

Labour Program
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

Agreement to Implement Employment Equity

(All sections must be completed)


- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Moore Canada d/b/a RR Donnelley	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) RR Donnelley	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-ecan/2007/isl-liste-eng.htm 32311	Total number of employees in Canada (Permanent Full-Time and/or Part-Time) 1496 <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 6100 Vipond Drive	City Mississauga	Province ON	Postal Code L5T 2X1
Telephone Number 905-362-3100			

EMPLOYMENT EQUITY CONTACT			
Name (print) Tracey Young	Title Director, Human Resource		
Telephone Number 905-362-3162	E-mail Address tracey.l.young@rrd.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> • having a combined workforce of 100 or more permanent full-time and permanent part-time employees in Canada, AND • intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes) 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: http://www.esdc.gc.ca/eng/labour/equality/faq/index.shtml :
Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY			
NOTE: 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) A.I. (Drew) Sullivan	Title President		
Telephone Number 905-362-3044	E-mail Address drew.sullivan@rrd.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Signature 		Date (YYYY-MM-DD) 2015-10-20	

Privacy Notice: The information you provide on this form is collected under the authority of section 42 of the <i>Employment Equity Act</i> to determine your eligibility for the Federal Contractors Program (FCP). Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract. The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you. Your personal information is administered in accordance with the <i>Privacy Act</i> and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled <i>Info Source</i> , which is available at the following website address: http://www.infosource.gc.ca . Info Source may also be accessed online at any Service Canada Centre.

RETURN INSTRUCTIONS
IMPORTANT <ul style="list-style-type: none"> • The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: ee-eme@hrsdc-rhdcc.gc.ca.



Workplace Equity Information Management System - Moore Canada d/b/a RR Donnelley

Workforce Analysis - Detailed Report

Date: 2016-12-13

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	4	1	25.0 %	27.4 %	1	0	National
02 : Middle and Other Managers	National	77	19	24.7 %	38.9 %	30	-11	National
03 : Professionals		72	34	47.2 %	35.1 %	25	9	
1111 : Financial auditors and accountants	National	5	3	60.0 %	55.1 %	3	0	National
1112 : Financial and investment analysts	National	13	8	61.5 %	50.1 %	7	1	National
1122 : Professional occupations in business management consulting	National	13	11	84.6 %	42.0 %	5	6	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	1	100.0 %	66.4 %	1	0	National
2171 : Information systems analysts and consultants	National	4	2	50.0 %	28.3 %	1	1	National
2174 : Computer programmers and interactive media developers	National	29	8	27.6 %	17.9 %	5	3	National
4163 : Business development officers and marketing researchers and consultants	National	7	1	14.3 %	50.7 %	4	-3	National
04 : Semi-Professionals and Technicians		33	6	18.2 %	26.7 %	9	-3	
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	1	0	0.0 %	37.8 %	0	0	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	6	3	50.0 %	35.1 %	2	1	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	3	2	66.7 %	40.2 %	1	1	Québec
2281 : Computer network technicians	Ontario	11	0	0.0 %	20.8 %	2	-2	Ontario
2281 : Computer network technicians	Québec	2	0	0.0 %	18.5 %	0	0	Québec
2282 : User support technicians	Alberta	1	0	0.0 %	26.7 %	0	0	Alberta
2282 : User support technicians	British Columbia	1	0	0.0 %	25.1 %	0	0	British Columbia
2282 : User support technicians	Ontario	8	1	12.5 %	24.2 %	2	-1	Ontario
05 : Supervisors		18	11	61.1 %	55.4 %	10	1	
Employment Equity Occupational Group	Edmonton	2	1	50.0 %	56.2 %	1	0	Edmonton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	54.2 %	1	-1	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	1	1	100.0 %	50.8 %	1	0	Montréal
Employment Equity Occupational Group	Ont. less CMAs	3	1	33.3 %	62.9 %	2	-1	Ont. less CMAs



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Date: 2016-12-13

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Oshawa	2	1	50.0 %	56.6 %	1	0	Oshawa
Employment Equity Occupational Group	Toronto	9	7	77.8 %	53.0 %	5	2	Toronto
06 : Supervisors: Crafts and Trades		18	1	5.6 %	37.2 %	7	-6	
7303 : Supervisors, printing and related occupations	Alberta	1	0	0.0 %	39.2 %	0	0	Alberta
7303 : Supervisors, printing and related occupations	Ontario	14	0	0.0 %	36.8 %	5	-5	Ontario
7303 : Supervisors, printing and related occupations	Québec	3	1	33.3 %	38.4 %	1	0	Québec
07 : Administrative and Senior Clerical Personnel		38	17	44.7 %	81.2 %	31	-14	
Employment Equity Occupational Group	Edmonton	2	2	100.0 %	84.6 %	2	0	Edmonton
Employment Equity Occupational Group	Montréal	2	0	0.0 %	80.8 %	2	-2	Montréal
Employment Equity Occupational Group	Ont. less CMAs	4	2	50.0 %	87.1 %	3	-1	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	1	1	100.0 %	84.1 %	1	0	Oshawa
Employment Equity Occupational Group	Toronto	29	12	41.4 %	80.1 %	23	-11	Toronto
09 : Skilled Crafts and Trades Workers		112	3	2.7 %	10.8 %	12	-9	
7311 : Construction millwrights and industrial mechanics	Ontario	8	0	0.0 %	1.6 %	0	0	Ontario
7311 : Construction millwrights and industrial mechanics	Québec	2	0	0.0 %	1.7 %	0	0	Québec
7381 : Printing press operators	Alberta	13	0	0.0 %	7.2 %	1	-1	Alberta
7381 : Printing press operators	Ontario	75	3	4.0 %	11.7 %	9	-6	Ontario
7381 : Printing press operators	Québec	14	0	0.0 %	15.6 %	2	-2	Québec
10 : Clerical Personnel		149	80	53.7 %	66.9 %	100	-20	
Employment Equity Occupational Group	Edmonton	11	6	54.5 %	70.3 %	8	-2	Edmonton
Employment Equity Occupational Group	Montréal	28	10	35.7 %	62.5 %	18	-8	Montréal
Employment Equity Occupational Group	Ont. less CMAs	28	16	57.1 %	72.4 %	20	-4	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	20	15	75.0 %	67.3 %	13	2	Oshawa
Employment Equity Occupational Group	Que. less CMAs	10	7	70.0 %	66.8 %	7	0	Que. less CMAs



