THE IAN MARTIN GROUP

Business Code of Conduct

We see a world with each and every person pursuing Meaningful Work.

At the Ian Martin Group, we apply our best thoughts, words and deeds each day to create a world where more and more people are able to say, "I'm so fortunate to do what I do."

We strive to behave according to a clear and consistent standard. These are our values:

Authenticity is about being true. It's practicing integrity, transparency, and straight talk. Everyone should feel free to bring his or her whole self to work. Further, we believe the best decisions are made by a conflict of ideas – titles have no currency in a healthy debate.

Entrepreneurship is about leading on the road less travelled. It's bringing your unique passion, initiative, and vision to do something amazing. In this changing business environment, we choose to adapt and embrace the future. We own the end results of our work.

Stewardship is about being generous. It's having character, humility and discernment. We strive to improve the lives of our stakeholders: clients, candidates, co-workers, suppliers, community and owners; and we address barriers that keep people from finding employment.

As a Certified B Corporation, we embrace the values of purpose, transparency and accountability in our corporate conduct. You can view our full B Impact Assessment, which is reviewed and updated every two years at: http://www.bcorporation.net/ianmartingroup.

Our candidates, clients and the public have a right to openness and honesty in all their dealings with us. We demand a high standard of personal integrity from our coworkers. Compliance with the policies, practices and values of the Ian Martin Group is a condition of employment.

Career Development

At the Ian Martin Group, we encourage all coworkers to "own the end result" of their career development by approaching it from an "entrepreneurial" perspective. We believe that career development begins with the passion and initiative of the individual and it is refined and enhanced by working with others who challenge and inspire us to reach new heights.

We should all regularly seek to help one other to define, articulate and work toward goals that are both meaningful to us as individuals and help the company make an impact.

Peer training is a significant part of this process. For this reason, we formed the Stewardship Council and we host Peer Forum once a quarter. If you are interested in being part of either of these groups, definitely let us know. The E-team is responsible for balancing these peer groups to include representation and a diversity of perspectives from across the company. Participants are expected to be high-performers in their individual roles and to contribute to group learning by actively participating in dialogue and by embracing the extra assignments/commitments initiated by these groups – peer training is not a spectator sport.

Other forms of peer training that can be arranged include: job shadowing, mentoring, lateral moves, cross-training, working on special projects, and/or anything else your entrepreneurial-self can dream up.

Ideally, you should have a quarterly check-in with your manager (hint: remind yourself to do this every time your car needs an oil change) to make sure you are progressing against your own goals (an annual check-in is the absolute minimum requirement). This is a great time for you to work together to articulate both your short-term and long-term career goals and record them in Work.com. It is also a natural time for you to identify training opportunities to help you achieve your goals.

The company is very open to funding external training such as: conferences and events, guest speakers, and/or formal course work (full or partial funding) when it makes sense. Anyone whose entrepreneurial-self wants to pursue this type of training should pitch it to his/her manager or the E-team. Pitches should demonstrate how this training will help you (or your team) achieve your personal goals and advance the mission of the company.

Flexible Work

At the Ian Martin Group, we have a flexible work policy because we believe there is more than one way to work productively. We trust our coworkers to work productively in ways that suit their particular role and personal situation.

In order to succeed in our work, the majority of people at the Ian Martin Group will work a standard Monday to Friday 40-hour in-office work week, which makes it easiest to meet, collaborate, communicate, do business, and access many corporate tools and resources. Certain positions will require more time (or more prescribed time) in the office while others may demand more travel or appointments at client sites.

Occasional Flexibility to Work

Sometimes life happens and regular work patterns get disrupted. If you need occasional flexibility to work outside of your regular work routine, speak with your manager and work team to propose how you will meet your objectives on those isolated occasions.

For clarity, this doesn't include simply having access to or checking email on your phone when your primary focus is directed to non-work activities (i.e. sick-day, childcare, and/or other personal commitments). Personal days are provided for these occasions.

Regular Alternative Arrangements

If you believe you could succeed in your position with a regular arrangement other than a standard Monday to Friday in-office workweek, we encourage you to speak with your manager and your work team to propose how you will meet your objectives using a flexible work arrangement. If your plan is accepted, remember that it will be your ongoing responsibility to demonstrate success and maintain appropriate communication with your work team.

Part-Time/Job Sharing Work Arrangements

Regular alternative arrangements can also include a part-time work arrangement where a role allows for the reduced hours on a permanent basis, or where a full-time role can be shared by two employees who wish to work part-time hours.

