	9	11.1		0.0		0.0		0.0		0.0		0.0	
02 Middle & Other Managers	2018	23	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	23	0.0		0.0		0.0		0.0		0.0		0.0	
03 Professionals	2018	11	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	11	0.0		0.0		0.0		0.0		0.0		0.0	
04 Semi-Professionals & Technicians	2018	18	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	18	0.0		0.0		2.9		0.0		0.0		0.0	
05 Supervisors	2018	3	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	3	0.0		0.0		0.0		0.0		0.0		0.0	
06 Supervisors: Crafts & Trades	2018	14	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	14	0.0		0.0		0.0		0.0		0.0		0.0	



**Federal Contractors Program Achievement Report  
Part 5: Results - Aboriginal Peoples  
R&G Holdings Corp & Flannery Investments Inc.**

43164

007703

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

Occupational Group (EOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Aboriginal Peoples	Availability	Gap	EE Result	All Employees	Aboriginal Peoples	Expected	Difference	All Employees	Aboriginal Peoples	Expected	Difference	All Employees	Aboriginal Peoples	Expected	Difference							
07	Administrative & Senior Clerical	2015	13	0	0.0	4.1	1	-1	0.0	11	0	0.0	0	0	1	0	0.0	0	0	9	0	0.0	0	0	
08	Skilled Sales & Service Personnel	2015	1	0	0.0	1.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	0	
09	Skilled Crafts & Trades Workers	2015	150	1	0.7	2.7	4	-3	24.7	0	0	0.0	0	0	0	0	0.0	0	0	137	0	0.0	1	-1	
10	Clerical Personnel	2015	36	0	0.0	4.2	2	-2	0.0	23	0	0.0	1	-1	0	0	0.0	0	0	29	0	0.0	0	0	
11	Intermediate Sales & Service Personnel	2015	3	0	0.0	4.0	0	0	0.0	4	0	0.0	0	0	0	0	0.0	0	0	4	0	0.0	0	0	
12	Semi-Skilled Manual Workers	2015	24	0	0.0	3.0	1	-1	0.0	1	0	0.0	0	0	0	0	0.0	0	0	8	0	0.0	0	0	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Flow Data		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
07	Administrative & Senior Clerical	2018	12	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	2018	138	1	0.7	0	0.0	0	0.0	0	0.0	0	0.0	2683.8
10	Clerical Personnel	2018	23	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	2018	4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12	Semi-Skilled Manual Workers	2018	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report  
Part 5: Results - Aboriginal Peoples**

**R&G Holdings Corp & Flannery Investments Inc.**

43164

007704

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

Occupational Group (EOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation	Availability	Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference			
13 Other Sales & Service Personnel	2015	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
	2018	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	27	0.0	2.5	1	-1	0.0	0.0	0.0	9	0	0.0	0	0	0	0	0.0	0	0	0	5	0	0.0	0	0
	2018	27	0.0	2.3	1	-1	0.0	0.0	0.0	9	0	0.0	0	0	0	0	0.0	0	0	0	5	0	0.0	0	0
<b>Total</b>	2015	355	2	0.6	2.8	10	-8	20.1	31.0	253	1	0.4	7	-6	12	1	8.3	0	1	262	0	0.0	1	-1	
	2018	239	2	0.8	2.7	6	-4	31.0	31.0	253	1	0.4	7	-6	12	1	8.3	0	1	262	0	0.0	1	-1	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Flow Data		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
14 Other Manual Workers	2018	9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
	2021	9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
<b>Total</b>	2018	265	2	0.8	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
	2021	265	2	0.8	0	0.0	0	0.0	0	0.0	0	0.0	0.0	

Federal Contractors Program Achievement Report  
 Part 6: Results - Persons with Disabilities  
 R&G Holdings Corp & Flannery Investments Inc.  
 43164

007705

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

Occupational Equity (EEOG)	Year	Workforce Analysis																		Flow Data Analysis																	
		All Employees	Workforce						Persons with Disabilities						Hires						Promotions						Terminations										
			Representation		Availability		Gap		EE Result	All Employees	Persons with Disabilities		All Employees	Persons with Disabilities		All Employees	Persons with Disabilities		All Employees	Persons with Disabilities		All Employees	Persons with Disabilities														
			#	%	#	%	#	%	#		%	Expected		Difference	#		%	Expected		Difference	#		%	Expected	Difference	#	%	Expected	Difference								
01 & Managers	2015	33	9.1	4.3	1	2	211.4																														
	2018	22	18.2	4.3	1	3	422.8	25	1	4.0	1	0	7	3	42.9	1	2	20	0	0.0	2	-2															
03 Professionals	2015	17	0	0.0	3.8	1	-1	0.0																													
	2018	5	0	0.0	3.8	0	0.0	11	0	0.0	0	0	0	0	0.0	0	0	17	0	0.0	0	0															
04 Semi-Professionals & Technicians	2015	32	3.1	4.6	1	0	67.9																														
	2018	27	0	0.0	4.6	1	-1	0.0	15	0	0.0	1	-1	3	0	0.0	0	16	1	6.3	1	1															
05 Supervisors	2015	5	0	0.0	13.9	1	-1	0.0																													
	2018	2	0	0.0	13.9	0	0.0	3	0	0.0	0	0	0	0	0.0	0	0	3	0	0.0	0	0															
06 Supervisors, Crafts & Trades	2015	14	0	0.0	7.8	1	-1	0.0																													
	2018	8	0	0.0	7.8	1	-1	0.0	13	0	0.0	1	-1	1	0	0.0	0	13	0	0.0	0	0															

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Occupational Equity (EEOG)	Year	New Entrants												Goals												Comments
		All Employees	Flow Data						Short-term Goals						Long-term Goals											
			Persons with Disabilities		Actual		Goal		Persons with Disabilities		Goal		Persons with Disabilities		Goal		Persons with Disabilities		Goal							
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%								
01 & Managers	2018	32	4	12.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
	2021	32	4	12.5			0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
03 Professionals	2018	11	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
	2021	11	0	0.0			0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
04 Semi-Professionals & Technicians	2018	18	0	0.0	0	0.0	0	0.0	4.6	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
	2021	18	0	0.0			0.0	0.0	4.6	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
05 Supervisors	2018	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
	2021	3	0	0.0			0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
06 Supervisors, Crafts & Trades	2018	14	0	0.0	0	0.0	0	0.0	7.8	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
	2021	14	0	0.0			0.0	0.0	7.8	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				

**Federal Contractors Program Achievement Report**  
**Part 6: Results - Persons with Disabilities**  
**R&G Holdings Corp & Flannery Investments Inc.**