Workplace Equity Information Management System - Moore Canada d/b/a RR Donnelley

Workforce Analysis - Detailed Report

Date: 2016-12-13

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Toronto	48	24	50.0 %	65.2 %	31	-7	Toronto
Employment Equity Occupational Group	Vancouver	4	2	50.0 %	70.0 %	3	-1	Vancouver
11 : Intermediate Sales and Service Personnel		166	94	56.6 %	64.5 %	107	-13	
Employment Equity Occupational Group	Calgary	3	2	66.7 %	66.1 %	2	0	Calgary
Employment Equity Occupational Group	Edmonton	10	5	50.0 %	67.0 %	7	-2	Edmonton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	1	100.0 %	69.4 %	1	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	5	3	60.0 %	65.9 %	3	0	London
Employment Equity Occupational Group	Moncton	2	1	50.0 %	63.9 %	1	0	Moncton
Employment Equity Occupational Group	Montréal	29	12	41.4 %	61.8 %	18	-6	Montréal
Employment Equity Occupational Group	Ont. less CMAs	5	3	60.0 %	72.4 %	4	-1	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	7	5	71.4 %	69.8 %	5	0	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	5	2	40.0 %	61.8 %	3	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	4	3	75.0 %	70.2 %	3	0	Que. less CMAs
Employment Equity Occupational Group	Toronto	77	48	62.3 %	63.9 %	49	-1	Toronto
Employment Equity Occupational Group	Vancouver	13	7	53.8 %	64.2 %	8	-1	Vancouver
Employment Equity Occupational Group	Winnipeg	5	2	40.0 %	65.5 %	3	-1	Winnipeg
12 : Semi-Skilled Manual Workers		410	148	36.1 %	19.6 %	80	68	
Employment Equity Occupational Group	Edmonton	22	8	36.4 %	16.0 %	4	4	Edmonton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	2	100.0 %	23.0 %	0	2	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	126	60	47.6 %	18.4 %	23	37	Montréal
Employment Equity Occupational Group	Ont. less CMAs	66	28	42.4 %	20.7 %	14	14	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	39	9	23.1 %	17.0 %	7	2	Oshawa
Employment Equity Occupational Group	Que. less CMAs	8	0	0.0 %	17.3 %	1	-1	Que. less CMAs
Employment Equity Occupational Group	Toronto	131	39	29.8 %	22.0 %	29	10	Toronto



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Workforce Analysis - Detailed Report

Date: 2016-12-13

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Vancouver	16	2	12.5 %	17.1 %	3	-1	Vancouver
13 : Other Sales and Service Personnel		4	1	25.0 %	58.1 %	2	-1	
Employment Equity Occupational Group	Ont. less CMAs	1	1	100.0 %	61.8 %	1	0	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	1	0	0.0 %	56.4 %	1	-1	Oshawa
Employment Equity Occupational Group	Que. less CMAs	1	0	0.0 %	58.8 %	1	-1	Que. less CMAs
Employment Equity Occupational Group	Toronto	1	0	0.0 %	55.5 %	1	-1	Toronto
14 : Other Manual Workers		43	2	4.7 %	24.0 %	10	-8	
Employment Equity Occupational Group	Edmonton	8	0	0.0 %	16.1 %	1	-1	Edmonton
Employment Equity Occupational Group	Ont. less CMAs	13	2	15.4 %	19.7 %	3	-1	Ont. less CMAs
Employment Equity Occupational Group	Que. less CMAs	7	0	0.0 %	22.3 %	2	-2	Que. less CMAs
Employment Equity Occupational Group	Toronto	15	0	0.0 %	32.6 %	5	-5	Toronto
Total		1144	417	36.5 %	37.1 %	424	-7	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



Workplace Equity Information Management System - Moore Canada d/b/a RR Donnelley

Workforce Analysis - Detailed Report

Date: 2016-12-13

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	4	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	77	1	1.3 %	2.2 %	2	-1	National
03 : Professionals		72	1	1.4 %	1.2 %	1	0	
1111 : Financial auditors and accountants	National	5	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	13	0	0.0 %	0.9 %	0	0	National
1122 : Professional occupations in business management consulting	National	13	0	0.0 %	1.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	2.1 %	0	0	National
2171 : Information systems analysts and consultants	National	4	0	0.0 %	1.1 %	0	0	National
2174 : Computer programmers and interactive media developers	National	29	0	0.0 %	1.0 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	7	1	14.3 %	2.0 %	0	1	National
04 : Semi-Professionals and Technicians		33	1	3.0 %	1.8 %	1	0	
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	1	0	0.0 %	4.4 %	0	0	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	6	1	16.7 %	2.1 %	0	1	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	3	0	0.0 %	1.6 %	0	0	Québec
2281 : Computer network technicians	Ontario	11	0	0.0 %	1.4 %	0	0	Ontario
2281 : Computer network technicians	Québec	2	0	0.0 %	1.1 %	0	0	Québec
2282 : User support technicians	Alberta	1	0	0.0 %	3.8 %	0	0	Alberta
2282 : User support technicians	British Columbia	1	0	0.0 %	1.8 %	0	0	British Columbia
2282 : User support technicians	Ontario	8	0	0.0 %	1.6 %	0	0	Ontario
05 : Supervisors		18	1	5.6 %	2.2 %	0	1	
Employment Equity Occupational Group	Edmonton	2	1	50.0 %	4.6 %	0	1	Edmonton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	1.0 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Ont. less CMAs	3	0	0.0 %	4.9 %	0	0	Ont. less CMAs



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Workforce Analysis - Detailed Report