E-team approval will be required for a regular flexible work arrangement. The E-team's role will be to ensure that all coworkers are treated equitably and in a way that will enable them and the business to succeed.

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Ethical Reporting

At the Ian Martin Group, we have an Ethical Reporting Policy because we want all coworkers to feel they can safely be heard – even when raising a particular issue is difficult.

We expect our coworkers (including the CEO!) to act in a manner consistent with our Business Code of Conduct. It is a high standard; we acknowledge that anyone may fall short at times. If you believe that a co-worker has not met the standard, we ask you use good judgement and seek to resolve the issue in a constructive manner. We recommend you do one of the following (in proportion to the severity of the issue):

- Have a conversation with your co-worker and seek to resolve the issue; or
- Report the issue to your co-worker's manager; or
- Report the issue to a member of the E-team; or
- Report the issue to the Board Delegate (Philippe Straforelli; philippe@straforelli.com; 604-562-8245); or
- Report the issue through Confidence Line (details below).

We have set up a relationship with Confidence Line to allow employees to make completely anonymous ethical reports. We have done this to assure you that you can be heard, even if you are too uncomfortable to report the issue by other means.

An investigation will be conducted into all ethical reports made directly to the E-team, the Board Delegate or through Confidence Line. The party responsible for the investigation (the E-team or the Board) will make every effort to keep the identity of the individual who made the report (if it is known) confidential. The party responsible for the investigation will seek to resolve the issue to their best judgment.

The company will not retaliate against any employee who makes an ethical report. The company will not tolerate any employee engaging in retaliatory conduct toward a person who has made (or who he/she believes has made) an ethical report.

The ConfidenceLine™ e-Web reporting system offers a secure, state of the art, web reporting communications process that allows for direct and confidential communication between you and The Ian Martin Group. Visit: http://www.ianmartin.confidenceline.net

Travel & Expense

At the Ian Martin Group, the main goal of our travel/expense policy is to remind coworkers to practice good stewardship (economic, environmental, and social) when making travel or spending decisions.

As our playbook puts it, we "embrace technology to increase human touch" (examples: Lync, Skype, Work.com, Central Desktop, Social Media, etc.). Where possible, we encourage people to minimize their expenses and carbon footprint through the use of these tools. Also, it may be possible to collaborate with other branches to reduce travel while still serving clients/candidates effectively.

However, there are times when there is no substitute for meeting a client or attending a company meeting in person. When making travel decisions, good stewards know how to balance those competing interests and make good choices on behalf of the company.

With respect to spending, we like the guidelines that Netflix uses:

- Expense only what you would otherwise not spend and is worthwhile for work.
- Travel as you would if it were your own money (we all know where a $16 glass of orange juice can lead).
    - Note: this includes planning ahead to get the best rates.
- Take from IMG only when it is inconsequential and inefficient not to take ("taking" means, for example, printing personal documents at work or making personal calls on work phone: inconsequential and inefficient to avoid).

A few notes on the mechanics, to help everything flow smoothly:

- You can book travel through Corporate Services at travel@ianmartin.com.
- If you use a personal vehicle to travel, mileage can be expensed at $0.44/km (unless otherwise specified in your employment contract).
- If you decide to arrange alternate accommodation (i.e. family/friends … sweet!), a gift or dinner to thank the host is appropriate (up to $100 per stay).
- Expenses must be submitted through Expensify ("Expense reports that don't suck" – we're trying!). Guidelines:
    - Use Expensify to have your expense report approved by your manager.
    - Include your BU#.
    - Each expense line item needs the individual receipt attached (see govt. required format below).
    - Meal receipts should note client name, participants' names and/or purpose of the meeting.
    - Double check that the reimbursable/billable boxes are correctly checked.

- Submit reports mid-month and end of month (end of month only for corporate credit cards).
- Receipts should be submitted within six weeks of purchase (please stay on top of your expense reports).
- Contact Leslie.Silva@ianmartin.com with any questions.

One last word:

We embrace the values of transparency and healthy accountability; therefore, our coworkers in Finance have the right to ask anyone in the company (even the CEO!) whether a particular expense represents good stewardship. Finance has final approval on all expenses and may deny questionable expenses if necessary. If you aren't sure, check with someone before spending.

And now, because of the preceding paragraph (and the fact that you are a trusted coworker), you don't need to read another six pages of rules about expenses. Hurray!