

## **Equal Opportunity**

### **Intent of Policy**

It is the intent of the Board to take deliberate steps to recruit and retain a highly qualified diverse workforce. Encore shall develop a program designed to seek, hire, and promote persons who are underrepresented in Encore's workforce, as compared to their numbers in the population, including, but not limited to, individuals with disabilities, women, men, and persons of minority racial and ethnic backgrounds.

### **Affirmative Action Employment Program**

At the direction of the board, Encore shall develop and implement an affirmative action employment program applicable to all areas of operation and at all levels of responsibility within Encore. Pursuant to this program, Encore shall take additional efforts to recruit, employ, and promote members of groups formerly excluded at the various levels of responsibility who are qualified or may become qualified through appropriate training or experience with a reasonable length of time.

### **Underrepresentation**

Underrepresentation occurs when a group, such as women or a racial minority, is adequately represented in Encore's workforce. Encore's program shall focus on identifying and addressing the underrepresentation, if any, of the following groups within Encore's workforce:

1. Individuals with disabilities;
2. Men or Women;
3. Individuals of minority or racial background; and
4. Individuals of minority ethnic background.

### **Goals and Timetables**

Encore's affirmative action employment program shall develop goals based on the projected new levels of employment of underrepresented groups to be attained on an annual schedule. These goals will be based on the expected turnover in the work force and the availability of persons



who are qualified or may become qualified through appropriate training or experience within a reasonable length of time.

Encore shall ensure that the goals are not treated as quotas or rigid proportions. The goals shall relate to both the qualitative and quantitative employment need of Encore.

### **Periodic Update**

Encore's affirmative action employment plan shall be updated at least every five years but may be updated more frequently to address any unidentified areas of concern. Encore shall update its goals to match any identified changes in the diversity of the workforce.