Date: 2016-12-13

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area
			Representation #	%	Availability %		
Employment Equity Occupational Group	Oshawa	2	0	0.0 %	2.9 %	0	Oshawa
Employment Equity Occupational Group	Toronto	9	0	0.0 %	1.0 %	0	Toronto
06 : Supervisors: Crafts and Trades		18	0	0.0 %	1.2 %	0	
7303 : Supervisors, printing and related occupations	Alberta	1	0	0.0 %	0.0 %	0	Alberta
7303 : Supervisors, printing and related occupations	Ontario	14	0	0.0 %	1.5 %	0	Ontario
7303 : Supervisors, printing and related occupations	Québec	3	0	0.0 %	0.0 %	0	Québec
07 : Administrative and Senior Clerical Personnel		38	1	2.6 %	1.3 %	0	1
Employment Equity Occupational Group	Edmonton	2	1	50.0 %	3.6 %	0	1
Employment Equity Occupational Group	Montréal	2	0	0.0 %	0.7 %	0	0
Employment Equity Occupational Group	Ont. less CMAs	4	0	0.0 %	4.1 %	0	0
Employment Equity Occupational Group	Oshawa	1	0	0.0 %	2.0 %	0	0
Employment Equity Occupational Group	Toronto	29	0	0.0 %	0.8 %	0	0
09 : Skilled Crafts and Trades Workers		112	4	3.6 %	2.4 %	3	1
7311 : Construction millwrights and industrial mechanics	Ontario	8	0	0.0 %	2.7 %	0	0
7311 : Construction millwrights and industrial mechanics	Québec	2	0	0.0 %	1.4 %	0	0
7381 : Printing press operators	Alberta	13	3	23.1 %	3.4 %	0	3
7381 : Printing press operators	Ontario	75	1	1.3 %	2.6 %	2	-1
7381 : Printing press operators	Québec	14	0	0.0 %	0.6 %	0	0
10 : Clerical Personnel		149	4	2.7 %	2.0 %	3	1
Employment Equity Occupational Group	Edmonton	11	1	9.1 %	5.1 %	1	0
Employment Equity Occupational Group	Montréal	28	0	0.0 %	0.8 %	0	0
Employment Equity Occupational Group	Ont. less CMAs	28	2	7.1 %	4.7 %	1	1
Employment Equity Occupational Group	Oshawa	20	1	5.0 %	1.0 %	0	1
Employment Equity Occupational Group	Que. less CMAs	10	0	0.0 %	3.2 %	0	0



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Date: 2016-12-13

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Toronto	48	0	0.0 %	0.7 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	4	0	0.0 %	2.4 %	0	0	Vancouver
11 : Intermediate Sales and Service Personnel		166	2	1.2 %	1.7 %	3	-1	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	2.5 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	10	0	0.0 %	4.8 %	0	0	Edmonton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	1.5 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	5	1	20.0 %	1.4 %	0	1	London
Employment Equity Occupational Group	Moncton	2	0	0.0 %	1.4 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	29	0	0.0 %	0.9 %	0	0	Montréal
Employment Equity Occupational Group	Ont. less CMAs	5	0	0.0 %	4.9 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	7	0	0.0 %	1.8 %	0	0	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	5	0	0.0 %	3.0 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	4	0	0.0 %	3.1 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Toronto	77	1	1.3 %	0.6 %	0	1	Toronto
Employment Equity Occupational Group	Vancouver	13	0	0.0 %	2.3 %	0	0	Vancouver
Employment Equity Occupational Group	Winnipeg	5	0	0.0 %	9.8 %	0	0	Winnipeg
12 : Semi-Skilled Manual Workers		410	7	1.7 %	1.9 %	8	-1	
Employment Equity Occupational Group	Edmonton	22	0	0.0 %	5.6 %	1	-1	Edmonton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	0	0.0 %	1.2 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	126	1	0.8 %	0.9 %	1	0	Montréal
Employment Equity Occupational Group	Ont. less CMAs	66	2	3.0 %	4.4 %	3	-1	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	39	1	2.6 %	2.9 %	1	0	Oshawa
Employment Equity Occupational Group	Que. less CMAs	8	0	0.0 %	2.7 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Toronto	131	2	1.5 %	0.7 %	1	1	Toronto



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Date: 2016-12-13

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Vancouver	16	1	6.3 %	2.2 %	0	1	Vancouver
13 : Other Sales and Service Personnel		4	0	0.0 %	3.5 %	0	0	
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	6.8 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	1	0	0.0 %	1.8 %	0	0	Oshawa
Employment Equity Occupational Group	Que. less CMAs	1	0	0.0 %	4.5 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.8 %	0	0	Toronto
14 : Other Manual Workers		43	1	2.3 %	4.4 %	2	-1	
Employment Equity Occupational Group	Edmonton	8	0	0.0 %	8.2 %	1	-1	Edmonton
Employment Equity Occupational Group	Ont. less CMAs	13	0	0.0 %	6.8 %	1	-1	Ont. less CMAs
Employment Equity Occupational Group	Que. less CMAs	7	0	0.0 %	3.3 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Toronto	15	1	6.7 %	0.8 %	0	1	Toronto
Total		1144	23	2.0 %	2.0 %	23	0	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



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Date: 2016-12-13

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	4	0	0.0 %	10.1 %	0	0	National
02 : Middle and Other Managers	National	77	13	16.9 %	15.0 %	12	1	National
03 : Professionals		72	23	31.9 %	29.0 %	21	2	
1111 : Financial auditors and accountants	National	5	3	60.0 %	27.5 %	1	2	National
1112 : Financial and investment analysts	National	13	6	46.2 %	35.4 %	5	1	National
1122 : Professional occupations in business management consulting	National	13	3	23.1 %	21.6 %	3	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	16.9 %	0	0	National
2171 : Information systems analysts and consultants	National	4	0	0.0 %	31.4 %	1	-1	National
2174 : Computer programmers and interactive media developers	National	29	11	37.9 %	31.5 %	9	2	National
4163 : Business development officers and marketing researchers and consultants	National	7	0	0.0 %	21.9 %	2	-2	National
04 : Semi-Professionals and Technicians		33	10	30.3 %	26.6 %	9	1	
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	1	0	0.0 %	15.9 %	0	0	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	6	2	33.3 %	16.6 %	1	1	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	3	0	0.0 %	4.8 %	0	0	Québec
2281 : Computer network technicians	Ontario	11	5	45.5 %	34.1 %	4	1	Ontario
2281 : Computer network technicians	Québec	2	1	50.0 %	13.1 %	0	1	Québec
2282 : User support technicians	Alberta	1	0	0.0 %	28.2 %	0	0	Alberta
2282 : User support technicians	British Columbia	1	0	0.0 %	32.5 %	0	0	British Columbia
2282 : User support technicians	Ontario	8	2	25.0 %	35.9 %	3	-1	Ontario
05 : Supervisors		18	2	11.1 %	28.4 %	5	-3	
Employment Equity Occupational Group	Edmonton	2	0	0.0 %	21.6 %	0	0	Edmonton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	12.0 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	1	0	0.0 %	16.7 %	0	0	Montréal
Employment Equity Occupational Group	Ont. less CMAs	3	0	0.0 %	1.9 %	0	0	Ont. less CMAs



