

Ian Martin Justice, Equity, Diversity & Inclusion (JEDI) Policy

Ian Martin is committed to being a leader in supporting and valuing the diversity and inclusion of the people within our own organization, and work towards greater justice and equity in our workplace and in the communities we serve.

Valuing diversity means recognizing and respecting human differences and similarities. It also means fostering a fair and inclusive workplace that encourages dignity and respect for ideas and beliefs consistent with the *Ontario Human Rights Code* and the *Accessibility for Ontarians with Disabilities Act (AODA)*.

Our Core Values

In keeping with our values of respect, stewardship, and accountability, Ian Martin will implement this policy in accordance with the following principles:

Dignity – All employees are treated in a respectful manner.

Equity – All employees are provided equal access to programs, services, opportunities, and facilities.

Our Mission

Our mission is to “connect people in meaningful work,” and this extends to all people. Ian Martin will make every reasonable effort to ensure that it is a representative employer of women and men, members of visible minority groups, people with disabilities, the LGBTQ community, and Indigenous peoples at all levels of the organization's operations. Ian Martin will endeavour, where feasible, to eliminate systemic barriers to advancement and/or redress underrepresentation in our own organization, and in the organizations we serve.

We remain committed to valuing diversity in all aspects of our business, including our employment practices. All decisions regarding recruitment, hiring, promotion, compensation, professional development and training, and all other terms and conditions of employment, will be made without regard to race, religious beliefs, colour, gender, sexual orientation, marital status, physical and mental disability, age, ancestry or place of origin.

As part of this commitment, Ian Martin will:

- Develop a Diversity and Inclusion Framework with goals and timelines that will assist the organization in building, fostering, and sustaining a diverse and inclusive workplace.
- Employ our Teal OS practices to increase psychological safety in all facets of our workplace.
- Create and execute diversity and inclusion strategies for underrepresented groups in recruitment, advancement, and retention. These strategies may include:
 - Expanding our recruitment efforts by advertising job opportunities on diverse professional networks, agencies, and social media.

- Collaborating with external stakeholders to develop strategies and special programs to promote diversity in the workplace.
- Implementing and promoting special programs for the training and development of underrepresented groups to eliminate and reduce barriers and improve their ability to obtain opportunities within the organization.
- Providing training to all employees to build awareness on diversity during onboarding and on an ongoing basis.

Everyone at Ian Martin has a role to play in supporting our commitment to diversity and employment equity in the workplace. Each employee, regardless of position, is responsible for applying Ian Martin's Employment Diversity Policy on an ongoing basis and is expected to treat all other employees with dignity and respect, in a fair and non-discriminatory manner, in all employment-related dealings.

Equal Pay

Our goal is to eliminate systemic bias and discrimination that adds to the under-valuation of work performed by women and to ensure that women are treated on the same basis as men in terms of compensation for the work they perform.

All employees performing the same or similar work of equal value will be compensated on the same pay scale, which will meet or exceed legislated wage requirements and industry standards. All new hires and promotions will be under review of this policy to ensure access to equal salary ranges.

This policy will be reviewed, and its effectiveness evaluated every year by the Diversity & Inclusion Committee to assess if progress is made in relation to the diversity of our workforce.