43164

007706

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

Occupational Equity (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Representation %	Persons with Disabilities Availability	Gap	EE Result %	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference			
07	2015	13	7.7	3.4	0	226.2	11	0	0	0	1	0	0	0	0	0	0	0	9	0	0.0	1	0	-1	
07	2018	6	0.0	3.4	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0	0	0	0	
08	2015	1	0.0	3.5	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0	0	
08	2018	0	0.0	0.0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0	0	
09	2015	150	3.3	3.8	6	87.7	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0	0	
09	2018	105	3.8	3.8	4	100.3	138	3	2.2	5	-2	0	0	0	0	0	0	0	0	0	0.0	0	0	0	
10	2015	36	5.6	7.0	3	79.4	23	0	0	2	-2	0	0	0	0	0	0	0	0	0	0.0	0	0	-1	
10	2018	15	6.7	7.0	1	95.2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0.0	0	0	0	
11	2015	3	0.0	5.6	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0	0	
11	2018	1	0.0	5.6	0	0.0	4	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0	0	
12	2015	24	12.5	4.8	1	260.4	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0	0	
12	2018	21	9.5	4.8	1	198.4	1	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0	1	

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants						Short-term Goals						Long-term Goals						Comments			
		All Employees			Persons with Disabilities			Persons with Disabilities			Persons with Disabilities			Persons with Disabilities									
		#	%	Goal	Actual	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met							
07	2018	12	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
07	2021	12	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
08	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
08	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09	2018	138	3	2.2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09	2021	138	3	2.2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
10	2018	23	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
10	2021	23	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
11	2018	4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
11	2021	4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12	2018	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12	2021	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report  
Part 6: Results - Persons with Disabilities**

**R&G Holdings Corp & Flannery Investments Inc.**

43164

007707

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

Occupational Equity (EEOG)	Year	Workforce Analysis											Flow Data Analysis												
		Workforce			Persons with Disabilities			Hires					Promotions			Terminations									
		All Employees	Representation %	Availability %	Gap #	EE Result %	All Employees	Actual #	Expected #	Difference #	All Employees	Actual #	Expected #	Difference #	All Employees	Actual #	Expected #	Difference #							
13 Other Sales & Service Personnel	2015	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2018	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	2015	27	3.7	5.3	1	69.9	9	0.0	0	69.9	9	0.0	0	0	0	0	0.0	0	0	0	5	1	20.0	0	1
	2018	27	3.7	5.3	1	69.9	9	0.0	0	69.9	9	0.0	0	0	0	0	0.0	0	0	0	5	1	20.0	0	1
Total	2015	355	16	4.5	17	95.9	1	0.0	0	95.9	1	0.0	0	0	0	0	0.0	0	0	0	262	11	4.2	12	-1
	2018	239	12	5.0	4.6	11	1	109.2	253	4	1.6	12	-8	12	3	25.0	1	2	262	11	4.2	12	-1		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Flow Data		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities				
		All Employees	Actual	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %			
13 Other Sales & Service Personnel	2018	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
14 Other Manual Workers	2018	9	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	9	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total	2018	265	7	2.6	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
	2021	265	7	2.6	0	0.0	0	0.0	0	0.0	0	0.0	0.0	

**Federal Contractors Program Achievement Report  
Part 7: Results - Members of Visible Minorities**

**R&G Holdings Corp & Flannery Investments Inc.**

43164

007708

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

Occupational Group (EOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees	Visible Minorities	Representation	Availability	Gap	EE Result	All Employees	Visible Minorities	Actual	Expected	Difference	All Employees	Visible Minorities	Actual	Expected	Difference	All Employees	Visible Minorities	Actual	Expected	Difference			
01 Senior Managers	2015	12	0	0.0	10.1	1	-1	0.0																	
	2018	6	0	0.0	10.1	1	-1	0.0																	
02 Middle & Other Managers	2015	21	0	0.0	15.0	3	-3	0.0																	
	2018	16	1	6.3	15.0	2	-1	41.7																	
03 Professionals	2015	17	3	17.6	26.9	5	-2	65.6																	
	2018	5	1	20.0	24.5	1	0	81.6																	
04 Semi-Professionals & Technicians	2015	32	2	6.3	17.3	6	-4	36.1																	
	2018	27	3	11.1	15.5	4	-1	71.7																	
05 Supervisors	2015	5	1	20.0	3.9	0	1	512.8																	
	2018	2	0	0.0	7.0	0	0	0.0																	
06 Supervisors, Crafts & Trades	2015	14	0	0.0	16.2	2	-2	0.0																	
	2018	8	0	0.0	13.2	1	-1	0.0																	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EOEG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Flow Data		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01 Senior Managers	2018	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	3	0	0.0										
02 Middle & Other Managers	2018	9	1	11.1	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	9	1	11.1										
03 Professionals	2018	-6	-2	33.3	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	-6	-2	33.3										
04 Semi-Professionals & Technicians	2018	2	3	150.0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	2	3	150.0										
05 Supervisors	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	0	0	0.0										
06 Supervisors, Crafts & Trades	2018	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	1	0	0.0										

Federal Contractors Program Achievement Report  
 Part 7: Results - Members of Visible Minorities  
 R&G Holdings Corp & Flannery Investments Inc.  
 43164

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

Occupational Group (EOG)	Year	Workforce Analysis												Flow Data Analysis													
		All Employees						Visible Minorities						All Employees						Visible Minorities							
		#	%	%	#	%	#	#	%	%	#	%	#	#	%	%	#	%	#	#	%	%	#	%	#		
Administrative & Senior Clerical	2015	13	0.0	1.0	0	0.0	0	0.0	0.0	11	1	9.1	0	0	0	1	0	0.0	0	0	0	9	0	0.0	0	0	0
Skilled Sales & Service Personnel	2015	1	0.0	20.8	0	0.0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0	0
Skilled Crafts & Trades Workers	2015	150	7	4.7	21.0	32	-25	22.2	120.8	138	11	8.0	28	-17	0	0	0.0	0	0	0	137	7	5.1	6	1	1	
Clerical Personnel	2015	36	1	2.8	2.3	1	0	0.0	0.0	23	1	4.3	1	0	0	0	0.0	0	0	0	29	1	3.4	1	1	1	
Intermediate Sales & Service Personnel	2015	3	0.0	4.1	0	0.0	0	0.0	0.0	4	0	0.0	0	0	0	0	0.0	0	0	0	4	0	0.0	0	0	0	
Semi-Skilled Manual Workers	2015	24	0	0.0	4.8	1	-1	0.0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	8	0	0.0	0	0	0	
	2018	21	0	0.0	5.2	1	-1	0.0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants						Short-term Goals						Long-term Goals						Comments
		All Employees		Visible Minorities		Actual		Goal		Percent of Goal Met		Percent of Goal Met		Percent of Goal Met		Percent of Goal Met				
		#	%	#	%	#	%	#	%	%	#	%	%	#	%	%	#	%		
Administrative & Senior Clerical	2018	12	8.3	1	8.3	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0			
Skilled Sales & Service Personnel	2018	0	0.0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0			
Skilled Crafts & Trades Workers	2018	138	11	8.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0			
Clerical Personnel	2018	23	4.3	1	4.3	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0			
Intermediate Sales & Service Personnel	2018	4	0.0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0			
Semi-Skilled Manual Workers	2018	1	0.0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0			
	2021	1	0.0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0			