Workplace Equity Information Management System - Moore Canada d/b/a RR Donnelley

Workforce Analysis - Detailed Report

Date: 2016-12-13

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Oshawa	2	0	0.0 %	10.5 %	0	0	Oshawa
Employment Equity Occupational Group	Toronto	9	2	22.2 %	45.8 %	4	-2	Toronto
06 : Supervisors: Crafts and Trades		18	4	22.2 %	16.8 %	3	1	
7303 : Supervisors, printing and related occupations	Alberta	1	0	0.0 %	8.1 %	0	0	Alberta
7303 : Supervisors, printing and related occupations	Ontario	14	4	28.6 %	19.0 %	3	1	Ontario
7303 : Supervisors, printing and related occupations	Québec	3	0	0.0 %	9.6 %	0	0	Québec
07 : Administrative and Senior Clerical Personnel		38	6	15.8 %	30.2 %	11	-5	
Employment Equity Occupational Group	Edmonton	2	0	0.0 %	13.4 %	0	0	Edmonton
Employment Equity Occupational Group	Montréal	2	0	0.0 %	12.2 %	0	0	Montréal
Employment Equity Occupational Group	Ont. less CMAs	4	0	0.0 %	1.6 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	1	0	0.0 %	9.0 %	0	0	Oshawa
Employment Equity Occupational Group	Toronto	29	6	20.7 %	37.3 %	11	-5	Toronto
09 : Skilled Crafts and Trades Workers		112	10	8.9 %	16.5 %	18	-8	
7311 : Construction millwrights and industrial mechanics	Ontario	8	2	25.0 %	14.1 %	1	1	Ontario
7311 : Construction millwrights and industrial mechanics	Québec	2	0	0.0 %	2.9 %	0	0	Québec
7381 : Printing press operators	Alberta	13	1	7.7 %	14.4 %	2	-1	Alberta
7381 : Printing press operators	Ontario	75	7	9.3 %	19.5 %	15	-8	Ontario
7381 : Printing press operators	Québec	14	0	0.0 %	5.9 %	1	-1	Québec
10 : Clerical Personnel		149	31	20.8 %	22.9 %	34	-3	
Employment Equity Occupational Group	Edmonton	11	1	9.1 %	17.5 %	2	-1	Edmonton
Employment Equity Occupational Group	Montréal	28	6	21.4 %	17.4 %	5	1	Montréal
Employment Equity Occupational Group	Ont. less CMAs	28	1	3.6 %	1.7 %	0	1	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	20	1	5.0 %	9.8 %	2	-1	Oshawa
Employment Equity Occupational Group	Que. less CMAs	10	0	0.0 %	0.6 %	0	0	Que. less CMAs



Workplace Equity Information Management System - Moore Canada d/b/a RR Donnelley

Workforce Analysis - Detailed Report

Date: 2016-12-13

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Toronto	48	21	43.8 %	48.1 %	23	-2	Toronto
Employment Equity Occupational Group	Vancouver	4	1	25.0 %	42.3 %	2	-1	Vancouver
11 : Intermediate Sales and Service Personnel		166	44	26.5 %	34.8 %	58	-14	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	29.7 %	1	-1	Calgary
Employment Equity Occupational Group	Edmonton	10	2	20.0 %	24.8 %	2	0	Edmonton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	1	100.0 %	13.8 %	0	1	Kitchener - Cambridge
Employment Equity Occupational Group	London	5	0	0.0 %	12.5 %	1	-1	London
Employment Equity Occupational Group	Moncton	2	0	0.0 %	4.1 %	0	0	Moncton
Employment Equity Occupational Group	Montréal	29	5	17.2 %	22.2 %	6	-1	Montréal
Employment Equity Occupational Group	Ont. less CMAs	5	0	0.0 %	2.3 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	7	2	28.6 %	13.0 %	1	1	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	5	1	20.0 %	22.0 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	4	0	0.0 %	0.9 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Toronto	77	32	41.6 %	48.9 %	38	-6	Toronto
Employment Equity Occupational Group	Vancouver	13	1	7.7 %	47.5 %	6	-5	Vancouver
Employment Equity Occupational Group	Winnipeg	5	0	0.0 %	23.2 %	1	-1	Winnipeg
12 : Semi-Skilled Manual Workers		410	137	33.4 %	29.6 %	121	16	
Employment Equity Occupational Group	Edmonton	22	3	13.6 %	22.3 %	5	-2	Edmonton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	0	0.0 %	18.5 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	126	33	26.2 %	22.7 %	29	4	Montréal
Employment Equity Occupational Group	Ont. less CMAs	66	3	4.5 %	1.6 %	1	2	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	39	4	10.3 %	8.5 %	3	1	Oshawa
Employment Equity Occupational Group	Que. less CMAs	8	0	0.0 %	0.7 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Toronto	131	89	67.9 %	57.5 %	75	14	Toronto



Workplace Equity Information Management System - Moore Canada d/b/a RR Donnelley

Workforce Analysis - Detailed Report

Date: 2016-12-13

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Vancouver	16	5	31.3 %	48.9 %	8	-3	Vancouver
13 : Other Sales and Service Personnel		4	1	25.0 %	17.0 %	1	0	
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	2.7 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	1	0	0.0 %	11.3 %	0	0	Oshawa
Employment Equity Occupational Group	Que. less CMAs	1	0	0.0 %	1.1 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Toronto	1	1	100.0 %	52.7 %	1	0	Toronto
14 : Other Manual Workers		43	7	16.3 %	22.6 %	10	-3	
Employment Equity Occupational Group	Edmonton	8	2	25.0 %	19.8 %	2	0	Edmonton
Employment Equity Occupational Group	Ont. less CMAs	13	0	0.0 %	2.1 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Que. less CMAs	7	1	14.3 %	1.2 %	0	1	Que. less CMAs
Employment Equity Occupational Group	Toronto	15	4	26.7 %	51.8 %	8	-4	Toronto
Total		1144	288	25.2 %	26.5 %	303	-15	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



