



EQUITY, DIVERSITY, INCLUSION, AND INDIGENEITY POLICY

At NewFound Recruiting, equity, diversity, inclusion, and indigeneity are paramount and guide operations and decision making at the strategy level as well as the day-to-day. This is what we stand for, and there is no room for exception. It is not enough for us to be non-discriminatory, and NewFound Recruiting is committed to taking a proactive stance on equity, diversity, inclusion, and indigeneity.

It is understood that to be truly equitable, diverse, and inclusive, we need to be having ongoing and continuous conversations on how we can be perpetually improving. NewFound Recruiting is committed to and accountable for establishing and reinforcing a culture of equity, diversity, inclusion, and indigeneity while regularly reviewing how we can modernize policies and practices.

NewFound Recruiting makes decisions on hiring, promotions, job assignments, compensation, training, and development based on an individual's skills, abilities, suitability, knowledge, and experience required to perform the duties of the job. This will be done regardless of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, family status, disability, or any other ground prohibited by human rights legislation.

NewFound Recruiting's philosophy of equal opportunity and fair treatment for all individuals underlies this commitment to equitable employment practices and the responsibility for ensuring that the application of this policy is consistent both in spirit and in practice throughout the organization.

PURPOSE:

The purpose of this Policy is to set out NewFound Recruiting's commitment to, and strategy for, establishing and maintaining a diverse and inclusive workplace.

Those historically excluded, and under-represented include individuals who are identified by grounds under human rights legislation, such as: Indigenous peoples; people with disabilities; individuals from racialized groups; people of diverse faiths and creeds; people with diverse gender identities or expressions which could include those who identify as trans, intersex, non-binary, bigender, polygender, agender, demi gender, gender fluid, gender non-conforming, gender variant, genderqueer or two-spirited; people with diverse sexual orientations which could



include those who identify as lesbian, gay, bisexual, pansexual, polysexual, asexual, demisexual, queer, questioning or two-spirited, and women.

LEADERSHIP COMMITMENT TO DIVERSITY AND INCLUSION:

We commit to developing, implementing, and maintaining best practices and strategies to enhance equality, diversity, and inclusion at NewFound Recruiting. We make this commitment at all stages of the employment life cycle: recruitment, retention, and advancement. The leadership at NewFound Recruiting will demonstrate their commitment to promoting and advancing diversity and inclusion by:

- Establishing and maintaining a Diversity Committee comprised of management and/or employees. The committee will oversee diversity and inclusion efforts at all levels and ensure that diversity and inclusion is integrated into all initiatives and aspects of NewFound Recruiting.
- Dedicating adequate resources (in budget and staffing) to meet our diversity and inclusion goals.
- Encouraging diversity and inclusion education/training on discrimination and harassment; “unconscious bias,” stereotyping, and the impact on performance perceptions.
- Ensuring that human resources staff has sufficient training and expertise in human rights legislation, and diversity and inclusion strategies.
- Measuring and tracking recruitment, retention, and advancement demographics (at least annually), to ensure that diversity and inclusion efforts are resulting in the desired, positive changes.

RECRUITMENT:

Recruitment is the process of discovering, attracting, and hiring an individual for a job position. To achieve our goal of enhancing diversity and inclusion at NewFound Recruiting some or all the following strategies in the recruitment process will be implemented:

Promotional materials – our commitment to diversity and inclusion will be set out in our recruitment and promotional materials (e.g., job notices, website, formal and informal verbal, or written communications with candidates).



Goal setting – we will set equity and diversity recruitment goals when hiring.

Diverse community networks – we will:

- Establish and maintain both formal and informal networks with diverse communities.
- Request referrals from other members of historically underrepresented groups.
- Advertise and recruit “creatively” – beyond the typical channels through which recruiting is traditionally done. Seek advice as to the ways to attract applications from diverse communities.

Interviewing – we will:

- Provide training for those involved in the recruitment process to ensure that hiring is as fair and objective as possible.

RETENTION:

Retention refers to the ability of an organization to retain its employees. Several factors contribute to employee retention, such as career development, opportunity, satisfaction, rewards, and recognition. To achieve our goal of enhancing diversity and inclusion at NewFound Recruiting, some, or all the following strategies with respect to retention will be implemented:

Reasonable accommodations – we will:

- Grant and respect accommodation requests for: family responsibilities, physical accessibility for disabilities, diverse days of religious significance.
- Accommodate alternate work arrangements and family responsibilities including childcare and elder care.

Mentoring – we will:

- Ensure that leadership will mentor employees from diverse communities.
- Encourage employees from diverse communities to act as mentors.
- Recommend and leverage mentoring programs.

Performance Management – we will:

- Develop clear, written and communicated performance management policies.
- Ensure that performance reviews are conducted regularly on a set-schedule, as well as on an as-needed basis.
- Mandate training and education on an overt bias, as well as “unconscious bias,” training for those who conduct performance reviews.



Client development – we will:

- Support activities that target non-traditional sources of clients from within diverse communities.
- Ensure licensees from diverse communities are involved in client development activities, including events to retain current clients.
- Meaningfully support/defend all employees who experience disrespectful and discriminatory treatment from clients.

Survey – we will:

- Survey our all employees about our diversity and inclusion efforts, and about any personal experiences of discrimination and/or harassment at NewFound Recruiting.
- Conduct exit interviews of employees and ask whether any overt or subtle forms of discrimination played a role in their decision to leave.

ADVANCEMENT:

Advancement is the upward trajectory of an individual's career and typically means getting promoted or being assigned more responsibilities by an employer. To achieve our goal of enhancing diversity and inclusion at NewFound Recruiting, some, or all the following strategies with respect to advancement will be implemented:

Clear criteria – we will:

- Develop clear, written and communicated criteria to evaluate candidates for management positions.
- Communicate the expectations and time frame for becoming a manager.
- Ensure that regular, documented performance reviews are considered in advancement decisions.

Leadership – we will:

- Ensure that those in decision-making roles for promotions and advancement have had adequate diversity and inclusion education/training.
- Ensure that proper training has been provided on how to evaluate candidates for promotion and that the criteria is being applied consistently

Promotions – we will:

- Provide opportunities to promote employees.