

# RoadOne

## EEO DIVERSITY PLAN AND PROGRAM

### INTRODUCTION

A to Z Enterprises, Inc. and Allied Gardens Towing, Inc. (RoadOne) specializes in law enforcement and municipal towing.

- A to Z Enterprises, Inc. has been in business for 75 years, Allied Gardens Towing, Inc. has been in business for 45 years. Both companies have extensive experience towing for commercial and law enforcement agencies.

- Our employees are the key element at RoadOne. Our employees have direct contact with officers and the public and their abilities, conduct and judgment not only reflect on our company but also reflect the diversity of our community as well. We are committed to equal opportunity and diversity within our workforce providing the best people for the job.

As of December 31, 2022 RoadOne staff was comprised of five main groups:

- 1) Management & Financial: Employees who set broad policies, exercise over-all responsibility for execution of these policies.
- 2) Sales: Employees who work directly with our customers at one of our eighteen storage facilities.
- 3) Administrative Support: Employees that are responsible for office support functions, handling paperwork, business records and dispatching.
- 4) Crafts: Employees that work in RoadOne's truck maintenance repair facility.
- 5) Operatives -Transportation: Employees that drive and operate company tow-trucks.

## SECTION I

### Equal Employment and Diversity Plan Policy Statement

RoadOne is an equal opportunity employer and is committed to creating and supporting a workplace environment that leverages the potential and diversity of the entire staff. The community and customers we serve are diverse, and we wish to foster that diversity in our workplace. Toward that end, RoadOne does not discriminate against individuals in hiring, employment or promotion on the basis of race, religion, color, sex/gender, gender identity and gender expression, age, marital status, national origin, sexual orientation, citizenship, handicap or disability, veteran or military status, political belief, pregnancy, genetic information or any other characteristic protected by law. We strive to foster an environment that will positively reflect and meet the needs of a diverse inclusive workplace in which everyone has the opportunity to fully participate and is valued for their distinctive skills, experiences and perspectives.

RoadOne considers this policy an integral aspect of the mission and functioning of the organization. In commitment to this policy and as part of our Diversity Plan, we shall:

- 1) Recruit, hire, train and promote persons in all job levels without regard to race, religion, color, sex/gender, gender identity and gender expression, age, marital status, national origin, sexual orientation, citizenship, handicap or disability, veteran or military status, political belief, pregnancy, genetic information or any other characteristic protected by law;
- 2) Base decisions on employment so as to further the principle of equal employment opportunity;
- 3) Ensure that promotion decisions are in accord with the principles of equal employment opportunity and are based solely on valid requirements for promotional opportunities;
- 4) Ensure that all other employment actions including compensation, benefits, transfers and layoffs will be administered without regard to race, religion, color, sex/gender, gender identity and gender expression, age, marital status, national origin, sexual orientation, citizenship, handicap or disability, veteran or military status, political belief, pregnancy, genetic information or any other characteristic protected by law.
- 5) Ensure that the company's working environment and activities are non-segregated except for providing separate toilets and necessary changing facilities to assure privacy between the sexes.

In keeping with these commitments, RoadOne regularly analyzes all employment actions to ensure equal employment opportunity for all individuals. Management performance on this program will be monitored as is performance on other goals and objectives.

Vice President Brad Ramsey serves as the EEO Officer and working with Human Resources and the executive leadership team, will ensure that the intent and practice of this policy is carried out. However, all staff members having administrative and supervisory authority are responsible for the day-to-day employment activities necessary for full policy and program compliance. Therefore, the ultimate responsibility for fulfilling the intent of this policy lies with every member of RoadOne management.

## SECTION II

All of the existing policies in employment matters at RoadOne have been designed with the intention of contributing to the accomplishment of its affirmative action obligations. The most important policies in this regard are the following:

### A. Recruitment

Recruitment is conducted in a number of different ways:

- 1) For all positions, RoadOne advertises on web sites such as Indeed.com, LinkedIn, Monster.com, and its RoadOne web site, [www.roadonesandiego.com](http://www.roadonesandiego.com).
- 2) RoadOne's Human Resources Department ("HR") has established relationships with an employment agency and referral sources recognized for their capability, experience, and success with recruitment of protected class members for the types of positions available at RoadOne. RoadOne updates its list of referral sources as new information becomes available. (See Appendix A.)
- 3) RoadOne deals only with employment sources that refer job candidates without regard to race, religion, color, sex/gender, gender identity and gender expression, age, marital status, national origin, sexual orientation, citizenship, handicap or disability, veteran or military status, political belief, pregnancy, genetic information or any other characteristic protected by law.
- 4) The HR department encourages all staff to seek out and refer members of the protected classes as potential employees.
- 5) All job opening notices are posted to RoadOne's web site, which is accessible to all employees by internet access available throughout the building and at employees' desks/workspaces.

- 6) From time to time, HR retains employment agencies, search firms and consultants to help locate qualified diverse candidates.