**Federal Contractors Program Achievement Report**  
**Part 7: Results - Members of Visible Minorities**  
**R&G Holdings Corp & Flannery Investments Inc.**  
**43164**

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

Occupational Group (EOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees #	Representation %	Availability %	Gap #	EE Result %	All Employees #	Actual #	Visible Minorities %	Expected #	Difference #	All Employees #	Actual #	Visible Minorities %	Expected #	Difference #	All Employees #	Actual #	Visible Minorities %	Expected #	Difference #				
Other Sales & Service Personnel	2015	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0
	2018	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0
Other Manual Workers	2015	27	0.0	7.7	2	-2	0.0	0.0	0.0	9	0	0.0	0.0	1	-1	0	0.0	0	0	0	5	0	0.0	0	0
	2018	27	0.0	7.7	2	-2	0.0	0.0	0.0	9	0	0.0	0.0	1	-1	0	0.0	0	0	0	5	0	0.0	0	0
Total	2015	355	14	3.9	14.9	53	-39	26.5	28.5	253	24	9.5	37	-13	12	0	0.0	0	0	0	262	17	6.5	10	7
	2018	239	10	4.2	14.7	35	-25	28.5	28.5	253	24	9.5	37	-13	12	0	0.0	0	0	0	262	17	6.5	10	7

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E + D \times 100$	Part 3: Goals	$E + G \times 100$	Part 3: Goals	$F + I \times 100$	Part 3: Goals	$E + K \times 100$	Part 3: Goals	$F + M \times 100$
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Employment Equity Occupational Group (EOEG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Flow Data		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		
		All Employees #	Actual #	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
Other Sales & Service Personnel	2018	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Other Manual Workers	2018	9	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2021	9	0	0	0.0	7.7	0.0	0	0.0	0	0.0	0.1	0.0	
Total	2018	265	24	9.1	0	0.0	0	0.0	0.0	0	0.0	0	0.0	
	2021	265	24	9.1	0	0.0	0	0.0	0.0	0	0.0	0	0.0	



<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>R&amp;G Holdings Corp &amp; Flannery Investments Inc.</b>
<b>43164</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

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.

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

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.

- 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.

- 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).

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

- Other.

No goals were set in 2015 - as we did not for see any new hiring, and changes to the company structure. Now that the sale is completed and we are readjusting our organization, all NOC codes require updating as does the system. Once completed we will once again re-evaluate our goals.

### **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 description 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 descctios. Once job description and NOC codes are evaluated and the systme is updated will once again complete an assesment 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, off-road, forestry, rail, and oil and gas industries.

**Key Dates – First Year Assessment**

Initiated: 2015-10-27  
 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:

Yes  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			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # 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			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # 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			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # 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			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # 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 Federal Contractors Program (FCP) under the Employment Equity Act.

The purpose of this subsequent assessment was to verify whether or not your organization has maintained compliance with the requirements of the FCP and made reasonable progress and/or reasonable efforts to achieve employment equity.

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of the 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 under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

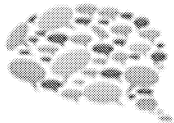
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at [ee-eme@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca).

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@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca)



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

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

Women

Employment Equity Occupational Group	Internal Location	All Employees			Representation						Women						Recruitment Area			
		Availability			Gap			Representation			Availability			Gap						
		2009-07-16 #	2010-07-16 #	Change #	2009-07-16 #	2010-07-16 #	Change #	2009-07-16 %	2010-07-16 %	Change %	2009-07-16 %	2010-07-16 %	Change %	2009-07-16 #	2010-07-16 #	Change #		2009-07-16 #	2010-07-16 #	Change #
<b>01 : Senior Managers</b>	National	4	4	0	0	0	0	0.0 %	0.0 %	0.0 %	24.2 %	24.2 %	0.0 %	1	1	0	-1	-1	0	National
<b>02 : Middle and Other Managers</b>	National	13	12	-1	1	2	1	7.7 %	16.7 %	9.0 %	39.1 %	39.1 %	0.0 %	5	5	0	-4	-3	1	National
<b>03 : Professionals</b>		13	13	0	3	3	0	23.1 %	23.1 %	0.0 %	33.5 %	33.5 %	0.0 %	4	4	0	-1	-1	0	
1111 : Financial Auditors and Accountants	National	2	2	0	1	1	0	50.0 %	50.0 %	0.0 %	53.8 %	53.8 %	0.0 %	1	1	0	0	0	0	National
1121 : Specialists in Human Resources	National	3	3	0	1	1	0	33.3 %	33.3 %	0.0 %	68.1 %	68.1 %	0.0 %	2	2	0	-1	-1	0	National
2141 : Industrial and Manufacturing Engineers	National	8	8	0	1	1	0	12.5 %	12.5 %	0.0 %	15.5 %	15.5 %	0.0 %	1	1	0	0	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		27	27	0	0	0	0	0.0 %	0.0 %	0.0 %	12.0 %	12.3 %	0.3 %	3	3	0	-3	-3	0	
2233 : Industrial Engineering and Manufacturing Technologists and Technicians	Ontario	0	1	1	0	0	0	0.0 %	0.0 %	0.0 %	18.3 %	18.3 %	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 %	24.8 %	24.8 %	0.0 %	0	0	0	0	0	0	Ontario
2261 : Nondestructive Testers and Inspectors	Ontario	25	24	-1	0	0	0	0.0 %	0.0 %	0.0 %	11.0 %	11.0 %	0.0 %	3	3	0	-3	-3	0	Ontario
<b>05 : Supervisors</b>		2	2	0	1	1	0	50.0 %	50.0 %	0.0 %	63.4 %	63.4 %	0.0 %	1	1	0	0	0	0	
<b>Employment Equity Occupational Group</b>	St. Catharines - Niagara	2	2	0	1	1	0	50.0 %	50.0 %	0.0 %	63.4 %	63.4 %	0.0 %	1	1	0	0	0	0	St. Catharines - Niagara
<b>06 : Supervisors: Crafts and Trades</b>		12	11	-1	1	1	0	8.3 %	9.1 %	0.8 %	5.7 %	6.1 %	0.4 %	1	1	0	0	0	0	
7211 : Supervisors, Machinists and Related Occupations	Ontario	6	7	1	1	1	0	16.7 %	14.3 %	-2.4 %	7.5 %	7.5 %	0.0 %	0	1	1	1	0	-1	Ontario
7214 : Contractors and Supervisors, Metal Forming, Shaping and Erecting Trades	Ontario	4	3	-1	0	0	0	0.0 %	0.0 %	0.0 %	2.7 %	2.7 %	0.0 %	0	0	0	0	0	0	Ontario
7216 : Contractors and Supervisors, Mechanic Trades	Ontario	2	1	-1	0	0	0	0.0 %	0.0 %	0.0 %	6.2 %	6.2 %	0.0 %	0	0	0	0	0	0	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		3	4	1	2	3	1	66.7 %	75.0 %	8.3 %	87.3 %	87.3 %	0.0 %	3	3	0	-1	0	1	
<b>Employment Equity Occupational Group</b>	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	1	Ont. less CMAs
<b>08 : Skilled Sales and Service Personnel</b>		1	1	0	0	0	0	0.0 %	0.0 %	0.0 %	28.5 %	28.5 %	0.0 %	0	0	0	0	0	0	
6221 : Technical Sales Specialists - Wholesale Trade	Ontario	1	1	0	0	0	0	0.0 %	0.0 %	0.0 %	28.5 %	28.5 %	0.0 %	0	0	0	0	0	0	Ontario
<b>09 : Skilled Crafts and Trades Workers</b>		128	114	-14	4	3	-1	3.1 %	2.6 %	-0.5 %	5.0 %	4.9 %	-0.1 %	6	6	0	-2	-3	-1	

