

JIM PATTISON BROADCAST GROUP LP EMPLOYMENT EQUITY - ADOPTED MAY 2008

Preface

The first goal in the Jim Pattison Group's is "to recruit and retain a diverse group of exceptionally talented staff and to support them in ways that allow them to reach their highest potential." The Company's employment equity plan focuses on goals and objectives to attain employment equity.

The Company recognizes that it will benefit from a workforce that reflects the rich diversity of Canadian society. Excellence is not limited to one or even a few groups. By becoming more inclusive and supportive of diversity we can draw on a wide field of excellence from within and across all diverse groups in Canada. One of the Company's guiding values and principles is a commitment to equal rights and dignity of all persons, and equity in opportunities and employment for all.

The Company is committed to fair employment practices for all employees as a cornerstone of its equity policy and program. The Company has established an employment equity program in order to identify and remove barriers to equity in employment for members of designated groups. In addition, the Company will endeavour to create an inclusive and welcoming environment for members of any group protected by the Human Rights Code.

Merit is paramount. Instituting Equity helps to fully recognize merit. Employment equity focuses on results and works within a framework of inclusion, respect and a climate free of discriminatory barriers to support merit. Allowing intentional or unintentional employment barriers is at odds with the merit principle. Ensuring principles of fairness and equity are incorporated into all procedures and activities will result in equitable access to employment opportunities and a workforce reflective of the diverse population of the appropriate community.

Achieving equity is not possible until equity goals and initiatives are integrated into the normal processes and practices of the workplace and seen as a standard way of operating. The responsibility for achieving equity rests with all who make employment decisions and take action that affect the workplace. Accountability for achieving equity is, therefore, no different from accountability for achieving other company goals and objectives. Monitoring and regular reporting will be a normal part of the Plan's implementation.

The Employment Equity Act speaks of two types of equity goals: "positive policies and practices" and "numerical goals." Both these qualitative and quantitative goals are necessary to achieve equity. The Company's Equity Plan focuses on 3 areas: to establish a structure within which equity measures will be developed and monitored (Goal 1 and objectives), to increase representation and assist retention of designated groups (Goal 2 and objectives), and to promote integration activities to create an inclusive climate and support productivity (Goal 3 and objectives).

Goal 1:

To ensure the principles of fairness and equity are incorporated into all aspects of employment, including recruitment and hiring, training and promotion, retention and accommodation in the workforce.

- **Objective 1:** Integrate Equity Goals and Objectives into company planning processes
 - Equity Goals and Objectives need to be integrated in the regular goals and objectives for individuals. There must be mechanisms in place to hold individuals accountable for meeting these goals.
 - There needs to be a consultation process in developing goals and objectives to ensure inclusion and involvement at all levels.
 - Responsibility:
 - President: to expect the vice-presidents and general managers to include equity goals and objectives as part of the regular planning and review process and support-the steps necessary to achieve them.
 - Vice Presidents, General Managers: to include equity goals as part of their regular planning and review process and to take steps necessary to achieve them.

- **Objective 2:** Systematically review policies and procedures and identify any barriers to members of designated groups.
 - A barrier is any policy, procedure, or practice that has a direct or indirect adverse effect on members of designated groups. Within that context, an employer will remove barriers unless it would cause undue hardship. Employers continue to hire based on merit.
 - Responsibility:
 - President: to coordinate a schedule for review of all policies.
 - All those responsible for drafting policy: to apply an equity checklist to new policy provisions and review of existing policies.

- **Objective 3:** Develop measurements of outcomes and definitions of institutional success at all levels that will indicate progress in relation to the qualitative and quantitative goals and objectives.
 - Responsibility:
 - President, Vice Presidents: to develop measurements and outcomes, as part of the goals and objectives planning process with the General Managers.

- General Managers: to support and identify appropriate measurements.
- **Objective 4:** Further review and clarify the roles of the Company Employment Equity Committee, Human Resources, the Executive and individual and related committees in delivering on the Company's equity commitments.
 - Responsibility: President, Vice Presidents, General Managers
- **Objective 5:** To consider and review positive incentives to encourage the implementation and achievement of equity goals and objectives.
 - Responsibility: President, Vice Presidents, General Managers
- **Objective 6:** Target short term goal of filling existing employment gaps of the Company in regard to the four designated groups.
 - Responsibility: President, Vice Presidents, General Managers
 - The short term goal of the Jim Pattison Broadcast Group is to, within a time frame period of one to three years, bridge all of the gaps identified in the four designated groups where the gap is -1 or -2 and fill the gap where it is -3 or greater, as determined by the October, 2007 Work Force Analysis of the Company and as set out below. The gaps identified for the Jim Pattison Broadcast Group are:
 - Women:
 - Senior managers (-2)
 - Middle & other managers (-8)
 - Professionals (-1)
 - Aboriginal Peoples:
 - Professionals (-1)
 - Semi-professionals & technicians (-6)
 - Supervisors (-1)
 - Persons with Disabilities:
 - No gaps
 - Visible Minority Members:
 - Senior managers (-1)
 - Middle & other managers (-1)
 - Professionals (-5)
 - Semi-professionals & technicians (-10)
 - Clerical personnel (-4)
 - Intermediate sales & service (-3)