#### B. Selection and Hiring

- 1) HR, with the assistance of appropriate department heads, has the responsibility for ensuring that the qualifications and skills set forth in all job descriptions are realistic and do not inadvertently exclude protected class members.
- 2) No pre-employment tests or selection criteria are used that have the effect of discrimination against any class of qualified employees.
- 3) RoadOne's HR Manager ensures that for each position, any qualified diverse applicant is considered and interviewed by the hiring manager. The hiring manager's evaluation of the candidate is discussed to ensure that there is no inappropriate bias inadvertently playing into a hiring decision.
- 4) When selecting candidates for positions, managers are encouraged to consider any internal candidates without regard to race, religion, color, sex/gender, gender identity and gender expression, age, marital status, national origin, sexual orientation, citizenship, handicap or disability, veteran or military status, political belief, pregnancy, genetic information or any other characteristic protected by law.
- 5) When evaluating proposed candidates for promotion, the candidates' previous performance reviews are considered. Each proposed promotion is reviewed to ensure equal employment opportunity. No commitment for promotion, verbal or otherwise, may be made to any employee before an employment requisition has been approved by the HR Manager.

#### C. Performance Reviews, Promotions and Transfers

- 1) RoadOne has a performance review system that is designed to (i) focus on competencies that are important to RoadOne's success and an employee's performance in those competencies; (ii) identify specific goals given for a year and to measure performance against those goals; and (iii) identify high potential employees so that the organization can ensure that it invests in and retains talent. The competencies were developed by a diverse group of employees and HR, and then reviewed and modified by the executive leadership team. The competencies were reviewed to ensure that they did not have unintended implications for diverse employees. Periodically, the competencies are refined in response to

changing business needs and/or feedback from managers and employees.

Pursuant to the review system, all employees' performance is reviewed annually at a specified time. The process is as follows:

- An employee conducts a self-review of his/her performance relative to the competencies and goals that were established for the year.
- The manager also requests feedback from colleagues and clients of the employee and, for managers, to their subordinates. This feedback received is referred to as "community feedback."
- The manager then writes a review of the employee, considering his/her assessment of the employee's performance, the employee's assessment, and the feedback received from colleagues and others; managers consult with their department and division heads for guidance as needed.
- Once reviews of all employees have been prepared, the executive leadership team meets to review the performance ratings to ensure that standards are applied consistently, and that the organization is aware of and working to promote high potential employees. During this review, the executive leadership team also reviews any situation that may suggest inappropriate bias.
- After the executive review is completed, supervisors work with managers to make any adjustments needed.
- Performance review meetings are conducted by the employee's immediate supervisor and include a discussion of goals for the next year.
- Employees who disagree with their reviews are permitted to submit written rebuttals to reviews; these are included in the supervisor's review and become part of the employee's personnel file as defined by applicable law.
- Employees may also speak confidentially with representatives from Human Resources about a performance review and/or with executive management who maintain an open-door policy.
- Over the course of the year, managers are expected to provide regular feedback to employees about how they are performing relative to the goals established and the competencies. Managers are also expected to provide information and coaching, and to listen to employee concerns, including concerns about how the manager is managing. HR proactively works with managers and employees to help them maximize the effectiveness of this ongoing dialogue.

#### D. Training

- 1) RoadOne offers training to all employees as much as possible within the Company's budget. A list of which is attached as Appendix C, focused on general and specialized skill development as well as harassment prevention training and general management skills.
- 2) RoadOne maintains a policy titled the "Equal Employment Opportunity and Non-Discrimination Policy" prohibiting discrimination and retaliation on the basis of race, religion, color, sex/gender, gender identity and gender expression, age, marital status, national origin, sexual orientation, citizenship, handicap or disability, veteran or military status, political belief, pregnancy, genetic information or any other characteristic protected by law. All employees receive and are trained annually in this policy. A copy of the policy is attached as Appendix D.

#### E. Layoff and Recall

RoadOne ensures that decisions to terminate employment or eliminate positions are without regard to race, religion, color, sex/gender, gender identity and gender expression, age, marital status, national origin, sexual orientation, citizenship, handicap or disability, veteran or military status, political belief, pregnancy, genetic information, or any other characteristic protected by law.

### SECTION III

#### EEO Policy Dissemination

##### A. Internal Dissemination of EEO Policy

- 1) EEO notices are prominently displayed on RoadOne bulletin boards where employees frequently pass and where applicants will come. A copy of the notice is available from the HR department.
- 2) EEO policies and procedures, including RoadOne's Equal Employment Opportunity and Non-Discrimination Policy, are made available to all employees when hired and annually thereafter. It is also available electronically at any time to all employees on RoadOne's benefit website. A copy may also be requested at any time from the HR department.

##### B. External Dissemination of RoadOne's EEO Policy

RoadOne's EEO policy appears on its public web site.

### C. Dissemination of EEO Policy in the Recruitment and Employment Process

- 1) As described above in Section II (A), RoadOne advertises its open positions externally and internally to ensure the widest possible circulation for job openings. The use of the phrase “Equal Employment Opportunity Employer” is used to disseminate and implement a strong EEO recruitment posture.
- 2) RoadOne posts its EEO policy and Equal Employment Opportunity and Non-Discrimination Policy on its premises and its EEO policy on its external web site so that applicants and employees are aware of its benefits.
- 3) RoadOne employment application form requests information concerning the source of the referral. This information will enable RoadOne to evaluate the effectiveness of its recruitment sources and its advertising.
- 4) RoadOne invites all applicants to self-identify membership in a protected class so that RoadOne can measure its progress pursuant to this Diversity Plan and also take steps consistent with this Plan. Any information received for this purpose is kept confidential, applicants are under no obligation to take advantage of this opportunity, and RoadOne does not use this information to discriminate unlawfully against such applicants if they become employees.
- 5) RoadOne’s web site notes that RoadOne is an EEO employer.