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

Women

Employment Equity Occupational Group	Internal Location	All Employees						Representation						Women						Availability						Gap						Recruitment Area					
		2009-07-16		2010-07-16		Change		2009-07-16		2010-07-16		Change		2009-07-16		2010-07-16		Change		2009-07-16		2010-07-16		Change		2009-07-16		2010-07-16		Change							
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%						
7231 : Machinists and Machining and Tooling Inspectors	Ontario	83		71		-12		4		3		-1		4.8%		4.2%		-0.6%		6.1%		6.1%		0.0%		5		4		-1		0		Ontario			
7232 : Tool and Die Makers	Ontario	3		3		0		0		0		0		0.0%		0.0%		0.0%		3.5%		3.5%		0.0%		0		0		0		0		Ontario			
7242 : Industrial Electricians	Ontario	4		3		-1		0		0		0		0.0%		0.0%		0.0%		1.2%		1.2%		0.0%		0		0		0		0		Ontario			
7265 : Welders and Related Machine Operators	Ontario	3		3		0		0		0		0		0.0%		0.0%		0.0%		6.1%		6.1%		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%		3.4%		3.4%		0.0%		1		1		0		-1		Ontario			
7311 : Construction Millwrights and Industrial Mechanics (Except Textile)	Ontario	12		12		0		0		0		0		0.0%		0.0%		0.0%		1.7%		1.7%		0.0%		0		0		0		0		Ontario			
9231 : Central Control and Process Operators, Mineral and Metal Processing	Ontario	3		3		0		0		0		0		0.0%		0.0%		0.0%		4.3%		4.3%		0.0%		0		0		0		0		Ontario			
10 : Clerical Personnel	Ont. less CMAs	24		22		-2		17		16		-1		70.8%		72.7%		1.9%		75.0%		75.1%		0.1%		18		17		-1		-1		Ont. less CMAs			
Employment Equity Occupational Group	Ont. less CMAs	18		18		0		11		12		1		61.1%		66.7%		5.6%		75.2%		75.2%		0.0%		14		14		0		-3		1		Ont. less CMAs	
Employment Equity Occupational Group	St. Catharines - Niagara	6		4		-2		6		4		-2		100.0%		100.0%		0.0%		74.2%		74.2%		0.0%		4		3		-1		2		1		St. Catharines - Niagara	
11 : Intermediate Sales and Service Personnel	St. Catharines - Niagara	1		1		0		1		1		0		100.0%		100.0%		0.0%		69.0%		69.0%		0.0%		1		1		0		0		0		St. Catharines - Niagara	
Employment Equity Occupational Group	St. Catharines - Niagara	1		1		0		1		1		0		100.0%		100.0%		0.0%		69.0%		69.0%		0.0%		1		1		0		0		0		St. Catharines - Niagara	
12 : Semi-Skilled Manual Workers	Ont. less CMAs	28		28		0		0		0		0		0.0%		0.0%		0.0%		20.9%		20.9%		0.0%		6		6		0		-6		0		Ont. less CMAs	
Employment Equity Occupational Group	Ont. less CMAs	6		6		0		0		0		0		0.0%		0.0%		0.0%		22.7%		22.7%		0.0%		1		1		0		-1		0		Ont. less CMAs	
Employment Equity Occupational Group	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		0		St. Catharines - Niagara	
14 : Other Manual Workers	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		0		St. Catharines - Niagara	
Employment Equity Occupational Group	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		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		-1		-23		-22		1	

Total may not equal sum of components due to rounding.