Goal 2:

To improve the participation of members of designated groups in all jobs and at all levels where they are under-represented, and achieve and retain a workforce representative of the appropriate community.

- **Objective 1:** Adopt 5 year numerical hiring goals, based on estimated retirement data, current representation of designated groups, and the prospects for hiring members of designated groups in specified occupational groups where they are underrepresented.
 - A hiring goal is not a quota, but serves as a comparator against which to measure the success of recruitment and selection strategies.
 - Hiring goals are the numbers of designated group members considered appropriate to hire in a specific occupational category over a 3 - 5 year period in order to increase their representation in our workforce.
 - To implement this objective the task is to look at areas of under-representation, anticipate hiring opportunities, set reasonable, specific numerical goals to increase representation and establish strategies that will assist in recruiting and selecting designated group members.
 - Responsibility:
 - President, Vice Presidents: to review and consider annual company wide goals and objectives.
 - General Managers: to establish and adopt goals, for the President's approval, as part of the annual goals and objectives planning process; to revise and update these as necessary as suggested by new trends.
- **Objective 2:** Develop qualitative goals, including processes and strategies, to implement hiring goals as appropriate.
 - Responsibility:
 - Vice Presidents, General Managers: to develop processes and strategies for the President's approval and to implement and review results as part of the annual planning process.
- **Objective 3:** Provide training in equity selection procedures for hiring committees.
 - Responsibility:
 - President, Vice Presidents: to establish timelines for training of hiring committees.

- **Objective 4:** Ensure that employees who are designated group members have equitable access to professional development opportunities.
 - Responsibility:
 - Vice Presidents: to develop appropriate strategies.
 - General Managers: to develop and implement appropriate support.
- **Objective 5:** Encourage an inclusive and welcoming work environment that supports the successful integration and retention of designated group members.
 - Responsibility:
 - President, Vice Presidents, General Managers: to develop specific, practical strategies, e.g.
 - to provide orientation and mentoring programs for new employees;
 - to provide resources and opportunities for training on equity principles and issues for all employees.
 - All employees: to support an inclusive and welcoming work environment.

Goal 3:

To promote employment practices which advance equity and access for all.

- **Objective 1:** To educate and orient managers and supervisors and all employees to the Company's Employment Equity Commitments.
 - Responsibility:
 - President, Vice Presidents, General Managers: to design the programs;
 - General Managers: to support the initiatives required;
 - General Managers: to facilitate and support the attendance of all supervisory staff through training and goal setting.
- **Objective 2:** Incorporate equity and diversity training as a standard part of supervisory training for all those holding supervisory positions
 - Responsibility:
 - President, Vice Presidents: to establish programs.

- General Managers: to establishing professional development plans which incorporate these programs.
- **Objective 3:** Continue identifying and implementing objectives and strategies in equity plans to achieve equity and report annually on equity progress and on goals for the coming year.
- Responsibility: General Managers to whom these report: to annually review results of implementation and to set new objectives; to ensure that equity initiatives are reflected in other planning documents, e.g. business plans.
- **Objective 4:** Ensure there are systems in place for consultation and communication with the community, in particular designated group members, re: the ongoing development of employment equity related policies and procedures.
- Communication with employees and consultation and collaboration with employees' representatives on the preparation, implementation and revision of the equity plan is required under the Employment Equity Act.
 - In view of the fact that the implementation of this Equity Plan will be enhanced by the participation of designated groups themselves, information should be disseminated as widely as possible.
 - Responsibility:
 - President, Vice Presidents: to participate in consultation and communication and to promote consultation and communication.
 - Vice-Presidents, General Managers: to determine at what point during the development of goals and objectives consultation and collaboration with employee groups and designated groups takes place.

The Equity Plan will be in effect for 5 years. Each year, the Vice Presidents and General Managers will work with the President's office to prepare and disseminate an annual report on progress.