



Kinectrics Diversity and Inclusion Policy

Rev	Description of Revision	Author	Date (YYYY/MM/DD)
R3	Approval Draft	Larry Gibbons	2021/11/17

NOTE: This Policy must be read and interpreted in conjunction with the following policies of Kinectrics:

- Code of Conduct
- Workplace Harassment Policy (Including Sexual Harassment)
- Accommodation Policy and Procedure
- Integrated Accessibility Standards Policy under the Accessibility for Ontarians with Disabilities Act
- Workplace Violence Policy

Definition of Terms

Diversity: is any dimension that can be used to differentiate groups and people from one another. It means respect for and appreciation of differences. Diversity is about the individual employee, it is about the variety of unique dimensions, qualities, and characteristics we all possess.

Inclusion: Inclusion is about the collective culture in the workplace. It is about creating a culture that strives for equity and embraces, respects, and values differences.

Diversity and Inclusion:

Diversity and Inclusion is about capturing the uniqueness of the individual, creating an environment that values and respects individuals for their talents, skills, and abilities to benefit the collective culture in the workplace

Why is diversity and inclusion important?

A recent [study](#) by the Boston Consulting Group (BCG) has found that diversity increases the bottom line for companies. The study found that "increasing the diversity of leadership teams leads to more and better innovation and improved financial performance." More than a metric to strive for, diversity of backgrounds, minds, ideas, and approaches allows teams to develop solutions that consider multiple angles of a problem, making for better and more creative solutions.

Being an inclusive organization allows Kinectrics to attract and retain the best talent from the widest possible talent pool, valuing the full contribution of all our employees while living our values of teamwork and respect for all.



PURPOSE:

The purpose of this Policy is to set out Kinectrics commitment to, and strategy for, establishing and maintaining an inclusive workplace, particularly for those who have been historically under-represented. Those historically under-represented include individuals who are identified by protected grounds under human rights legislation, such as: women, Indigenous peoples; people with disabilities; individuals from racialized groups; people of faiths and creeds; and people with non-traditional gender identities.

SCOPE: This policy applies at all Kinectrics companies, to all employees and to all aspects of the employment cycle (recruitment, retention, advancement).

Vision

Kinectrics aim is to have a work force that reflects the make-up of the communities in which we operate, and we will proactively work to achieve this mix. We wish to be recognized as a diverse and inclusive employer that invests time and money to achieve this goal.

LEADERSHIP COMMITMENT

Kinectrics commits to develop, implement, and maintain best practices and strategies to remove barriers and enhance equality, diversity, and inclusion in our various workplaces. We make this commitment at all stages of the employment life cycle: recruitment, retention, and advancement. The senior leadership at Kinectrics will demonstrate their commitment to promote and advance diversity and inclusion by:

The Chief Executive Officer and Senior Leadership Team will ensure the principles guiding this policy are upheld. The Human Resources Department supported by the Diversity Committee will work collaboratively with business leaders to incorporate diversity and inclusion in all aspects of our organization.

This includes:

- Dedicating adequate resources (in budget and staffing) to meet our diversity and inclusion goals.
- Establishing and maintaining a Diversity Committee comprised of a cross-section of employees, management and executive - level employees. The committee will monitor and advise on diversity and inclusion efforts at all levels and ensure that diversity and inclusion is integrated into initiatives and aspects of employment at Kinectrics.
- Encouraging diversity and inclusion education/training on issues such as discrimination and harassment; “unconscious bias,” stereotyping, and the impact of bias on performance perceptions.
- Ensuring that Human Resources staff have sufficient training and expertise in human rights legislation, and diversity and inclusion strategies.



- Measuring and tracking recruitment, retention, and advancement demographics, to ensure that diversity and inclusion efforts are resulting in the desired, positive change.
- Reviewing relevant policies, procedures and practices through a lens that builds, fosters, and sustains diversity as a priority.

RECRUITMENT

Recruitment is the process of discovering, attracting, and selecting an individual(s) for a temporary or regular employment opportunity or contract position at Kinectrics. To achieve our goal of enhancing diversity and inclusion at Kinectrics, the following strategies in the recruitment process will be implemented:

1. **Promotional materials** – We will set out our commitment to diversity and inclusion in our recruitment and promotional materials (e.g., job postings, job descriptions, notices, website, formal and informal verbal, or written communications with candidates).
2. **Gender specific references-** We will eliminate gender specific references and eliminate bias from job postings/interviews/screening and implement appropriate accommodations
3. **Employment Agencies and Search Firms** – We will work with employment agencies and search firms to promote opportunities for candidates from under-represented communities.
4. **Goal setting** – We will set equity and diversity recruitment goals and targets when hiring in consultation with the Diversity Committee and in agreement with the CEO and Senior Leadership Team.
5. **Tracking and Monitoring** – We will develop and track metrics for data for tracking and monitoring diversity initiatives.
6. **Community networks** – We will:
 - establish and maintain connections with diverse schools and communities
 - 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.
7. **Interviewing** – We will monitor interviewing practices to identify and eliminate discriminatory practice and provide “unconscious biased training” for those involved in the recruitment process to ensure that hiring is as fair and objective

RETENTION

Retention refers to the ability of an organization to engage and retain its employees. Several factors contribute to employee retention, such as career development, career opportunity, job



satisfaction, rewards, and recognition. To achieve our goal of enhancing diversity and inclusion at Kinectrics some or all the following strategies with respect to retention will be implemented:

