

CORPORATE CULTURE AND HUMAN RESOURCES MANUAL

POLICY NO: CCHR-F-18	SECTION TITLE: Corporate
	SUBJECT TITLE: Workplace Inclusion and Diversity Policy
EFFECTIVE DATE: February 2020	AUTHORIZED BY: Senior Executive Committee
	REVISION DATES: NA

PURPOSE

Chartwell's success is built on a diverse, respectful and inclusive workplace. We seek Employees who enhance our work environment, who are committed to upholding our company values and who believe a workplace should be welcoming and inclusive for everyone. We encourage diversity in our workforce because we understand that different backgrounds, abilities, and perspectives will help keep us innovative and dynamic.

Chartwell's commitment to diversity and inclusivity means a commitment to hiring those people whose skills and abilities contribute the most to the success of the organization and who reflect the communities in which we live and work.

Through continual renewal and development of positive policies and programs, Chartwell builds a workplace that is equitable, respectful and free from harassment. Chartwell's commitment to diversity and inclusivity aligns with our values of RESPECT, and is reflected in our Code of Business Conduct and Ethics and our Respectful Workplace Policy.

DEFINITION or TERMS OF REFERENCE

"Chartwell," "we," or "us" means Chartwell Retirement Residences and its affiliates and subsidiaries. "Chartwell" includes properties and entities that are jointly owned by Chartwell and third parties, as well as properties that are managed by Chartwell.

"Employee" means every individual who is employed or volunteering at a Chartwell corporate office, retirement residence or long term care residence operated and/or managed by Chartwell.

"Designated Groups" mean members of historically disadvantaged groups in Canada, including indigenous peoples, women, visible minorities, persons with disabilities, and persons of minority sexual orientations and gender identities.

SCOPE

This policy applies to all Chartwell Employees and pertains to their recruitment and selection, terms and conditions of employment including pay, promotion, work assignment, training, transfer and every other aspect of employment.

All individuals covered by this policy are expected to adhere to the standards of behaviour contained herein at all times. Any Employee, officer or contractor, who is found to have breached this policy will be disciplined accordingly, which may lead to, and include termination of employment or engagement.

POLICY

Objectives

- **To increase innovation.** By employing and retaining a diverse workforce with a range of different backgrounds and perspectives, Chartwell will be able to leverage a broad range of ideas and insights in decision making and business strategies.
- **To improve service to residents.** By reflecting the demographic diversity of the Canadian communities in which Chartwell operates, we will understand our residents better, which will contribute to improved service and resident satisfaction. A diverse workplace will enhance communication with residents based on a more comprehensive awareness of the needs of the community.
- **To enhance working environment.** By integrating workplace diversity principles into all aspects of human resource management at Chartwell, such as planning, recruitment and selection, performance discussions, training and development, health and safety and workplace relations, we will foster a productive and fulfilling workplace that is dynamic, safe and healthy, encourages excellence and will support a whole-of-life balance for Chartwell's Employees. Potential benefits of this include retention of corporate knowledge and expertise as well as savings in recruitment and training costs

Chartwell's Approach to Diversity and Inclusion

In furtherance of these objectives, Chartwell will:

- continue to build a diverse workforce that is representative of the pool of potential candidates with appropriate qualifications from **Designated Groups**, while retaining individual merit and achievement as the prime criterion for all staffing decisions;
- ensure that all employment related decisions are based on principles of individual merit and achievement (that is, on such matters as job performance criteria such as skills, knowledge, and abilities relevant to specific positions) and not on factors unrelated to a person's ability to do the job;
- promote and maintain a work environment that values and utilizes the contributions of Employees with diverse backgrounds, experience and perspectives through improved awareness of the benefits of workplace diversity, human resources policies, systems and processes and successful management of diversity;
- build and maintain a safe work environment by taking action against inappropriate workplace behaviour including discrimination, harassment, bullying, victimization and vilification;
- seek to increase the range of applicants for all staff positions to reflect the diversity of the pool of potential candidates with appropriate qualifications from **Designated Groups**;
- ensure appropriate selection criteria based on diverse skills, experience and perspectives are used when hiring new staff and, pursuant to Chartwell's Board

Renewal and Diversity Policy, appointing Directors to the Board. Job specifications, advertisements, application forms and contracts will not contain any direct or inferred discrimination. Chartwell may engage professional consultants to assist in the hiring process by presenting diverse candidates to Chartwell for consideration;

- ensure that applicants and Employees of all backgrounds are encouraged to apply for, and have fair opportunity to be considered for all available roles;
- comply with equal opportunity and anti-discrimination legislation;
- ensure that Chartwell's policies, procedures and practices do not have an adverse impact, direct or indirect, on the employment and advancement of members of **Designated Groups**; and
- seek to make reasonable adjustments for differences related to belonging to a **Designated Group** thereby enabling them to compete equally with others.