## SECTION IV

### Responsibility for this Diversity Plan and Affirmative Action

RoadOne’s commitment to affirmative action requires that all employees, at every level, be committed to taking whatever measures are appropriate in light of their positions. The following individuals are the ones with the most detailed specific responsibilities.

#### The President and Vice President

The President and Vice President assumes final responsibility for RoadOne’s affirmative action efforts and policies. Progress on our diversity efforts is discussed annually.

#### The Human Resources Manager

Operational authority and responsibility for the implementation, administration and monitoring of the RoadOne’s affirmative action activities and equal employment opportunity policy is designated to RoadOne’s Vice President as RoadOne’s EEO Officer. He has a broad responsibility for the formulation of plans and activities, the

supervision of compliance reviews and other government agency inquiries pertaining to equal employment opportunity efforts, and the initiation of corrective action when required. The Human Resources Manager reports to RoadOne's Vice President who in turn reports to the President.

The EEO Officer will:

- 1) Develop annual diversity programs.
- 2) Design and implement programs which will advance RoadOne's objectives in the areas of affirmative action and diversity.
- 3) Review, analyze and report on RoadOne policy, practices and progress in the area of EEO, diversity and affirmative action.
- 4) Keep supervisors informed of the latest and pending developments in the area of equal employment opportunity resulting from new or pending legislation, court opinions and rulings.
- 5) Assist management in identifying deficiencies through audits and correcting such deficiencies through program and policy design.
- 6) Receive, investigate and assist in the resolution of internal discrimination complaints which are unresolved by local supervision.
- 7) Monitor affirmative action/diversity efforts and adherence to the EEO policy.
- 8) Provide counsel for employees and management on EEO and affirmative action/diversity matters.
- 9) Participate in complaint reviews and government agency inquiries.
- 10) Implement affirmative action policies when required.

Complaints regarding discrimination or retaliation on the basis of protected characteristics are handled in accordance with RoadOne's Equal Employment Opportunity and Non-Discrimination Policy. Also, any employee is encouraged to discuss thoughts or concerns regarding these issues with their supervisor, any manager or executive, and HR.



## SECTION V

### Workforce Analysis

All jobs across RoadOne were analyzed to determine which jobs could reasonably be said to have similar content, wage rates and opportunities. That process identified 5 Company-wide job groups. Those groups aligned with the EEO classifications within each job group are listed in Table V-1 Employment Analysis. This data provides a summary of job groups and EEO classifications by protected class.

Table V-1 Employment Analysis

	Black			Latino			Asian			American Indian			Pacific Islander			Female		
	Goals	Actual	Discrepancy	Goals	Actual	Discrepancy	Goals	Actual	Discrepancy	Goals	Actual	Discrepancy	Goals	Actual	Discrepancy	Goals	Actual	Discrepancy
Mgmt & Financial	0.04	0	N/A	0.16	0	N/A	0.09	0	N/A	0.00	0	N/A	0.00	0	N/A	0.41	0	N/A
Professional	0.00	0	0	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00
A&E, Science, Computer	0.00	0	0	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00
Technical	0.00	0	0	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00
Sales	1.77	2	N/A	3.53	4	N/A	3.22	0	(2.22)	0.09	0	N/A	0.20	0	N/A	20.50	18	(2.50)
Administrative Support	0.59	1	N/A	3.53	4	N/A	1.34	0	(1.34)	0.06	0	N/A	0.08	0	N/A	0.86	7	6.14
Services	0.00	0	0	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00
Crafts	0.17	0	N/A	0.76	1	N/A	0.15	0	N/A	0.01	0	N/A	0.01	0	N/A	0.38	0	N/A
Operative Workers	0.00	0	0	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00
Transportation	1.85	0	(1.85)	16.21	26	9.79	4.29	2	(2.29)	0.11	0	N/A	0.19	1	N/A	23.16	2	(21.16)
Laborers	0.00	0	0	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00

Goals are set by job categories for each protected group. An underrepresentation is indicated by a negative number, but if the DISCREPANCY is less than -1.00 position, a N/A will be displayed to show there is no underrepresentation.

## SECTION VI

### Availability of Members of Protected Classes

RoadOne has also conducted an availability analysis to provide an estimated baseline for determining whether there is any reason to suspect that protected categories are being underutilized in particular job groups.

- A. In determining whether minorities are being underutilized in any job group, RoadOne considers all of the following factors:
- 1) The minority population of the labor area surrounding the RoadOne's facility (also referred to as the immediate area);
  - 2) The percentage of the minority workforce as compared with the total workforce in the immediate area;
  - 3) The general availability of minorities having requisite skills and educational requirements in the immediate area;
  - 4) The availability of minorities having requisite skills in an area in which the RoadOne can reasonably recruit;
  - 5) The availability of promotable and transferable minorities (even if training is required) within the employ of the RoadOne.
- B. In determining whether women are being underutilized in any job group, RoadOne considers all of the following factors:
- 1) The percentage of the female workforce as compared with the total workforce in the immediate area;
  - 2) The general availability of women having requisite skills in the immediate area;
  - 3) The availability of women having skills in an area in which RoadOne can reasonably recruit;
  - 4) The availability of women seeking employment in the labor or recruitment area of RoadOne;
  - 5) The availability of promotable and transferable female employees within the employ of the RoadOne.