Workplace Equity Information Management System - Moore Canada d/b/a RR Donnelley

Workforce Analysis - Detailed Report

Date: 2016-12-13

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities			Recruitment Area		
			Representation #	Availability %	Gap #			
01/02 : Managers	National	81	0	0.0 %	4.3 %	3	-3	National
03 : Professionals	National	72	0	0.0 %	3.8 %	3	-3	National
04 : Semi-Professionals and Technicians	National	33	0	0.0 %	4.6 %	2	-2	National
05 : Supervisors	National	18	0	0.0 %	13.9 %	3	-3	National
06 : Supervisors: Crafts and Trades	National	18	0	0.0 %	7.8 %	1	-1	National
07 : Administrative and Senior Clerical Personnel	National	38	0	0.0 %	3.4 %	1	-1	National
09 : Skilled Crafts and Trades Workers	National	112	1	0.9 %	3.8 %	4	-3	National
10 : Clerical Personnel	National	149	4	2.7 %	7.0 %	10	-6	National
11 : Intermediate Sales and Service Personnel	National	166	0	0.0 %	5.6 %	9	-9	National
12 : Semi-Skilled Manual Workers	National	410	6	1.5 %	4.8 %	20	-14	National
13 : Other Sales and Service Personnel	National	4	0	0.0 %	6.3 %	0	0	National
14 : Other Manual Workers	National	43	1	2.3 %	5.3 %	2	-1	National
Total		1144	12	1.1 %	5.2 %	58	-46	

Total may not equal sum of components due to rounding.

Sources: 2012 Canadian Survey on Disability and employer's internal data



Workforce Analysis - Detailed Report

Date: 2016-12-13

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
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
13 : Other Sales and Service Personnel	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



Workforce Analysis - Detailed Report

Date: 2016-12-13

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
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
13 : Other Sales and Service Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National



Workplace Equity Information Management System - Moore Canada d/b/a RR Donnelley

Workforce Analysis - Summary Report

Date: 2016-12-13

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	4	1	25.0 %	27.4 %	1	0
02 : Middle and Other Managers	77	19	24.7 %	38.9 %	30	-11
03 : Professionals	72	34	47.2 %	35.1 %	25	9
04 : Semi-Professionals and Technicians	33	6	18.2 %	26.7 %	9	-3
05 : Supervisors	18	11	61.1 %	55.4 %	10	1
06 : Supervisors: Crafts and Trades	18	1	5.6 %	37.2 %	7	-6
07 : Administrative and Senior Clerical Personnel	38	17	44.7 %	81.2 %	31	-14
09 : Skilled Crafts and Trades Workers	112	3	2.7 %	10.8 %	12	-9
10 : Clerical Personnel	149	80	53.7 %	66.9 %	100	-20
11 : Intermediate Sales and Service Personnel	166	94	56.6 %	64.5 %	107	-13
12 : Semi-Skilled Manual Workers	410	148	36.1 %	19.6 %	80	68
13 : Other Sales and Service Personnel	4	1	25.0 %	58.1 %	2	-1
14 : Other Manual Workers	43	2	4.7 %	24.0 %	10	-8
Total	1144	417	36.5 %	37.1 %	424	-7

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Moore Canada d/b/a RR Donnelley

Workforce Analysis - Summary Report

Date: 2016-12-13

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #
		#	%	%	#	
01 : Senior Managers	4	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	77	1	1.3 %	2.2 %	2	-1
03 : Professionals	72	1	1.4 %	1.2 %	1	0
04 : Semi-Professionals and Technicians	33	1	3.0 %	1.8 %	1	0
05 : Supervisors	18	1	5.6 %	2.2 %	0	1
06 : Supervisors: Crafts and Trades	18	0	0.0 %	1.2 %	0	0
07 : Administrative and Senior Clerical Personnel	38	1	2.6 %	1.3 %	0	1
09 : Skilled Crafts and Trades Workers	112	4	3.6 %	2.4 %	3	1
10 : Clerical Personnel	149	4	2.7 %	2.0 %	3	1
11 : Intermediate Sales and Service Personnel	166	2	1.2 %	1.7 %	3	-1
12 : Semi-Skilled Manual Workers	410	7	1.7 %	1.9 %	8	-1
13 : Other Sales and Service Personnel	4	0	0.0 %	3.5 %	0	0
14 : Other Manual Workers	43	1	2.3 %	4.4 %	2	-1
Total	1144	23	2.0 %	2.0 %	23	0

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Moore Canada d/b/a RR Donnelley

Workforce Analysis - Summary Report

Date: 2016-12-13

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	4	0	0.0 %	10.1 %	0	0
02 : Middle and Other Managers	77	13	16.9 %	15.0 %	12	1
03 : Professionals	72	23	31.9 %	29.0 %	21	2
04 : Semi-Professionals and Technicians	33	10	30.3 %	26.6 %	9	1
05 : Supervisors	18	2	11.1 %	28.4 %	5	-3
06 : Supervisors: Crafts and Trades	18	4	22.2 %	16.8 %	3	1
07 : Administrative and Senior Clerical Personnel	38	6	15.8 %	30.2 %	11	-5
09 : Skilled Crafts and Trades Workers	112	10	8.9 %	16.5 %	18	-8
10 : Clerical Personnel	149	31	20.8 %	22.9 %	34	-3
11 : Intermediate Sales and Service Personnel	166	44	26.5 %	34.8 %	58	-14
12 : Semi-Skilled Manual Workers	410	137	33.4 %	29.6 %	121	16
13 : Other Sales and Service Personnel	4	1	25.0 %	17.0 %	1	0
14 : Other Manual Workers	43	7	16.3 %	22.6 %	10	-3
Total	1144	288	25.2 %	26.5 %	303	-15

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Moore Canada d/b/a RR Donnelley

