WATERSHED
HR SOLUTIONS
HR SUPPORT REINVENTED IN AN AFFORDABLE WAY

and

JobsThatFeed

Inclusive Hiring and Recruitment Policy

1. Purpose

Watershed HR Solutions Inc. and Jobs That Feed are committed to providing a fair, inclusive, accessible and equitable recruitment and selection process that attracts qualified candidates and provides individuals with an equal opportunity to demonstrate their ability and to match the requirements for a job in a fair and equitable way.

The Company recognizes that barriers can exist in recruitment practices, job descriptions, application processes, interviews, assessments and hiring decisions. The Company will take reasonable steps to identify, prevent and remove barriers and will provide accommodation as required.

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2. Scope

This policy applies to:

- All roles within the Company for permanent, temporary, casual and part-time positions;
- All external recruitment;
- Any Companies using the services of Watershed HR Solutions or Jobs That Feed
- Applicants and candidates;
- Recruitment agencies and other third-party recruitment providers acting on behalf of the Company.

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The policy applies throughout the entire hiring process, for both internal and external opportunities:

1. Job descriptions;
2. Job advertisements;
3. Sourcing and recruitment;
4. Application and screening;
5. Testing and assessments;
6. Selection decisions;
7. Offers of employment; and
8. Pre-employment onboarding.
9. Post-Employment retention strategies

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3. Policy Statement

The Company will seek to make recruitment opportunities reasonably accessible to a broad range of qualified candidates. Watershed HR Solutions and Jobs That Feed are committed to:

- Hiring based on legitimate job-matching qualifications, behavioural competencies related to the position and demonstrated ability;
- Providing equal opportunity to qualified applicants;
- Preventing discrimination and harassment;
- Removing unnecessary barriers from recruitment and selection;
- Providing reasonable accommodation to applicants;
- Using accessible recruitment methods;
- Making hiring decisions based on objective and job-related criteria;
- Promoting diversity, equity, inclusion and belonging;
- Providing clients and hiring managers with appropriate training;
- Monitoring recruitment outcomes to identify potential systemic barriers.

The Company will not discriminate against an applicant on the basis of a prohibited ground under any applicable Human Rights legislation.

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The Company's hiring standards will be designed to be as inclusive as reasonably possible while maintaining legitimate requirements necessary to perform the essential duties of the position.

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4. Accommodation During Recruitment

Watershed HR Solutions and Jobs That Feed are committed to providing an inclusive and accessible recruitment process. If any candidate requires accommodation at any stage of the recruitment and selection process, please raise any issues with our specialists. Accommodation requests will be handled confidentially and will not negatively affect your candidacy.

Applicants may request accommodation at any stage of the recruitment process.

Accommodation may include:

- Additional time for testing;
- Assisted process and/or assistive technology;
- Accessible documents;
- Modified testing procedures;
- Other reasonable accommodations based on the individual's needs.

The Company will consult with the applicant to identify an appropriate accommodation.

Accommodation requests will be handled respectfully and confidentially and will not negatively affect the candidate's evaluation.

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5. Neurodiversity and Cognitive Accessibility

Where appropriate, the Company will consider inclusive recruitment practices for candidates with different cognitive, learning or communication styles.

Examples include:

- Providing written instructions;
- Allowing assisted processing of assessments;
- Using practical demonstrations where they better measure job skills;
- Avoiding unnecessary reliance on rapid verbal responses;
- Providing alternative methods of demonstrating competencies;
- Focusing on job-related capabilities rather than conformity to a particular communication style.

These practices do not require the Company to eliminate legitimate essential job requirements.

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6. Employment Offers

Successful candidates will receive an offer outlining applicable employment terms.

Where applicable, the Company will advise successful candidates about its policies relating to accommodation for employees with disabilities.

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7. Confidentiality

Information concerning an applicant's accommodation needs, disability or other personal information will be treated confidentially and shared only with individuals who need the information to administer the recruitment process or accommodation.

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8. Company Client's

Any client or third-party engaged by the Company is expected to comply with:

- This policy;
- The Ontario Human Rights Code;
- AODA requirements;
- Applicable privacy requirements;
- The Company's recruitment standards.

Recruitment agreements should require clients to use inclusive and non-discriminatory recruitment practices.

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9. Monitoring and Continuous Improvement

Human Resources will periodically review recruitment practices to identify potential barriers.

Where appropriate, the Company may monitor:

Measure	Example
Applicant diversity	Diversity of applicant pool
Screening outcomes	Candidates advancing by demographic group where lawful to collect
Interview outcomes	Interview-to-offer ratios
Hiring outcomes	Offers and hires
Accommodation	Number and type of recruitment accommodations
Candidate experience	Candidate survey results
Early turnover	Turnover within 30/60/90 days
Retention Rates	Length of continuous service
Source effectiveness	Quality and diversity of candidates by recruitment source

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Where data identifies a potential systemic barrier, Human Resources should investigate the recruitment process and determine whether changes are appropriate/

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10. Complaints and Concerns

An applicant who believes they have experienced discrimination, harassment or an inappropriate barrier during recruitment should contact:

Contact: Steven Mendelssohn
Email: smendelssohn@watershedhrsolutions.com or steve@jobsthatfeed.ca

The Company will review concerns promptly and will not tolerate retaliation against a person who raises a legitimate concern or requests accommodation.

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11. Policy Review

This policy will be reviewed at least annually and whenever there are significant legislative, regulatory or organizational changes.

The Company will be responsible for ensuring that the policy remains consistent with applicable Ontario legislation and accessibility and human rights requirements.

Effective Date: July 1, 2026