The purpose of these availability estimates is to provide a basis for determining whether the current workforce is consistent with minority and female participation in the overall workforce. When the workforce analysis is compared with the availability data it is possible to determine where minority and female employment is not, as predicted, at the level which might be expected based on their estimated availabilities.

## SECTION VII

### Utilization Analysis and Identification of Problem Areas

#### A. Utilization Analysis

The utilization analysis is, in its simplest terms, a comparison between the percentages of minority and female workers employed at a particular point in time in certain job groups, and the best estimates of their availability based on available current data. The major benefits of the utilization analysis are:

- (1) It can indicate those areas in which women and minorities appear to be underutilized when compared with estimated percentages in the workforce;
- (2) It serves as the basis for establishing goals; and
- (3) It identifies areas where a more concentrated effort in recruiting, appointment and job training might be valuable. In general terms, a utilization analysis identifies areas where more affirmative action may be appropriate.

It is equally important to define what a utilization analysis does not do. Most importantly, it is not intended to point out areas at RoadOne where women and minorities are being subjected to discrimination. Any identification of an area where underutilization appears to exist should not be interpreted as evidence of unlawful discrimination. It is also not intended to set an employment quota for these protected classes.

RoadOne has conducted a utilization analysis for each job group. It lists the total number of employees within the job group, and the number of minority and female employees. The minority and female employment is then compared to what the figures would be expected to be by applying the availability estimates to the total employment to determine "expected" employment for minority and female workers. For purposes of this utilization analysis, underutilization is defined as any discrepancy between current employment and availability estimates which would require the addition of more than one half of a female or minority employee to rectify.

Underutilization analysis by job group is contained within Table V – 2, Utilization Analysis.

Table V-2 Underutilization Analysis

	Black			Hires to Close Gap	Asian			Hires to Close Gap	Female			Hires to Close Gap
	Goals	Actual	Discrepancy		Goals	Actual	Discrepancy		Goals	Actual	Discrepancy	
Mgmt & Financial	0.04	0	N/A		0.09	0	N/A		0.41	0	N/A	
Professional	0.00	0	0		0.00	0	0.00		0.00	0	0.00	
A&E, Science, Computer	0.00	0	0		0.00	0	0.00		0.00	0	0.00	
Technical	0.00	0	0		0.00	0	0.00		0.00	0	0.00	
Sales	1.77	2	N/A		3.22	0	(2.22)	2	20.50	18	(2.50)	2
Administrative Support	0.59	1	N/A		1.34	0	(1.34)	1	0.86	7	6.14	
Services	0.00	0	0		0.00	0	0.00		0.00	0	0.00	
Crafts	0.17	0	N/A		0.15	0	N/A		0.38	0	N/A	
Operative Workers	0.00	0	0		0.00	0	0.00		0.00	0	0.00	
Transportation	1.85	0	(1.85)	1	4.29	2	(2.29)	2	23.16	2	(21.16)	20
Laborers	0.00	0	0		0.00	0	0.00		0.00	0	0.00	

Goals are set by job categories for each protected group. An underrepresentation is indicated by a negative number, but if the DISCREPANCY is less than -1.00 position, a N/A will be displayed to show there is no underrepresentation.

**B. Analysis of Utilization and Identification of Problem Areas**

Overall, RoadOne has done an excellent job in its diversity efforts with regard to the employment of both females and minorities in most categories. Although, there may be opportunities for further effort in those job groups where females and minorities appear to be underutilized, RoadOne currently employs both females and minorities at or above the average rate for our industry.

The utilization analysis identifies apparent underutilization of females and/or minorities in the following job groups:

**Females:** Sales, Operatives/Transportation

**Minorities:** Sales, Administrative Support, Operatives/Transportation

Appropriate goals are defined in the next section in the areas where females and minorities appear to be underutilized and where hiring opportunities (turnover/growth) are anticipated within the next year.

**C. Hiring, Promotion and Compensation**

As indicated in our discussion in Sections II(B)(2) and II(C)(3), we have not identified any aspects of our hiring, promotion or compensation system that negatively impact diversity.

## SECTION VIII

### Goals and Timetables

Based on the utilization analysis above, RoadOne has established goals and timetables to address areas where underutilization may exist. It is important to recognize that a goal is not a rigid and inflexible quota which must be met but is a target reasonably attainable by means of applying every good faith effort to make all aspects of the entire Diversity Plan work.

The goals in this plan have been established for 2023-2024. The goals are based on estimates of the employment opportunities which are expected during this year. It is recognized, however, that economic and other trends may result in fewer employment opportunities than anticipated, which make the goals no longer attainable. In any event, the goals can and should be revised over time to reflect changed circumstances, if necessary and appropriate.