Areas of Focus

Chartwell aims for its employment policies and practices to support its commitment to diversity. Chartwell aims to create an environment that supports, reflects and promotes equitable and inclusive behaviours and practices, and respects individuals and groups of people. Key areas of focus include recruitment, development and succession, workplace flexibility and employee consultation. Chartwell endeavours to recruit high performing talent, develop Employees across multiple departments and platforms, retain the best staff and grow potential leaders.

Recruitment, Development, Succession (Equal Access to Employment Opportunities)

It is Chartwell's policy to comply with all laws governing equal employment opportunity applicable in the jurisdictions in which we operate. It is also Chartwell's policy to make decisions regarding recruitment and selection, remuneration, career development and training, transfers, promotion and succession planning based *solely* on merit – being the skills, experience, stakeholder expectations, qualifications and potential of the individual connected to the job.

The recruitment process is managed by managers, however support from human resources staff or professional intermediaries is provided if required. To ensure candidates are selected on their merit and to reduce bias in recruitment, Chartwell's leadership development programs incorporate training on recruitment processes.

In its pursuit of employment equity it is understood that Chartwell will not:

Engage in Reverse Discrimination. Chartwell recognizes that employment equity works to change the composition of a workforce so it better reflects that of society. Employment equity is not reverse discrimination, which occurs when a less qualified candidate is hired over a better qualified one.

Impose Quotas. Employment equity does not involve the imposition of quotas for the hiring of members from designated groups. Rather, its goal is the enlargement of the pool of

appropriately qualified candidates by encouraging applications from a broader range of persons, and all candidates within this pool then compete for the position.

Gender Diversity

Chartwell has made a commitment to being a leader in diversity and inclusivity at all levels of our organization. Maintaining the representation of women at senior levels of management will remain one of our strategic priorities on an ongoing basis. To that end, and pursuant to its Renewal and Diversity Policy, Chartwell has established a target of maintaining at least one-third of its Board of Directors as women.

Although Chartwell has not adopted a formal target for women in executive positions, diversity, and the representation of women in particular, plays a key role in our recruitment and succession planning processes.

Employee Consultation

Employees will be consulted annually through surveys, focus groups and forums to gain insight into potential barriers to diversity and issues and opportunities for further action.

Responsibilities

The **Chief Executive Officer** and the **Senior Executive Committee Team** are responsible for:

- Ensuring Chartwell meets all of its legal obligations
- Ensuring, with the assistance of **Senior Vice Presidents, Vice Presidents and Senior Directors**, that strategies, processes and practices relating to this policy are successfully implemented, monitored and reviewed
- Being a high profile lead on issues related to the policy

Senior Vice Presidents, Vice Presidents and Senior Directors are responsible for:

- Ensuring that strategies, processes and practices relating to this policy are successfully implemented
- Ensuring all Employees are aware of their responsibilities and accountabilities under the policy
- Ensuring all Employees attend appropriate training to enable successful implementation of the policy
- Ensuring that disciplinary action is taken against anyone who participates in discriminatory behaviour or practices
- Ensuring, where appropriate, external partners are aware of the policy and that they are not discriminating unfairly if involved in recruitment, selection, promotion and the management of staff
- Delivering effective services that meet the needs of Chartwell's diverse residents and their loved ones

The **People Department** is responsible for:

- Providing appropriate training as part of onboarding to ensure that all new Employees understand their responsibilities in relation to equality, diversity and inclusivity
- Ensuring that recruitment, learning and development and performance management are dealt with in accordance with this policy
- Assisting and advising managers to ensure that disciplinary action is taken against anyone who participates in discriminatory behaviour or practices in line with employment law and the appropriate policies and procedures
- Ensuring the policy is periodically reviewed and all Employees attend appropriate training as required to ensure successful implementation of the policy
- Monitoring and reporting on statistical and demographic information relating to equality and diversity of Chartwell's staff.

All **Employees** are responsible for:

- Ensuring their own compliance with this policy
- Fostering an environment where everyone (including but not limited to staff, visitors and commercial partners) can participate in the work of the organization without fear or intimidation
- Not victimizing any person who has complained, including complaints of unlawful harassment or discrimination, or who has given information in connection with a complaint

Being proactive in their approach to tackling discrimination in the workplace and to responding to situations appropriately.

CROSS REFERENCE

Board Renewal and Diversity Policy Human Rights Code (ON)

Human Rights Code (BC) Human Rights Act (AB)

Charter of Rights and Freedoms (QC)

An Act Respecting Labour Standards (QC) Occupational Health and Safety Act (ON)

Workers Compensation Act (BC) and WorkSafe BC Polices Workplace Violence Policy

Social Media Policy

Business Conduct and Ethics Policy Progressive Discipline Policy

Bullying and Harassment Policy Statement

AUDITING AND MONITORING

The implementation of this policy will be audited on an annual basis by the Internal Audit and Compliance team and reported to Chartwell's senior management team.