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

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

Employment Equity Occupational Group	Internal Location	All Employees			Representation			Aboriginal Peoples			Availability			Gap			Recruitment Area		
		2009-07-16	2010-07-16	Change	2009-07-16	2010-07-16	Change	2009-07-16	2010-07-16	Change	2009-07-16	2010-07-16	Change	2009-07-16	2010-07-16	Change	2009-07-16	2010-07-16	Change
		#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	#	#	#
<b>01 : Senior Managers</b>	National	4	4	0	0.0%	0.0%	0.0%	2.4%	2.4%	0.0%	0	0	0	0	0	0	0	0	0
<b>02 : Middle and Other Managers</b>	National	13	12	-1	7.7%	8.3%	0.6%	1.9%	1.9%	0.0%	0	0	0	0	0	0	0	0	0
<b>03 : Professionals</b>	National	13	13	0	7.7%	7.7%	0.0%	1.1%	1.1%	0.0%	0	0	0	0	0	0	0	0	0
1111 : Financial Auditors and Accountants	National	2	2	0	0.0%	0.0%	0.0%	1.1%	1.1%	0.0%	0	0	0	0	0	0	0	0	0
1121 : Specialists in Human Resources	National	3	3	0	33.3%	33.3%	0.0%	2.4%	2.4%	0.0%	0	0	0	0	0	0	0	0	0
2141 : Industrial and Manufacturing Engineers	National	8	8	0	0.0%	0.0%	0.0%	0.6%	0.6%	0.0%	0	0	0	0	0	0	0	0	0
<b>04 : Semi-Professionals and Technicians</b>	Ontario	27	27	0	0.0%	0.0%	0.0%	0.7%	0.7%	0.0%	0	0	0	0	0	0	0	0	0
2233 : Industrial Engineering and Manufacturing Technologists and Technicians	Ontario	0	1	1	0.0%	0.0%	0.0%	1.2%	1.2%	0.0%	0	0	0	0	0	0	0	0	0
2253 : Drafting Technologists and Technicians	Ontario	2	2	0	0.0%	0.0%	0.0%	0.9%	0.9%	0.0%	0	0	0	0	0	0	0	0	0
2281 : Nondestructive Testers and Inspectors	Ontario	25	24	-1	0.0%	0.0%	0.0%	0.6%	0.6%	0.0%	0	0	0	0	0	0	0	0	0
<b>05 : Supervisors</b>	St. Catharines - Niagara	2	2	0	0.0%	0.0%	0.0%	1.4%	1.4%	0.0%	0	0	0	0	0	0	0	0	0
<b>Employment Equity Occupational Group</b>	Ontario	2	2	0	0.0%	0.0%	0.0%	1.4%	1.4%	0.0%	0	0	0	0	0	0	0	0	0
<b>06 : Supervisors: Crafts and Trades</b>	Niagara	12	11	-1	0.0%	0.0%	0.0%	2.0%	1.8%	-0.2%	0	0	0	0	0	0	0	0	0
7211 : Supervisors, Machinists and Related Occupations	Ontario	6	7	1	0.0%	0.0%	0.0%	1.2%	1.2%	0.0%	0	0	0	0	0	0	0	0	0
7214 : Contractors and Supervisors, Metal Forming, Shaping and Erecting Trades	Ontario	4	3	-1	0.0%	0.0%	0.0%	3.4%	3.4%	0.0%	0	0	0	0	0	0	0	0	0
7216 : Contractors and Supervisors, Mechanic Trades	Ontario	2	1	-1	0.0%	0.0%	0.0%	1.6%	1.6%	0.0%	0	0	0	0	0	0	0	0	0
<b>07 : Administrative and Senior Clerical Personnel</b>	Ontario	3	4	1	0.0%	0.0%	0.0%	3.6%	3.6%	0.0%	0	0	0	0	0	0	0	0	0
<b>Employment Equity Occupational Group</b>	Ont. less CMAs	3	4	1	0.0%	0.0%	0.0%	3.6%	3.6%	0.0%	0	0	0	0	0	0	0	0	0
<b>08 : Skilled Sales and Service Personnel</b>	Ontario	1	1	0	0.0%	0.0%	0.0%	0.6%	0.6%	0.0%	0	0	0	0	0	0	0	0	0
6221 : Technical Sales Specialists - Wholesale Trade	Ontario	1	1	0	0.0%	0.0%	0.0%	0.6%	0.6%	0.0%	0	0	0	0	0	0	0	0	0
<b>09 : Skilled Crafts and Trades Workers</b>	Ontario	128	114	-14	1.6%	0.9%	-0.7%	1.3%	1.3%	0.0%	2	1	-1	0	0	0	0	0	0

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**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees			Representation			Aboriginal Peoples			Availability			Gap			Recruitment Area		
		2009-07-16 #	2010-07-16 #	Change #	2009-07-16 #	2010-07-16 #	Change %	2009-07-16 %	2010-07-16 %	Change %	2009-07-16 %	2010-07-16 %	Change %	2009-07-16 #	2010-07-16 #	Change #			
7231 : Machinists and Machining and Tooling Inspectors	Ontario	83	71	-12	1	0	-1	1.2%	0.0%	-1.2%	1.3%	1.3%	0.0%	1	1	0	0	-1	0
7232 : Tool and Die Makers	Ontario	3	3	0	0	0	0	0.0%	0.0%	0.0%	0.9%	0.9%	0.0%	0	0	0	0	0	0
7242 : Industrial Electricians	Ontario	4	3	-1	0	0	0	0.0%	0.0%	0.0%	1.5%	1.5%	0.0%	0	0	0	0	0	0
7265 : Welders and Related Machine Operators	Ontario	3	3	0	0	0	0	0.0%	0.0%	0.0%	2.3%	2.3%	0.0%	0	0	0	0	0	0
7266 : Blacksmiths and Die Setters	Ontario	20	19	-1	1	1	0	5.0%	5.3%	0.3%	0.0%	0.0%	0.0%	0	0	0	0	1	0
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
9231 : Central Control and Process Operators, Mineral and Metal Processing	Ontario	3	3	0	0	0	0	0.0%	0.0%	0.0%	3.8%	3.8%	0.0%	0	0	0	0	0	0
10 : Clerical Personnel	Ontario	24	22	-2	0	0	0	0.0%	0.0%	0.0%	3.5%	3.7%	0.2%	1	1	0	0	-1	0
Employment Equity Occupational Group	Ont. less CMAs	18	18	0	0	0	0	0.0%	0.0%	0.0%	4.2%	4.2%	0.0%	1	1	0	0	-1	0
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
11 : Intermediate Sales and Service Personnel	St. Catharines - Niagara	1	1	0	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 - Niagara	1	1	0	0	0	0	0.0%	0.0%	0.0%	2.1%	2.1%	0.0%	0	0	0	0	0	0
12 : Semi-Skilled Manual Workers	Ont. less CMAs	28	28	0	0	0	0	0.0%	0.0%	0.0%	2.5%	2.5%	0.0%	1	1	0	0	-1	0
Employment Equity Occupational Group	Ont. less CMAs	6	6	0	0	0	0	0.0%	0.0%	0.0%	4.3%	4.3%	0.0%	0	0	0	0	0	0
Employment Equity Occupational Group	St. Catharines - Niagara	22	22	0	0	0	0	0.0%	0.0%	0.0%	2.1%	2.1%	0.0%	0	0	0	0	0	0
14 : Other Manual Workers	St. Catharines - Niagara	23	23	0	0	0	0	0.0%	0.0%	0.0%	2.3%	2.3%	0.0%	1	1	0	0	-1	0
Employment Equity Occupational Group	St. Catharines - Niagara	23	23	0	0	0	0	0.0%	0.0%	0.0%	2.3%	2.3%	0.0%	1	1	0	0	-1	0
Total		279	262	-17	4	3	-1	1.5%	1.2%	-0.3%	1.7%	1.7%	0.0%	5	4	-1	-1	-1	0

Total may not equal sum of components due to rounding.