RoadOne's goals are to have a broad representation in all aspects of our staff, while ensuring that our basic mission of providing critical services to law enforcement including the towing and storage of vehicles is carried out in a safe environment in adherence with all local, state and federal requirements. Our goals also include improvement of any underutilization identified through the analysis described above.

We also recognize that we face unusual obstacles in controlling the hiring process. As an organization, we experience moderate to low turnover. Also, the nature of the transportation industry and the towing business means that the pool of qualified applicants can sometimes be small because of unique background and experience requirements for tow-truck drivers. Therefore, we will have to make special efforts to progress toward these goals.

The following table reflects the number of female and/or minority employees that RoadOne would have to hire to eliminate apparent underutilization. For purposes of this calculation, fractions have been rounded to the nearest whole number:

Due to the limited interest potential female applicants may have in a tow-truck driving position it will not be possible to rectify all of the apparent underutilization during 2023-2024. However, we do anticipate that progress will be made in a number of areas. In setting these priorities, we have attempted to establish specific goals which we believe are reasonably attainable.

After taking all these factors into account, RoadOne has established the following 2023-2024 goals for those job groups where apparent underutilization has been identified. A goal has been identified in each job group and a numerical goal has been developed where there are sufficient anticipated vacancies to achieve the goal:

	Black			2023-2024 Goal to	Asian			2023-2024 Goal to	Female			2023-2024 Goal to
	Goals	Actual	Discrepancy	Close Gap	Goals	Actual	Discrepancy	Close Gap	Goals	Actual	Discrepancy	Close Gap
Mgmt & Financial	0.04	0	N/A		0.09	0	N/A		0.41	0	N/A	
Professional	0.00	0	0		0.00	0	0.00		0.00	0	0.00	
A&E, Science, Computer	0.00	0	0		0.00	0	0.00		0.00	0	0.00	
Technical	0.00	0	0		0.00	0	0.00		0.00	0	0.00	
Sales	1.77	2	N/A		3.22	0	(2.22)	1	20.50	18	(2.50)	2
Administrative Support	0.59	1	N/A		1.34	0	(1.34)		0.86	7	6.14	
Services	0.00	0	0		0.00	0	0.00		0.00	0	0.00	
Crafts	0.17	0	N/A		0.15	0	N/A		0.38	0	N/A	
Operative Workers	0.00	0	0		0.00	0	0.00		0.00	0	0.00	
Transportation	1.85	0	(1.85)	2	4.29	2	(2.29)	1	23.16	2	(21.16)	5
Laborers	0.00	0	0		0.00	0	0.00		0.00	0	0.00	

## SECTION IX

### Development of Action Plans and Programs

#### A. Recruitment and Promotion

We will continue our current recruitment and promotion practices. We will evaluate the web sites where we post open positions quarterly to determine if there are additional sites that could be added to increase our pool of diverse candidates and update the list accordingly.

We will continue to make sure that managers interview any diverse candidates who are qualified to perform the duties of an open position.

#### B. Support of Diverse Employees

We will be increasing our efforts to promote a workplace where diverse employees thrive and choose to stay through the following measures:

- 1) Gathering information and feedback from employees on how we can improve the workplace to support diversity.

The Human Resources Manager will meet with groups of employees across RoadOne to hear their feedback about working at RoadOne, including communication, management, ability to share ideas and thoughts (all of which go toward whether diversity is supported), and diversity. He will then work with the executive leadership team to assess whether specific steps should be taken, in addition to those described below, that would help RoadOne better support diversity.

- 2) Conduct mandatory Respectful Workplace Policy training for all employees.

We will conduct mandatory annual training for all employees and managers on RoadOne's Equal Employment Opportunity and Non-Discrimination Policy.

- 3) Dissemination of this Diversity Plan and Program

We will post our Diversity Plan and Program on our internal benefits website and on our external web site, [www.roadonesandiego.com](http://www.roadonesandiego.com). We will also educate managers and supervisors about the program and their responsibilities.

- 4) Handling of complaints regarding EEO issues

We will continue to handle complaints regarding EEO issues through the process outlined in our Equal Employment Opportunity and Non-Discrimination Policy as we believe it has been effective to date.

- 5) Performance reviews

We will explore how to incorporate evaluation of an employee's efforts to promote diversity into our performance review program. We believe that some aspects of our review process already touch on these issues. We will determine whether there are ways to further evaluate aspects of an employee's performance that would go toward diversity and adapt our evaluation process accordingly.

## SECTION X

### Internal Monitoring and Audit

#### A. Data Maintenance and Reporting

- 1) Each quarter, the Human Resources Manager will have the EEO information on protected classes updated, including statistics on hiring, promotions, and departures. These statistics will be used by management and the HR department to monitor EEO progress toward goals.
- 2) Each quarter, the Human Resource Manager will review progress on this plan with the Vice President and discuss whether adjustments should be made.
- 3) If possible, an exit interview will be conducted with each departing employee, and documentation will be kept regarding this information. If these interviews suggest a trending problem in a given manager's ability to manage, hire or

develop employees, or a failure to openly support our diversity and other workplace policies, that information will immediately be reviewed by executive management and steps to address the problem will be taken.

#### B. Hiring and Promotion

If at any time, the HR department believes that a manager has failed to consider diversity goals in the course of hiring a position, the issue will be discussed with the manager. If the manager does not consider the diversity goals, the Human Resources Manager will discuss the concern with the Vice President.