1. **Reasonable accommodations** – We will work with individuals to balance individual and business needs and respect individual accommodation requests where practical to address issues such as family responsibilities, physical accessibility for disabilities, and days of religious significance. This may include accommodating mutually agreeable alternate work arrangements to meet family responsibilities including childcare and elder care.
2. **Mentoring** – We will ensure that senior leaders and managers will be available to mentor employees from under-represented communities, and those historically under-represented in the STEM profession. We will also encourage employees from under-represented communities, and those historically under-represented in the STEM professions to act as mentors.
3. **Performance Management** – We will implement clear and fair performance management policies and ensure that performance reviews are conducted regularly on a set-schedule, as well as on an as-needed basis. We will mandate training and education on overt bias, as well as “unconscious bias,” training for those who conduct performance reviews.
4. **Employee Input and Survey** – We will periodically survey our employees about our diversity and inclusion efforts, and about any personal experiences of discrimination and/or harassment at Kinectrics including conducting exit interviews of employees and ask whether any overt or subtle forms of discrimination played a role in their decision to leave.

ADVANCEMENT and CAREER BROADENING:

Advancement is the broadening and upward trajectory of an individual's career and typically means getting more and broader career opportunities often leading to promotion to higher pay and responsibility levels. Career broadening is part of a career development process.

To achieve our goal of enhancing diversity and inclusion at Kinectrics some or all the following strategies with respect to advancement and broadening will be implemented:

(Note: the strategies set out in other sections of this policy may also be applicable to this section.)

1. **Clear criteria** – We will develop and communicate clear criteria to select and evaluate candidates for career opportunities, professional development, and senior management positions.
2. **Performance reviews**- We will ensure that regular, documented performance reviews are considered in advancement decisions.



3. **Succession planning**- We will incorporate diversity into the succession planning framework and encourage Managers to identify and develop a diverse pool of talent within the organization
4. **Leadership** – We will strive to have a diverse group of employees serve on our company management, problem solving and client service teams.
5. **Training for Decision Makers** – We will ensure that those involved in succession planning and employment decision have had adequate diversity and inclusion education and training
6. **Promotions** – We will strive to provide opportunities to promote employees from groups historically under-represented in the STEM profession. We will monitor diversity career advancement and promotions across Kinectrics and monitor our effectiveness in achieving results
7. **Purchasing and Business Development** – We will support purchasing practices that target non-traditional sources of products and services from within diverse communities.
8. **Investment in local Communities and Diversity** – We will support diversity and other charitable initiatives with both our money and our time

Please note that this policy does not alter or replace the terms of a collective agreement or personal employment contract

Glossary of relevant Terms

The following definitions are included for education, reference, and guidance.

Definitions

Prohibited Grounds: The Human Rights Code in Ontario Canada prohibits discrimination in employment on the following grounds: citizenship, race, place of origin, ethnic origin, color, ancestry, disability, age, creed, sex / pregnancy, gender identity, gender expression, family status, marital status, sexual orientation, and record of offences.

Diversity: is any dimension that can be used to differentiate groups and people from one another. It means respect for and appreciation of differences based on a prohibited ground. Diversity is about the individual employee, it is about the variety of unique dimensions, qualities, and characteristics we all possess.

Inclusion: Inclusion is about the collective culture in the workplace. It is about creating a culture that strives for equity and embraces, respects, and values differences.

Diversity and Inclusion: When these two terms are combined, it adds another dimension to the terms. Diversity and Inclusion is about capturing the uniqueness of the individual, creating an environment that values and respects individuals for their talents, skills, and abilities to benefit the collective culture in the workplace.



Access: People from diverse groups gaining equal opportunity to the use of goods, services, programs, facilities, public spaces, and participation in social, economic, cultural, and political life.

Equity: is not limited to equal access to opportunities but equal benefits as well. It requires the removal of systemic barriers and the accommodation of differences so that individuals can benefit equally.

Barriers: A barrier means anything that prevents a person with a disability from fully participating because of his or her disability. Generally, barriers fall into three areas: attitudinal/behavioural, procedural, and physical. Barriers that are usually hidden in the rules, procedures, policies, and operations of organizations that limit the access to goods, services, programs, facilities, and economic, social, and cultural participation of people from diverse groups. Barriers prevent underrepresented groups from maximizing their contribution to the workplace.

Special Programs: The Code recognizes the importance of addressing historical disadvantages by protecting special programs to help marginalized groups. Under Section 14 of the Code, it is not discrimination to put in place a program if it designed to relieve hardship or economic disadvantage, help disadvantaged people or groups to achieve or try to achieve equal opportunity or help eliminate discrimination. Provided the program or initiative meets the requirements of the Code and the Ontario Human Rights Commission, special programs may include Aboriginal employment strategy, statistical goals for priority groups, and continuous training initiatives.

Discrimination: is any practice or behaviours which, whether intentional or not, treats people unequally or makes a distinction based on a prohibited ground (e.g., disability, sex, race, and sexual orientation) resulting in a disadvantage, an obligation, or a burden that other individuals or groups do not have. A decision to deny a benefit that relies on any of these grounds, unrelated to a person's abilities, is prohibited under the Code. Discrimination may result from the effect of applying general rules to everyone.

Systemic Discrimination: patterns of policies, practices, and procedures that are part of the structures of an organization, and which create or perpetuate discrimination.

The Duty to Accommodate: is an individualized process designed to improve equality and eliminate disadvantages experienced by individuals or groups related to a prohibited ground, to the point of undue hardship. Accommodation includes appropriate steps designed to the special needs of individuals and groups protected by the *Human Rights Code*. Accommodation is determined in consultation with the person requesting the accommodation.

Harassment: is a course of comment(s) or conduct about a prohibited ground that a person knows or ought to know would be unwelcome. Harassment may result from one incident or a series of incidents.

David Harris
President and CEO