Workforce Analysis - Summary Report

Date: 2016-12-13

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	81	0	0.0 %	4.3 %	3	-3
03 : Professionals	72	0	0.0 %	3.8 %	3	-3
04 : Semi-Professionals and Technicians	33	0	0.0 %	4.6 %	2	-2
05 : Supervisors	18	0	0.0 %	13.9 %	3	-3
06 : Supervisors: Crafts and Trades	18	0	0.0 %	7.8 %	1	-1
07 : Administrative and Senior Clerical Personnel	38	0	0.0 %	3.4 %	1	-1
09 : Skilled Crafts and Trades Workers	112	1	0.9 %	3.8 %	4	-3
10 : Clerical Personnel	149	4	2.7 %	7.0 %	10	-6
11 : Intermediate Sales and Service Personnel	166	0	0.0 %	5.6 %	9	-9
12 : Semi-Skilled Manual Workers	410	6	1.5 %	4.8 %	20	-14
13 : Other Sales and Service Personnel	4	0	0.0 %	6.3 %	0	0
14 : Other Manual Workers	43	1	2.3 %	5.3 %	2	-1
Total	1144	12	1.1 %	5.2 %	58	-46

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2016-12-13

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
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
13 : Other Sales and Service Personnel	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2016-12-13

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
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
13 : Other Sales and Service Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National

Summary of Goals
Moore Canada d/b/a RR Donnelley
Dec. 15, 2016

Women

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
02	Middle and other Managers	-11	5	6	Goal may not be attained due to possible downsizing and restructuring
04	Semi Professionals and Technicians	-3	2	1	
06	Supervisors: Crafts and Trades	-6	3	3	Goal may not be attained due to male dominated industry
07	Administrative & Senior Clerical Personnel	-14	6	8	Goal may not be attained due to possible downsizing and restructuring
09	Skilled Crafts and Trades workers	-9	3	6	Goal may not be attained due to possible downsizing and restructuring
13	Other Sales and Service Personnel	-1	1		
14	Other Manual Workers	-8	3	5	Goal may not be attained due to male dominated industry

Aboriginal Peoples

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
02	Middle and other Managers	-1	1		
11	Intermediate Sales and Service Personnel	-1	1		
12	Semi Skilled Manual Workers	-1	1		
14	Other Manual Workers	-1	1		

Persons with Disabilities

Workforce Analysis Results			Goals		
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
01/02	Managers	-3	1	2	
03	Professionals	-3	1	2	
04	Semi Professionals and Technicians	-2	1	1	
05	Supervisors	-3	1	2	
06	Supervisors: Crafts and Trades	-1	1		
07	Administrative & Senior Clerical Personnel	-1	1		
09	Skilled Crafts and Trades workers	-3	1	2	
10	Clerical Personnel	-6	2	4	Goal may not be attained due to possible downsizing and restructuring
11	Intermediate Sales and Service Personnel	-9	2	7	Goal may not be attained due to possible downsizing and restructuring
12	Semi Skilled Manual Workers	-14	5	9	Goal may not be attained due to the nature of business and possible downsizing
14	Other Manual Workers	-1	1		

Members of Visible Minorities

Workforce Analysis Results			Goals		
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
05	Supervisors	-3	1	2	
07	Administrative & Senior Clerical Personnel	-5	2	3	
09	Skilled Crafts and Trades workers	-8	3	5	
10	Clerical Personnel	-3	2	1	
11	Intermediate Sales and Service Personnel	-14	5	9	Goal may not be attained due to possible downsizing and restructuring
14	Other Manual Workers	-3	1	2	

RR DONNELLEY

To: RR Donnelley Associates
From: Human Resources
Re: Employment Equity

RR Donnelley is required to comply with the Federal Contractors Program, which includes Employment Equity.

Employment Equity legislation requires employers to collect information for each employee in Canada and to analyze our representation rates within each of the four designated groups under the Act; women, aboriginal peoples, people with disabilities and members of visible minorities.

In addition to remaining compliant with the Federal Contractors Program, Employment Equity Audits and Plans are great tools to help RR Donnelley support our commitment to workplace diversity.

It would be greatly appreciated if you would take some time to complete the questionnaire as per the instructions, and return it to Human Resources.

If you have any questions please do not hesitate to contact your Human Resources representative.

EMPLOYMENT EQUITY

QUESTIONNAIRE

CONFIDENTIAL

ASSURANCE OF CONFIDENTIALITY

1. The information you provide in this questionnaire will be treated with the strictest confidence.
2. The information will be entered collected by and entered into confidential computer records by Human Resources.
3. Individual questionnaire data will be compiled into summary reports that will be used in the planning of Employment Equity programs at RR Donnelley.
4. An individual's responses will not be used for any employment decisions.
5. The information you provide can be changed at any time in the future. If you have any questions, please contact your Human Resources Representative.

INSTRUCTIONS:

Please CAREFULLY read and answer the following questions, by:

- Reading the ENTIRE questions;
- Marking the box that best describes you;
- Following instructions after each question

Please return the completed questionnaire to Human Resources.

Name: _____

Gender Male Female

Question 1:

Are you of aboriginal ancestry? Aboriginal (native) people are persons in Canada who consider themselves to be Inuit, Metis, or Indian. Please mark the appropriate box.

Yes No

Question 2:

A visible minority group in Canada is considered to consist of persons who are non-Caucasian in race or non-white in colour, but not Canadian aboriginal. It does not refer to country of birth, citizenship, or religious affiliation. Examples below are for illustration only.

- Black (*American, Caribbean, African*)
- East Asian (*Chinese, Japanese, Korean*)
- South-East Asian (*Burmese, Malayan, Thai, Cambodian/Kampuchean, Indonesian, Vietnamese*)
- South Asian (*Bangladeshi, Indian {India}, Pakistani, Sri Lankan*)
- Pacific Islands (*Filipino, Polynesian, Samoan*)
- Middle Eastern (*Arab, Armenian, Egyptian, Lebanese, North African, Arab, Syrian, Turkish*)
- South or Central American or U.S. Aboriginal (*Indian origin only*)
- American from U.S., Central or South America (*Spanish or Portugese Origin*)

Based on this definition are you a member of a visible minority?

Yes No

Question 3:

For the purpose of Employment Equity, persons with disabilities are individuals, who have a long term or recurring physical, mental, sensory, psychiatric or learning impairment,

and

consider themselves to be disadvantaged in employment by nature of that impairment, or believe an employer is likely to consider themselves to be disadvantaged in employment by reason of that impairment,

and

include those whose functional limitations owing to their impairment has been accommodated in their current job or workplace.

Do you consider yourself to be a person with a disability?

Yes No

Question 4:

I decline to participate in this questionnaire.