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

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**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees						Representation						Members of Visible Minorities						Gap		Recruitment Area			
		2009-07-16		2010-07-16		Change	#	2009-07-16		2010-07-16		Change	#	2009-07-16		2010-07-16		Change	#	2009-07-16	2010-07-16		Change	#	
		#	%	#	%			#	%	#	%			#	%	#	%								#
<b>01 : Senior Managers</b>	National	4	0.0%	4	0.0%	0	0	0.0%	0.0%	8.7%	8.7%	0.0%	0	0	0.0%	0	0	0	0	0	0	0	0		
<b>02 : Middle and Other Managers</b>	National	13	0.0%	12	-1	-1	0	0.0%	0.0%	14.0%	14.0%	0.0%	2	2	0.0%	2	2	0	0	-2	0	0	0		
<b>03 : Professionals</b>	National	13	15.4%	13	0	0	2	3	1	23.1%	23.1%	7.7%	3	3	0.0%	3	3	0	0	-1	0	1	0		
1111 : Financial Auditors and Accountants	National	2	0.0%	2	0	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0	0	0	0	0	0	0	0	0	
1121 : Specialists in Human Resources	National	3	33.3%	3	0	0	1	0	0	33.3%	33.3%	0.0%	0	0	0.0%	0	0	0	0	1	1	0	0	0	
2141 : Industrial and Manufacturing Engineers	National	8	12.5%	8	0	0	1	2	1	25.0%	25.0%	12.5%	2	2	0.0%	2	2	0	0	-1	0	1	0	0	
<b>04 : Semi-Professionals and Technicians</b>	National	27	0.0%	27	0	0	0	0	0	0.0%	0.0%	0.0%	4	4	0.0%	4	4	0	0	-4	0	0	0	0	
2233 : Industrial Engineering and Manufacturing Technologists and Technicians	Ontario	0	0.0%	1	1	1	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0	0	0	0	0	0	0	0	0	
2253 : Drafting Technologists and Technicians	Ontario	2	0.0%	2	0	0	0	0	0	0.0%	0.0%	0.0%	1	1	0.0%	1	1	0	0	-1	0	0	0	0	
2281 : Nondestructive Testers and Inspectors	Ontario	25	0.0%	24	-1	-1	0	0	0	0.0%	0.0%	0.0%	4	4	0.0%	4	4	0	0	-4	0	0	0	0	
<b>05 : Supervisors</b>	Ontario	2	0.0%	2	0	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0	0	0	0	0	0	0	0	0	0
<b>Employment Equity Occupational Group</b>	St. Catharines - Niagara	2	0.0%	2	0	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0	0	0	0	0	0	0	0	0	0
<b>06 : Supervisors: Crafts and Trades</b>	Ontario	12	0.0%	11	-1	-1	0	0	0	0.0%	0.0%	0.0%	2	2	0.0%	2	2	0	0	-2	0	0	0	0	0
7211 : Supervisors, Machinists and Related Occupations	Ontario	6	0.0%	7	1	1	0	0	0	0.0%	0.0%	0.0%	1	1	0.0%	1	1	0	0	-1	0	0	0	0	
7214 : Contractors and Supervisors, Metal Forming, Shaping and Erecting Trades	Ontario	4	0.0%	3	-1	-1	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0	0	0	0	0	0	0	0	0	
7216 : Contractors and Supervisors, Mechanic Trades	Ontario	2	0.0%	1	-1	-1	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0	0	0	0	0	0	0	0	0	
<b>07 : Administrative and Senior Clerical Personnel</b>	Ontario	3	0.0%	4	1	1	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0	0	0	0	0	0	0	0	0	
<b>Employment Equity Occupational Group</b>	Ont. less CMAs	3	0.0%	4	1	1	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0	0	0	0	0	0	0	0	0	0
<b>08 : Skilled Sales and Service Personnel</b>	Ontario	1	0.0%	1	0	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0	0	0	0	0	0	0	0	0	0
6221 : Technical Sales Specialists - Wholesale Trade	Ontario	1	0.0%	1	0	0	0	0	0	0.0%	0.0%	0.0%	0	0	0.0%	0	0	0	0	0	0	0	0	0	0
<b>09 : Skilled Crafts and Trades Workers</b>		128	0.0%	114	-14	-14	0	0	0	0.0%	0.0%	0.0%	26	23	-3	26	23	0	0	-26	0	0	0	0	0



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**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees			Representation			Members of Visible Minorities			Availability			Gap			Recruitment Area
		2009-07-16 #	2010-07-16 #	Change #	2009-07-16 #	2010-07-16 #	Change %	2009-07-16 %	2010-07-16 %	Change %	2009-07-16 %	2010-07-16 %	Change %	2009-07-16 #	2010-07-16 #	Change #	
7231 : Machinists and Machining and Tooling Inspectors	Ontario	83	71	-12	0	0	0.0%	0.0%	0.0%	22.8%	22.8%	0.0%	19	16	-3	0	Ontario
7232 : Tool and Die Makers	Ontario	3	3	0	0	0	0.0%	0.0%	0.0%	17.7%	17.7%	0.0%	1	1	0	0	Ontario
7242 : Industrial Electricians	Ontario	4	3	-1	0	0	0.0%	0.0%	0.0%	11.7%	11.7%	0.0%	0	0	0	0	Ontario
7265 : Welders and Related Machine Operators	Ontario	3	3	0	0	0	0.0%	0.0%	0.0%	22.5%	22.5%	0.0%	1	1	0	-1	0
7266 : Blacksmiths and Die Setters	Ontario	20	19	-1	0	0	0.0%	0.0%	0.0%	17.6%	17.6%	0.0%	4	3	-1	-4	1
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%	1	1	0	-1	0
9231 : Central Control and Process Operators, Mineral and Metal Processing	Ontario	3	3	0	0	0	0.0%	0.0%	0.0%	9.3%	9.3%	0.0%	0	0	0	0	0
10 : Clerical Personnel	Ont. less CMAs	24	22	-2	0	0	0.0%	0.0%	0.0%	2.4%	2.2%	-0.2%	1	0	-1	-1	1
Employment Equity Occupational Group	Ont. less CMAs	18	18	0	0	0	0.0%	0.0%	0.0%	1.6%	1.6%	0.0%	0	0	0	0	0
Employment Equity Occupational Group	St. Catharines - Niagara	6	4	-2	0	0	0.0%	0.0%	0.0%	5.0%	5.0%	0.0%	0	0	0	0	0
11 : Intermediate Sales and Service Personnel	St. Catharines - Niagara	1	1	0	0	0	0.0%	0.0%	0.0%	7.8%	7.8%	0.0%	0	0	0	0	0
Employment Equity Occupational Group	St. Catharines - Niagara	1	1	0	0	0	0.0%	0.0%	0.0%	7.8%	7.8%	0.0%	0	0	0	0	0
12 : Semi-Skilled Manual Workers	Ont. less CMAs	28	28	0	0	0	0.0%	0.0%	0.0%	6.0%	6.0%	0.0%	2	2	0	-2	0
Employment Equity Occupational Group	Ont. less CMAs	6	6	0	0	0	0.0%	0.0%	0.0%	2.5%	2.5%	0.0%	0	0	0	0	0
Employment Equity Occupational Group	St. Catharines - Niagara	22	22	0	0	0	0.0%	0.0%	0.0%	6.9%	6.9%	0.0%	2	2	0	-2	0
14 : Other Manual Workers	St. Catharines - Niagara	23	23	0	0	0	0.0%	0.0%	0.0%	7.2%	7.2%	0.0%	2	2	0	-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	-2	0
Total		279	262	-17	2	3	0.7%	1.1%	0.4%	14.6%	14.3%	-0.3%	42	39	-4	-40	5

Total may not equal sum of components due to rounding.

