



# Diversity, equity and inclusion (DE&I) policy

## Introduction

At EMG, we believe that a diverse workforce and an inclusive culture of collaboration that offers equal opportunity (DE&I), will attract the best and brightest talent and will lead to better solutions for our clients. Building and sustaining an inclusive and diverse culture is essential for business success, and it is the right thing to do. We are dedicated to continuously improving our practices to contribute positively to an environment that values and actively seeks different perspectives, personal and cultural backgrounds. As a part of our Sustainability Policy, this Diversity, Equity and Inclusion Policy aims to promote equal opportunities and foster an inclusive work environment.

## Guiding Principles

Our beliefs and guiding principles of our commitment to DE&I are:

- We believe in providing a safe work environment to all of our employees.
- We believe that diversity makes us better.
- We believe in equality of opportunity free from discrimination.
- We believe in hiring and promoting the most qualified candidate.
- We believe in employee development at all levels of the organization.
- We believe in the power of belonging to achieve diversity & inclusion and business success.

## Retention and workplace inclusion

### Creating a Culture of Equity and Inclusivity

EMG acknowledges that to build and sustain an equitable, inclusive, diverse workplace, we must put in place measures that facilitate the retention of employees with diverse backgrounds. To that end, EMG actively encourages the wellbeing and mindfulness of our employees, including diverse employees, whose particular experiences may warrant the provision of individualized support.

### Leadership

EMG regularly trains and develops its leadership to prioritize creating a culture of respect and open dialogue where diverse perspectives are actively sought and valued. Therefore, our leaders encourage constructive conversations around sensitive topics, to challenge assumptions, and to promote a learning environment that fosters growth and understanding. Leaders at EMG nurture open dialogue, and actively create a safe space for teams to learn from one another, broaden their horizons, and develop empathy, leading to stronger collaboration and better outcomes.

### Commitment to Continued Progress on Diversity & Inclusion Matters

We continue to make our workplace a trusting place to have complex, and sometimes difficult, conversations about diversity and inclusion. We actively work to create a workplace environment that reflects a positive attitude toward differences, by:

- Providing ongoing and relevant training to employees on how to show and encourage behavior to demonstrate respect and politeness;
- Motivating and empowering employees to take responsibility for their actions and to positively impact the behavior of their colleagues;
- Sharing and implementing methods on how to best create a culture of collaboration, including accountability and respect when it comes to issues of diversity and inclusivity.

### Compensation

- We strive to create an environment that normalizes open conversations regarding compensation.

### **Professional development and training opportunities**

#### Demonstrated commitment to growth and success

EMG provides a feasible path for all employees to grow and develop into other positions.

#### Performance reviews

Any performance reviews will be completed in a manner that is constructive, collaborative, and fair. If needed, EMG shall make tools available to its employees to improve their performance such as individualized performance improvement plans, training, workshops and coaching.

### **Recruitment and hiring**

EMG performs better when leveraging the perspectives of individuals with different backgrounds. We recruit diverse candidates by seeking out diverse applicants from a variety of sources. We retain diverse candidates by stimulating a culture of equity and inclusiveness. When a position becomes available, we utilize the following practices for recruiting diverse candidates, in addition to commonly used channels:

- Notifying both internal employees and external recruiters that we are seeking a candidate and advertising the positions through local, national and international channels;
- Including diverse interviewers in our interviews;
- We do not consider salary history when screening candidates for a position, nor do we use candidates' salary history to determine starting salary offers.

**Support structures and reporting mechanisms**

EMG creates an environment where employees feel safe to report issues that may conflict with this policy, to their manager or HR. For more sensitive issues EMG has a Policy on work-related psychosocial stress, (in)appropriate behaviour, aggression and work pressure. This policy includes a procedure and contact details to engage an external Confidential Counsellor and an external Complaints Committee.