COMMENTS:

Nyirasafari, Ange AN [NC]

From: Fortin, Sylvie SY [NC] on behalf of EE-EME
Sent: December 29, 2016 2:15 PM
To: 'drew.sullivan@rrd.com'
Cc: 'tracey.l.young@rrd.com'; Begg, Suzanne SV [NC]
Subject: FW: Government of Canada Certification 060547 – Notification in Compliance with the Federal Contractors Program
Attachments: Moore.pdf

Good afternoon Mr. Sullivan,

This email is to confirm that the compliance assessment initiated on December 15th, 2016 has been completed. As a result of the assessment, Moore Canada d/b/a RR Donnelley has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) of the Employment Equity Act.

The purpose of this initial assessment was to verify that your organization has taken steps to achieve employment equity by surveying its workforce, conducting a workforce analysis, and setting hiring and promotion goals where gaps in the representation of the designated groups were identified.

Based on a review of the information submitted by your organization, you will find recommendations below for your consideration to ensure the ongoing success of Moore Canada d/b/a RR Donnelley's employment equity program:

- Employees must be informed that responses to the workforce survey questions are voluntary. In an effort to ensure a strong return rate, you can make it mandatory for employees to return the survey whether or not it is completed.
- Please ensure that employees are informed that a person can self-identify as a member of more than one designated group.
- It is advisable to inform employees that the workforce survey can be made available in alternate format (e.g., paper or large font).
- We require that the definitions of the designated groups (Persons With Disabilities in this case) used in the workforce survey be consistent with those in the Employment Equity Act and the Employment Equity Regulations available online at <http://laws-lois.justice.gc.ca/eng/regulations/SOR-96-470/FullText.html#h-23>

Attached for your reference is a summary of Moore Canada d/b/a RR Donnelley's employment equity results compared against Employment Equity Occupational Group (EEOG) levels in your industry as well as overall Canadian labour market availability.

Next Steps

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter. Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When Moore Canada d/b/a RR Donnelley' is notified of a follow-up assessment, the following information will be required:

1. A completed Achievement Table;
2. A current workforce analysis; and
3. Revised goals for any remaining gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the first assessment. If over the three year period reasonable progress has not been made, Moore Canada d/b/a RR Donnelley 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.

You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the Workplace Equity Information Management System (WEIMS). WEIMS can assist you in generating your workforce analysis and contains other data analysis tools as well as a series of training modules.

Should you require any further information regarding your organization's obligations under the FCP, please contact Suzanne Begg at suzanne.begg@labour-travail.gc.ca

Your cooperation during the course of this compliance assessment was appreciated and we wish Moore Canada d/b/a RR Donnelley's continued success in achieving a diverse and inclusive workplace.

Équipe de l'équité en emploi / Workplace Equity Team

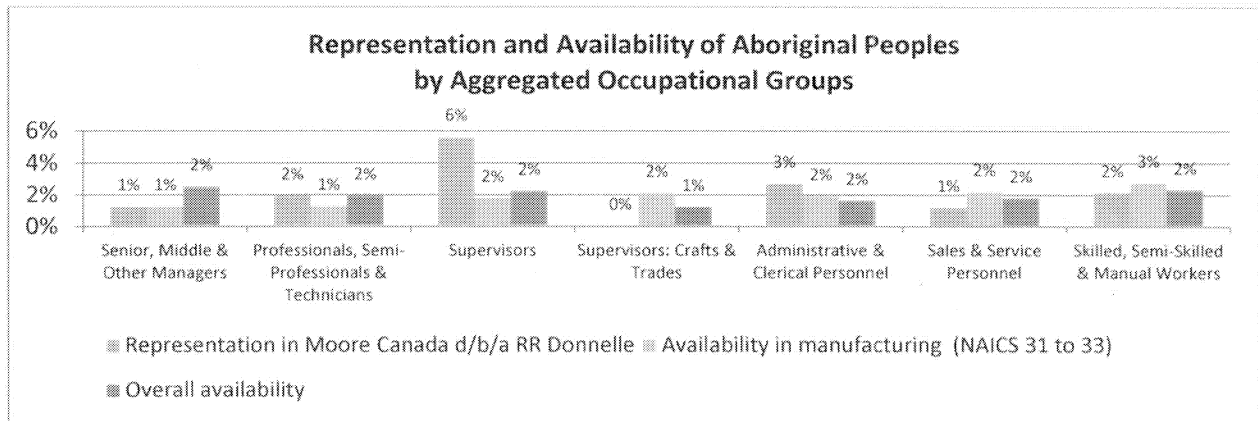
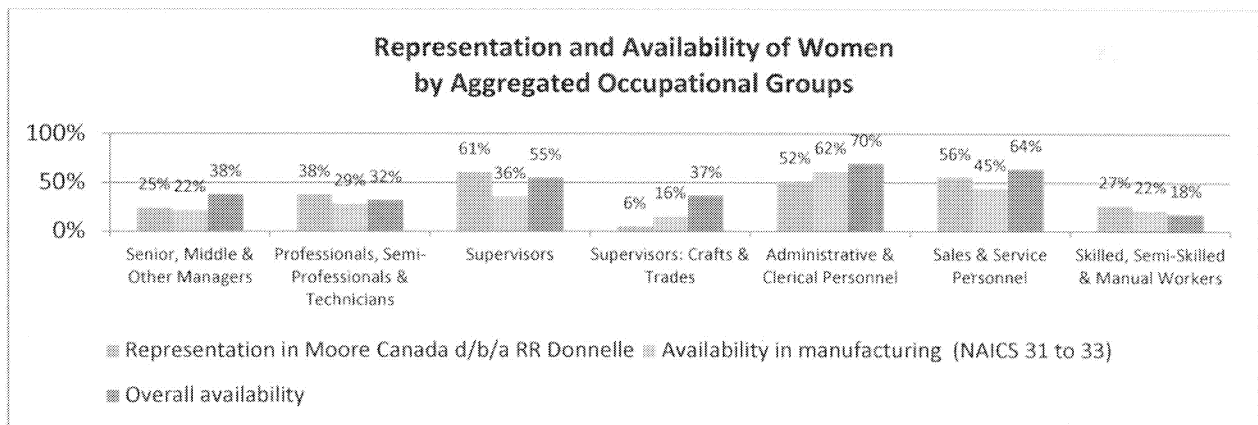
Direction de l'équité en milieu de travail, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
ee-eme@hrsdc-rhdcc.gc.ca