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

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**Persons with Disabilities**

Employment Equity Occupational Group	Internal Location	All Employees						Representation						Persons with Disabilities						Gap		Recruitment Area					
		2009-07-16		2010-07-16		Change		2009-07-16		2010-07-16		Change		2009-07-16		2010-07-16		Change		2009-07-16		2010-07-16		Change			
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
0102 : Managers	National	17		16	-1	2	2	0	11.8 %	12.5 %	0.7 %	3.2 %	3.2 %	0.0 %	1	1	0	1	1	0	1	1	0	0	0	National	
03 : Professionals	National	13		13	0	1	1	0	7.7 %	7.7 %	0.0 %	4.5 %	4.5 %	0.0 %	1	1	0	0	0	0	0	0	0	0	0	National	
04 : Semi-Professional and Technicians	National	27		27	0	2	2	0	7.4 %	7.4 %	0.0 %	4.8 %	4.8 %	0.0 %	1	1	0	1	1	0	1	1	0	1	0	National	
05 : Supervisors	National	2		2	0	0	0	0	0.0 %	0.0 %	0.0 %	9.5 %	9.5 %	0.0 %	0	0	0	0	0	0	0	0	0	0	0	National	
06 : Supervisors: Crafts and Trades	National	12		11	-1	0	0	0	0.0 %	0.0 %	0.0 %	4.6 %	4.6 %	0.0 %	1	1	0	-1	0	0	0	0	0	0	National		
07 : Administrative and Senior Clerical Personnel	National	3		4	1	0	0	0	0.0 %	0.0 %	0.0 %	2.6 %	2.6 %	0.0 %	0	0	0	0	0	0	0	0	0	0	0	National	
08 : Skilled Sales and Service Personnel	National	1		1	0	0	0	0	0.0 %	0.0 %	0.0 %	5.6 %	5.6 %	0.0 %	0	0	0	0	0	0	0	0	0	0	0	National	
09 : Skilled Crafts and Trades Workers	National	128		114	-14	8	6	-2	6.3 %	5.3 %	-1.0 %	5.3 %	5.3 %	0.0 %	7	6	-1	1	1	0	1	0	1	0	1	National	
10 : Clerical Personnel	National	24		22	-2	2	2	0	8.3 %	9.1 %	0.8 %	4.4 %	4.4 %	0.0 %	1	1	0	1	1	0	1	0	1	0	0	National	
11 : Intermediate Sales and Service Personnel	National	1		1	0	0	0	0	0.0 %	0.0 %	0.0 %	5.3 %	5.3 %	0.0 %	0	0	0	0	0	0	0	0	0	0	0	National	
12 : Semi-Skilled Manual Workers	National	28		28	0	3	3	0	10.7 %	10.7 %	0.0 %	5.5 %	5.5 %	0.0 %	2	2	0	1	1	0	1	1	0	1	0	National	
14 : Other Manual Workers	National	23		23	0	2	2	0	8.7 %	8.7 %	0.0 %	5.2 %	5.2 %	0.0 %	1	1	0	1	1	0	1	1	0	1	0	National	
<b>Total</b>		<b>279</b>		<b>262</b>	<b>-17</b>	<b>20</b>	<b>18</b>	<b>-2</b>	<b>7.2 %</b>	<b>6.9 %</b>	<b>-0.3 %</b>	<b>5.0 %</b>	<b>5.0 %</b>	<b>-0.0 %</b>	<b>15</b>	<b>14</b>	<b>-1</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	National

Total may not equal sum of components due to rounding

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

Workplace Equity Information Management System - IMT Partnership  
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**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

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**WFA Defaults - Persons with Disabilities**

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior 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

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**

Employment Equity Occupational Group	All Employees			Representation						Women						Availability			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	0	2	3	1	33.3 %	50.0 %	16.7 %	24.2 %	27.4 %	3.2 %	1	2	1	1	1	0			
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	0			
03 : Professionals	11	6	-5	2	3	1	18.2 %	50.0 %	31.8 %	27.2 %	35.6 %	8.4 %	3	2	-1	-1	1	2			
04 : Semi-Professionals and Technicians	28	27	-1	0	0	0	0.0 %	0.0 %	0.0 %	12.1 %	11.4 %	-0.7 %	3	3	0	-3	-3	0			
05 : Supervisors	2	2	0	1	1	0	50.0 %	50.0 %	0.0 %	63.4 %	58.9 %	-4.5 %	1	1	0	0	0	0			
06 : Supervisors: Crafts and Trades	8	7	-1	1	0	-1	12.5 %	0.0 %	-12.5 %	5.5 %	10.9 %	5.4 %	0	1	1	1	-1	-2			
07 : Administrative and Senior Clerical Personnel	4	6	2	3	3	0	75.0 %	50.0 %	-25.0 %	87.3 %	87.1 %	-0.2 %	3	5	2	0	-2	-2			
08 : Skilled Sales and Service Personnel	1	0	-1	0	0	0	0.0 %	0.0 %	0.0 %	28.5 %	0.0 %	-28.5 %	0	0	0	0	0	0			
09 : Skilled Crafts and Trades Workers	104	102	-2	3	6	3	2.9 %	5.9 %	3.0 %	4.9 %	3.8 %	-1.1 %	5	4	-1	-2	2	4			
10 : Clerical Personnel	21	15	-6	15	11	-4	71.4 %	73.3 %	1.9 %	75.0 %	71.3 %	-3.7 %	16	11	-5	-1	0	1			
11 : Intermediate Sales and Service Personnel	1	1	0	1	1	0	100.0 %	100.0 %	0.0 %	69.0 %	66.9 %	-2.1 %	1	1	0	0	0	0			
12 : Semi-Skilled Manual Workers	28	21	-7	0	0	0	0.0 %	0.0 %	0.0 %	21.1 %	18.2 %	-2.9 %	6	4	-2	-6	-4	2			
14 : Other Manual Workers	23	27	4	0	1	1	0.0 %	3.7 %	3.7 %	18.8 %	14.9 %	-3.9 %	4	4	0	-4	-3	1			
<b>Total</b>	<b>248</b>	<b>236</b>	<b>-12</b>	<b>29</b>	<b>32</b>	<b>3</b>	<b>11.7 %</b>	<b>13.6 %</b>	<b>1.9 %</b>	<b>19.9 %</b>	<b>18.4 %</b>	<b>-1.6 %</b>	<b>47</b>	<b>44</b>	<b>-3</b>	<b>-18</b>	<b>-12</b>	<b>6</b>			

Total may not equal sum of components due to rounding.

