

TO Live

EMPLOYMENT POLICY

<u>Title</u>	<u>Effective Date</u>	<u>Policy Number</u>
Exit Interviews for VP-Level Roles	March 2026	234

TO Live is committed to the highest standards of ethical conduct, accountability, and fairness in its employment practices and governance.

Exit interviews for Vice President-level roles are conducted to support organizational learning, promote ethical leadership, and identify systemic or governance-related risks, while ensuring dignity, respect, and procedural fairness for departing employees.

TO Live is committed to conducting interviews in a manner that is consistent with its employment policies, including its commitments to equity, non-retaliation, confidentiality, and respectful workplace practices.

PURPOSE

The purpose of this policy is to establish a formal, consistent, and equitable framework for conducting exit interviews for Vice President-level employees at TO Live. Given the seniority, fiduciary obligations, and organizational influence of Vice Presidents, exit interviews at this level serve to:

- Promote accountability and ethical leadership;
- Identify organizational, cultural, or systemic risks;
- Support continuous improvement in governance and management practices; and
- Ensure matters of governance concern are escalated appropriately to the Board of Directors through the Human Resources Committee.

APPLICATION

This Policy applies to:

- All Vice President-level employees of TO Live, including permanent, interim, acting, or contract appointments; and
- All forms of separation, including resignation, retirement, non-renewal of contract, or termination without cause;

This Policy shall be applied consistently and fairly, in alignment with TO Live's broader employment policies and applicable privacy and access to information requirements.

ROLES AND RESPONSIBILITIES

The **Vice President of Human Resources & Organizational Culture** shall:

- Initiate the exit interview process;
- Determine the appropriate exit interview approach;
- Conduct or coordinate exit interviews;
- Engage independent third-party providers, where appropriate;
- Review exit interview information for governance implications; and
- Prepare summaries for the Human Resources Committee, where required.

The **Chair of the Board's Human Resources Committee** may:

- Participate in exit interviews, where appropriate;
- Receive escalated governance matters;
- Determine whether further investigation, or Board escalation is required;
- Ensure appropriate oversight and documentation consistent with Board governance practices.

Where engaged, a **third-party provider** shall:

- Conduct exit interviews independently and confidentially;
- Provide a written summary to the Vice President of Human Resources & Organizational Culture; and
- Identify any potential governance or compliance concerns.

EXIT INTERVIEW PROCESS

1. Initiation

Upon notice of the departure of a Vice President-level employee, the Vice President of Human Resources & Organizational Culture shall initiate the exit interview process.

The departing employee shall be advised of:

- The purpose and scope of the exit interview;
- The confidential nature of the process, subject to legal and governance obligations; and
- TO Live's commitment to non-retaliation, consistent with its employment policies.

2. Determination of Interview Approach

The interview approach shall be determined based on:

- The nature of the separation;
- Role sensitivity and governance responsibilities;
- Any actual or perceived conflicts of interest; and
- The need for independent or Board involvement.

The rationale for the selected approach shall be documented.

3. Pre-Interview Information

Prior to the interview, the departing employee shall be informed of:

- The interview format;
- The individual(s) conducting the interview; and
- The general subject areas to be discussed.

Participation is voluntary. The departing employee may decline to answer specific questions or provide written input.

4. Conduct of Exit Interview

Exit interviews shall be conducted, in a respectful, objective, and professional manner, consistent with TO Live's employment and workplace conduct policies. The departing employee may choose to have the exit interview in person or virtually.

Exit interviews may address:

- Leadership effectiveness and organizational support;
- Workplace culture and values;
- Governance, compliance, and ethical practices; and
- Systemic or organizational risks.

Exit interviews are not disciplinary, investigative, or performance management processes.

5. Documentation and Records

A confidential summary shall be prepared and retained in accordance with TO Live's Records Retention Policy.

Documentation shall:

- Accurately reflect information provided;
- Distinguish between factual statements and opinions; and
- Be accessible only to those with a legitimate governance or business need.

6. Governance Issue Identification and Escalation

Information disclosed during an exit interview shall be reviewed to determine whether it constitutes a governance issue under this policy. A governance issue is any matter that may reasonably implicate a breach of policy, ethical standard, fiduciary duty, or governance control, or that may expose TO Live to legal, reputational, financial, or operational risk.

Where a governance issue is identified:

- A confidential summary shall be prepared by the Vice President of Human Resources & Organizational Culture;
- The matter shall be escalated to the Chair of the Human Resources Committee; and
- The Committee shall determine appropriate next steps.

Exit interviews do not replace formal investigative or disciplinary processes.

CONFIDENTIALITY AND NON-RETALIATION

All information disclosed during exit interviews shall be handled confidentially, subject to legal, employment, and governance obligations. TO Live prohibits retaliation against individuals who raise concerns in good faith, consistent with its Employment Equity Policy, Code of Conduct, and Respectful Workplace Policy.