Also, as applicable, issues will be considered and explored through RoadOne's Equal Employment Opportunity and Non-Discrimination Policy in accordance with the procedure set forth therein.

#### C. Workplace Support

The Human Resources Manager will monitor the progress of the actions identified to promote a more supportive workplace and will discuss progress regularly with the Vice President.

In addition, pursuant to RoadOne's Equal Employment Opportunity and Non-Discrimination Policy, employees may report concerns and those concerns will be investigated pursuant to the procedure set forth therein.

### SECTION XI

#### Review of Diversity Plan and Program and Modification

This Diversity Plan and Program will be reviewed and as required, modified annually. Results will be shared with executive management. If the plan is modified, it will be shared with employees and the public via RoadOne internet site.



## SECTION XII

### Compliance City of San Diego

- 1) RoadOne one will document and maintain a list of bid solicitations or outreach efforts to or from subcontractors, contractor associations or other business associations.
  
- 2) Although we do not currently have any relationships with unions and do not anticipate any change in that regard, should that change, RoadOne will disseminate its EEO Policy to any union or community organization.
  
- 3) As previously stated, RoadOne does not operate with any union at this time and therefore it is unlikely we will receive any union referral process which may impede our efforts to maintain our EEO Policy. Should it happen, RoadOne will provide immediate written notification to the City of San Diego.

**Appendix A**  
**Employment Agencies/Referral Sources**

- Express Employment Professionals

**Appendix C**  
**Training**

<b>Training</b>	<b>Description</b>	<b>Presenter(s)</b>	<b>Frequency</b>
Benefits Orientation & New Hire Orientation	Overview of benefits plans and onboarding of new employees	HR Department	Weekly & ongoing
Harassment Prevention Training for Supervisors	2 hour harassment prevention training		Within 6 months of hiring or promotion and every two years thereafter
Harassment Prevention Training for Supervisors	1 hour harassment prevention training		Within 6 months of hiring and every two years thereafter
CTTA Driver's Training	Towing and Recovery Course	California Tow- Truck Association	Ongoing
Randy Resch Driver's Training	The Professional Tow-Truck Operator.	Randy Resch	Inactive
WreckMaster Driver's Training	Towing and Recovery Course	WreckMaster	Ongoing
National TIM Responder Course	Traffic Incident Management	US Dept. of Transportation CA Highway Patrol	Ongoing
Promoting Inclusion Training Class	The importance of inclusion but how all employees, at every level can contribute.	San Diego Employers Association	November 16, 2023
Initiating Success Training Class	Learn how to project a positive company climate and culture across your workforce.	San Diego Employers Association	October 3, 2023

## **Allied Gardens Towing, Inc.**

### **(RoadOne)**

#### **EQUAL EMPLOYMENT OPPORTUNITY AND NON-DISCRIMINATION POLICY**

##### **PURPOSE:**

To affirm RoadOne's commitment to equal employment opportunity and nondiscrimination in all personnel actions including: recruitment, employment, transfer, demotion, promotion, suspension or discharge of any individual based on age, (40 and above), ancestry, color, disability (mental or physical), gender (including identity, appearance, or behavior, whether or not that identity, appearance, or behavior is different from that traditionally associated with the person's sex at birth), marital status, medical condition, national origin, pregnancy, race, religion, sexual orientation, genetic information, or veteran status.

##### **AUTHORITY:**

Title VII of the Civil Rights Act of 1964, as amended; the Civil Rights Act of 1991; the Genetic Information Nondiscrimination Act of 2008, the California Fair Employment and Housing Act; and any other applicable Federal, State, and local law or regulation relating to equal employment opportunity and nondiscrimination, including any such law, regulation, and policy hereinafter enacted.

##### **POLICY STATEMENT:**

RoadOne firmly believes in, and is committed to, the principles and practices of equal employment opportunity and nondiscrimination. It is the policy of RoadOne to recruit, hire, train, and promote persons in all job classifications without regard to age, (40 and above), ancestry, color, disability (mental or physical), gender (including identity, appearance, or behavior, whether or not that identity, appearance, or behavior is different from that traditionally associated with the person's sex at birth), marital status, medical condition, national origin, pregnancy, race, religion, sexual orientation, genetic information, or veteran status.

RoadOne seeks to attain a work force that is inclusive of all the communities of San Diego and shall insure that all personnel actions are administered in a manner to further the principles of equal employment opportunity and nondiscrimination. Additionally, all

employees of RoadOne are required to always conduct themselves in a professional manner. Discrimination based upon the above protected classes is also prohibited by federal and state law. Therefore, discrimination by any employee based upon the grounds set forth above is strictly prohibited. Furthermore, RoadOne shall provide a procedure for filing complaints of alleged discrimination by aggrieved parties, including members of the public. RoadOne Diversity and Inclusion Program shall prescribe the procedures for implementation of this policy. The President and Vice President have ultimate responsibility for assuring the development and implementation of this program. Overall responsibility for implementation of the program will be with the Human Resource Manager who is also responsible for developing the procedures used to implement and monitor the program and to process discrimination complaints. Accountability for achieving the objectives of the program will be shared by all RoadOne management.