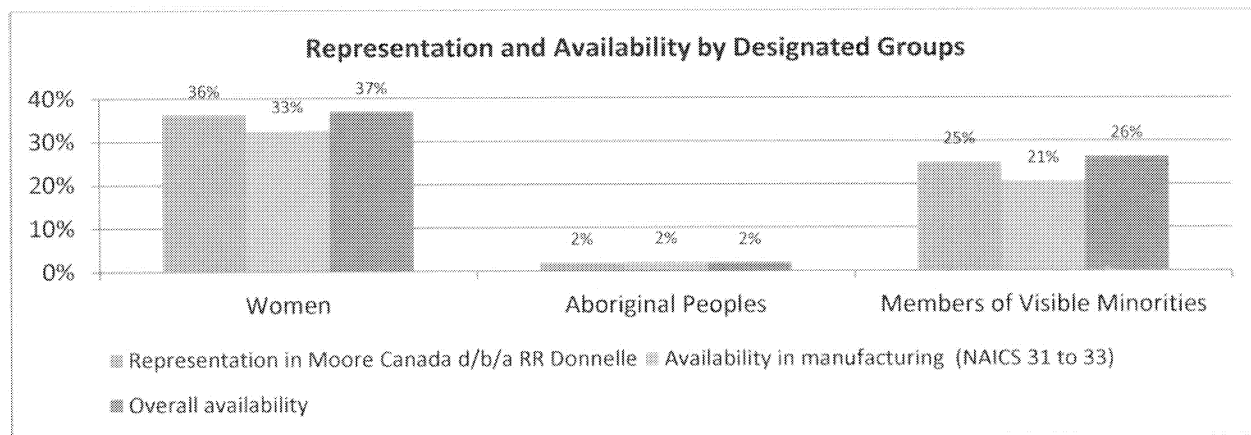
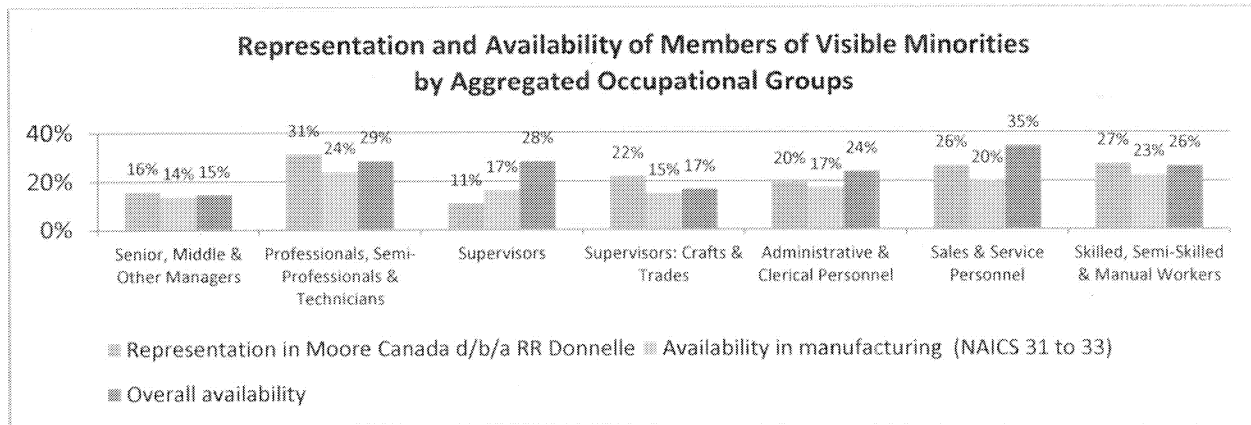
Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdc-rhdcc.gc.ca

Summary of Moore Canada d/b/a RR Donnelley's Employment Equity Results

In the charts below, the representation of women, Aboriginal peoples and members of visible minorities at the overall and aggregated Employment Equity Occupational Group (EEOG) levels in Moore Canada d/b/a RR Donnelley based on your organization's submission are compared to the Manufacturing industry and the overall Canadian labour market availability.

Note: The Canadian labour market availability at the industry level for persons with disabilities is not currently available.





The 14 EEOGs have been aggregated as follows:

- EEOG 1 Senior Managers and EEOG 2 Middle and Other Managers
- EEOG 3 Professionals and EEOG 4 Semi-Professionals and Technicians
- EEOG 5 Supervisors
- EEOG 6 Supervisors: Crafts and Trades
- EEOG 7 Administrative and Senior Clerical Personnel and EEOG 10 Clerical Personnel
- EEOG 8 Skilled Sales and Service Personnel, EEOG 11 Intermediate Sales and Service Personnel and EEOG 13 Other Sales and Service Personnel
- EEOG 9 Skilled Crafts and Trades Workers, EEOG 12 Semi-Skilled Manual Workers and EEOG 14 Other Manual Workers

Nyirasafari, Ange AN [NC]

From: Fortin, Sylvie SY [NC]
Sent: December 19, 2016 8:45 AM
To: Begg, Suzanne SV [NC]
Subject: FW: Employment Equity - Emp# 060547
Attachments: Employment Equity Survey.pdf; Summary report NEW.pdf; SummaryGoalsEN-20161212.docx; Detailed report NEW.pdf

Et voilà /sorry !

From: Letendre, Catherine **On Behalf Of** EE-EME
Sent: 15 décembre 2016 16:28
To: Ryan, Tiffany T [NC]; Fortin, Sylvie SY [NC]
Subject: FW: Employment Equity - Emp# 060547

Catherine
Tél/Tel.: 819-654-4405
Blackberry: 613-462-7740

From: Victoria Homevoh [<mailto:victoria.homevoh@rrd.com>]
Sent: December-15-16 4:15 PM
To: EE-EME
Subject: Employment Equity - Emp# 060547

Please find attached the following documents:

1. Workforce Survey Questionnaire
2. Summary report
3. Detailed report
4. Short/Long term goals

Workforce Survey Results:
1197 Survey questionnaires were sent out
1180 total surveys received
1163 total number fully completed

We have granted access to ESDC officers to view our workforce

Warm Regards,
Victoria Homevoh CHRL | Human Resources Generalist | RR Donnelley
6100 Vipond Dr. | Mississauga, ON L5T2X1 | 📞 Vipond: 905-362-3174 📠: (905) 362-1046 |
✉: victoria.homevoh@rrd.com | <http://www.rrdonnelley.com>