Sources: 2006 Census and employer's internal data

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

Employment Equity Occupational Group	All Employees			Representation			Aboriginal Peoples			Availability			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 #
01 : Senior Managers	6	6	0	1	1	0	16.7%	16.7%	0.0%	2.4%	2.9%	0.5%	0	0	0
02 : Middle and Other Managers	11	16	5	0	0	0	0.0%	0.0%	0.0%	1.9%	2.2%	0.3%	0	0	0
03 : Professionals	11	6	-5	0	0	0	0.0%	0.0%	0.0%	0.9%	1.5%	0.6%	0	0	0
04 : Semi-Professionals and Technicians	28	27	-1	0	0	0	0.0%	0.0%	0.0%	0.7%	2.9%	2.2%	0	1	-1
05 : Supervisors	2	2	0	0	0	0	0.0%	0.0%	0.0%	1.4%	1.4%	0.0%	0	0	0
06 : Supervisors: Crafts and Trades	8	7	-1	0	0	0	0.0%	0.0%	0.0%	2.1%	2.4%	0.3%	0	0	0
07 : Administrative and Senior Clerical Personnel	4	6	2	0	0	0	0.0%	0.0%	0.0%	3.6%	4.1%	0.5%	0	0	0
08 : Skilled Sales and Service Personnel	1	0	-1	0	0	0	0.0%	0.0%	0.0%	0.6%	0.0%	-0.6%	0	0	0
09 : Skilled Crafts and Trades Workers	104	102	-2	0	1	1	0.0%	1.0%	1.0%	1.3%	2.7%	1.4%	1	3	-2
10 : Clerical Personnel	21	15	-6	0	0	0	0.0%	0.0%	0.0%	3.7%	3.5%	-0.2%	1	1	0
11 : Intermediate Sales and Service Personnel	1	1	0	0	0	0	0.0%	0.0%	0.0%	2.1%	2.2%	0.1%	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%	1	1	0
14 : Other Manual Workers	23	27	4	0	0	0	0.0%	0.0%	0.0%	2.3%	2.5%	0.2%	1	1	0
<b>Total</b>	<b>248</b>	<b>236</b>	<b>-12</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>0.4%</b>	<b>0.9%</b>	<b>0.5%</b>	<b>1.8%</b>	<b>2.7%</b>	<b>0.9%</b>	<b>4</b>	<b>7</b>	<b>-3</b>

Total may not equal sum of components due to rounding.

Sources: 2006 Census and employer's internal data

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  
**Members of Visible Minorities**

Employment Equity Occupational Group	All Employees			Representation			Members of Visible Minorities			Availability			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 #
01 : Senior Managers	6	6	0	0	0	0	0.0%	0.0%	0.0%	1	1	0	-1	-1	0
02 : Middle and Other Managers	11	16	5	0	1	1	0.0%	6.3%	6.3%	2	2	0	-2	-1	1
03 : Professionals	11	6	-5	3	2	-1	27.3%	33.3%	6.0%	2	2	0	1	0	-1
04 : Semi-Professionals and Technicians	28	27	-1	0	3	3	0.0%	11.1%	11.1%	4	4	0	-4	-1	3
05 : Supervisors	2	2	0	0	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0
06 : Supervisors: Crafts and Trades	8	7	-1	0	0	0	0.0%	0.0%	0.0%	1	1	0	-1	-1	0
07 : Administrative and Senior Clerical Personnel	4	6	2	0	1	1	0.0%	16.7%	16.7%	0	0	0	0	1	1
08 : Skilled Sales and Service Personnel	1	0	-1	0	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0
09 : Skilled Crafts and Trades Workers	104	102	-2	0	4	4	0.0%	3.9%	3.9%	21	21	0	-21	-17	4
10 : Clerical Personnel	21	15	-6	0	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0
11 : Intermediate Sales and Service Personnel	1	1	0	0	0	0	0.0%	0.0%	0.0%	0	0	0	0	0	0
12 : Semi-Skilled Manual Workers	28	21	-7	0	0	0	0.0%	0.0%	0.0%	2	1	-1	-2	-1	1
14 : Other Manual Workers	23	27	4	0	0	0	0.0%	0.0%	0.0%	2	2	0	-2	-2	0
Total	248	236	-12	3	11	8	1.2%	4.7%	3.4%	35	34	-1	-32	-23	9

Total may not equal sum of components due to rounding.

Sources: 2006 Census and employer's internal data

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

**Persons with Disabilities**

Employment Equity Occupational Group	All Employees			Representation			Persons with Disabilities			Availability			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 #
0102 : Managers	17	22	5	3	4	1	17.6%	18.2%	0.6%	3.2%	4.3%	1.1%	1	1	0
03 : Professionals	11	6	-5	0	0	0	0.0%	0.0%	0.0%	4.5%	3.8%	-0.7%	0	0	0
04 : Semi-Professional and Technicians	28	27	-1	1	0	-1	3.6%	0.0%	-3.6%	4.8%	4.6%	-0.2%	1	1	0
05 : Supervisors	2	2	0	0	0	0	0.0%	0.0%	0.0%	9.5%	13.9%	4.4%	0	0	0
06 : Supervisors: Crafts and Trades	8	7	-1	0	0	0	0.0%	0.0%	0.0%	4.6%	7.8%	3.2%	0	1	1
07 : Administrative and Senior Clerical Personnel	4	6	2	0	0	0	0.0%	0.0%	0.0%	2.6%	3.4%	0.8%	0	0	0
08 : Skilled Sales and Service Personnel	1	0	-1	0	0	0	0.0%	0.0%	0.0%	5.6%	3.5%	-2.1%	0	0	0
09 : Skilled Crafts and Trades Workers	104	102	-2	7	4	-3	6.7%	3.9%	-2.8%	5.3%	3.8%	-1.5%	6	4	-2
10 : Clerical Personnel	21	15	-6	2	1	-1	9.5%	6.7%	-2.8%	4.4%	7.0%	2.6%	1	1	0
11 : Intermediate Sales and Service Personnel	1	1	0	0	0	0	0.0%	0.0%	0.0%	5.3%	5.6%	0.3%	0	0	0
12 : Semi-Skilled Manual Workers	28	21	-7	4	2	-2	14.3%	9.5%	-4.8%	5.5%	4.8%	-0.7%	2	1	-1
14 : Other Manual Workers	23	27	4	2	1	-1	8.7%	3.7%	-5.0%	5.2%	5.3%	0.1%	1	1	0
<b>Total</b>	<b>248</b>	<b>238</b>	<b>-12</b>	<b>19</b>	<b>12</b>	<b>-7</b>	<b>7.6%</b>	<b>5.1%</b>	<b>-2.5%</b>	<b>5.0%</b>	<b>4.6%</b>	<b>-0.4%</b>	<b>12</b>	<b>10</b>	<b>-2</b>

Total may not equal sum of components due to rounding

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



**Workforce Analysis - Comparison Summary Report**

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

**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

**Workforce Analysis - Comparison Summary Report**

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

**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