Any aggrieved party who feels to have been subjected to discrimination by RoadOne or representatives of RoadOne, for any of those reasons cited above, can file a discrimination complaint with the Human Resource Manager.

RoadOne recognizes that confidentiality is important to all parties involved in a discrimination investigation. Confidentiality will be maintained to the extent possible; however, it cannot be guaranteed. Only those individuals with a legitimate right to know or who are necessary for resolution of a complaint will be involved in the investigatory process.

Further, any witness or party involved in an investigation will be directed to keep confidential his or her involvement in the investigation and/or any information learned because of his or her involvement in the investigation and admonished that any breach of such information or of the confidentiality of the investigation could constitute an independent basis for discipline and/or other corrective action. RoadOne will not tolerate retaliation against any employee or other person for initiating, pursuing, or assisting with a complaint of alleged discrimination to RoadOne or to any government agency.

A violation of this policy may not constitute a violation of federal or state law, although discrimination is prohibited by both.

RoadOne also prohibits retaliation against any employee for participating in any manner in the investigation of a complaint or report leading to investigation of discrimination. Any individual who engages in retaliation against a complainant or reporting party in violation of this policy may be subject to discipline up to and including termination.

A copy of this policy will be provided to all employees who must sign a form acknowledging receipt of this information. A copy will be retained for their personnel records.

This policy shall be reviewed and updated annually and when required by law.

# POLICY ON NON-DISCRIMINATION

## I. POLICY

RoadOne is committed to the principles and practices of equal employment opportunity and non-discrimination as set forth in the Equal Employment Opportunity and Non-Discrimination Policy Statement. It is the policy of RoadOne to recruit, hire, train, and promote persons in all job classifications without regard to the following protected classes:

- Age (over 40)
- Ancestry
- Color
- Disability (mental or physical)
- Sex/Gender
- Gender Expression (including identity, appearance, or behavior, whether or not that identity, appearance, or behavior is different from that traditionally associated with the person's sex at birth)
- Marital Status
- Medical Condition
- National Origin
- Pregnancy
- Race
- Religion
- Sexual Orientation
- Veteran or Military Status
- Political Belief
- Citizenship
- Genetic Information

Or any other characteristics protected by law.

**Harassment, intimidation, or discrimination because of such characteristics is illegal, and RoadOne will not tolerate such conduct.**

Additionally, all employees of RoadOne are required to always conduct themselves in a professional manner. Discrimination based upon the above protected classes is also prohibited by federal and state law. Therefore, discrimination by any employee based upon the grounds set forth above is strictly prohibited. Copies of this policy and the Equal Employment Opportunity and Non-Discrimination Policy Statement of RoadOne will be provided to all employees at the time of hire.

A copy of this policy will be provided to all employees who must sign a form acknowledging receipt of this information. A copy will be retained for their personnel records.

This policy shall be reviewed and updated annually and when required by law.

## **II. CONFIDENTIALITY**

RoadOne recognizes that confidentiality is important to all parties involved in a discrimination investigation. Confidentiality will be maintained to the extent possible; however, it cannot be guaranteed. Only those individuals with a legitimate right to know or who are necessary for resolution of a complaint will be involved in the investigatory process. Furthermore, any witness or party involved in an investigation will be directed to keep confidential his or her involvement in the investigation and/or any information learned because of his or her involvement in the investigation and admonished that any breach of such information or of the confidentiality of the investigation could constitute an independent basis for discipline and/or other corrective action.

## **III. RETALIATION PROHIBITED**

RoadOne will not tolerate retaliation against any employee or other person for initiating, pursuing, or assisting with a complaint of alleged discrimination to RoadOne or to any government agency. RoadOne also prohibits retaliation against any employee for participating in any manner in the investigation of a complaint or report leading to investigation of discrimination. Any individual who engages in retaliation against a complainant or reporting party in violation of this policy may be subject to discipline up to and including termination.

## **IV. COMPLAINT PROCEDURE**

- A. Any employee, former employee, applicant for employment, RoadOne vendor or tenant, or member of the public, may file a complaint alleging discrimination on any of the bases set forth in Section I. above, including age (40 and over); ancestry; color; disability (physical or mental); gender (including identity, appearance, or behavior, whether or not that identity, appearance, or behavior is different from that traditionally associated with the person's sex at birth); marital status; medical condition; national origin; pregnancy; race; religion; sexual orientation; or, veteran status. The complaint should be filed with the Human Resource Manager.
- B. Additionally, any employee of RoadOne who believes that he or she, or someone else in the Company, has been subjected to unlawful discrimination based upon any of the protected classes set forth in Section I above is strongly encouraged to immediately report the matter to the Human Resources Manager, the Vice President of RoadOne or the employee's immediate supervisor, via their established chain of command.
- C. A complaint or report of discrimination should be filed with the Human Resource Manager within ninety (90) days of the date the alleged discriminatory act occurred.

The complainant is also advised that there are time limitations to file a complaint of employment discrimination, which include discriminatory acts: 1) for the California Department of Fair Employment and Housing (DFEH), the time limitation is one (1) year from the date the discriminatory act allegedly occurred; and 2) for the United States Equal Employment Opportunity Commission (EEOC), charges must be filed within one hundred-eighty (180) days of the date the allegedly discriminatory act occurred.

- D. Upon the receipt of a complaint or a report of alleged discrimination, Management shall conduct a prompt and thorough investigation. The investigator will strictly adhere to the confidentiality terms of this policy; remind the complainant or reporting party, the accused, and all interviewees of the confidentiality policy and that retaliation will not be tolerated; maintain a written record of the investigation; and keep the complainant informed of the progress of the investigation and the results of the investigation. Based upon his or her investigation, the investigator will determine the following:
1. Whether the complaint or report of alleged discrimination is subject to the Non-Discrimination Policy.
  2. Whether the conduct complained of or reported occurred.
  3. Whether such conduct constituted disparate treatment of the complainant.
  4. Whether the conduct complained of or reported occurred constitutes a violation of this Policy; and,
  5. Whether there exists any policies and/or practices, verbal or written related to the work situation, which may constitute disparate treatment of the complainant due to his or her protected class.

**V.  
REVIEW BY SENIOR MANAGEMENT**

- A. Upon completion, the written investigation and all findings shall be provided to the Vice President of RoadOne for review. The Vice President's review shall determine whether there was evidence sufficient to support the findings made by the investigator.
- B. If the Vice president concurs with the investigator's findings, such concurrence shall be set forth in writing and made a part of the written investigation.
- C. If the Vice President does not concur with the investigator's findings, then the Vice President will direct the investigator to further investigate the complaint or report of discrimination in the manner set forth by the Vice President, which shall be made in writing and made a part of the investigation. Once such investigation is completed, the investigator will submit the investigation to the Vice President for review consistent with Section A above.

**VI.**  
**CONSULTATION WITH COMPLAINANT**

After the investigation has been completed and reviewed by the Vice President, the investigator will notify the complainant or reporting party, and will discuss the findings in a face-to-face meeting.

**VII.**  
**REMEDICATION**

In the event there is a determination that discrimination has occurred, management will assess what remedial steps are required to address and correct the discriminatory conduct. Remedial measures include but are not limited to mediation, disciplinary action against the perpetrator, reorganization of personnel, training and education, counseling, and other employee assistance.

**VIII.**  
**DISCIPLINARY ACTION**

Any employee found to be responsible for discrimination or retaliation in violation of this policy will be subject to appropriate disciplinary action up to and including termination. False complaints may also subject an employee to discipline. The severity of the discipline will be based upon the totality of the circumstances and may include counseling, training, education, and/or other remedial steps as a condition of employment.

**IX.**  
**TRAINING**

As a preventative and proactive step, all employees of RoadOne will receive harassment prevention training on discrimination and instruction regarding utilization of the complaint process.



# Allied Gardens Towing, Inc.

## (RoadOne)

### Acknowledgment of Receipt of the Equal Employment Opportunity and Non-Discrimination Policy

This is to acknowledge that I have received an orientation on RoadOne's Equal Employment Opportunity and Non- Discrimination Policy. I understand that RoadOne believes and is passionately committed to the principles and practices of equal employment opportunity and non-discrimination for employing and developing personnel.

I acknowledge that, as an employee of RoadOne I have a responsibility to comply with RoadOne policies, and all applicable state and federal laws, regarding non-discrimination against any applicant or employee, or members of the public, because of age (40 and above), ancestry, color, disability (mental or physical), gender including (identity, appearance, or behavior, whether or not that identity, appearance, or behavior is different from that traditionally associated with the person's sex at birth), marital status, medical condition, national origin, pregnancy, race, religion, sexual orientation, genetic-information, or veteran status.

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Employee's Printed Name

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Employee's Signature

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Date of Equal Opportunity Program Orientation

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Department

## State and Federal Remedies

In addition to the above, if you believe you have been subjected to harassment, intimidation or discrimination on the basis of a protected characteristic, or to retaliation, you may file a formal complaint with the government agencies set forth below. Using our complaint and reporting process does not prohibit you from filing a complaint with these agencies.

Below you will find information on local government agencies. If you work in a state not listed below, may consult your local state government website for local state contact information, and/or with the United States Equal Employment Opportunity Commission (EEOC) at [www.eeoc.gov](http://www.eeoc.gov).

### In California:

In California, you may file a complaint with the California Department of Fair Employment and Housing within one year of the allegedly discriminatory act, and with the Equal Employment Opportunity Commission within 300 days of the allegedly discriminatory act. Contact information is as follows:

#### United States Equal Employment Opportunity Commission (EEOC)

Los Angeles Office:	Roybal Federal Building 255 East Temple St., 4 <sup>th</sup> Floor Los Angeles, CA 90012 (800) 669-4000
Fresno Office:	Robert E. Coyle Federal Courthouse 2500 Tulare Street, Suite 2601 Fresno, CA 93721 (800) 669-4000
San Diego Office:	555 West Beech Street, Suite 504 San Diego, CA 92101 (800) 669-4000
Oakland Office:	1301 Clay Street, Suite 1170-N Oakland, CA 94612-5217 (800) 669-4000
San Francisco Office:	450 Golden Gate Avenue 5 West, P.O. Box 36025 San Francisco, CA 94102- 3661 (800) 669-4000
San Jose Office:	96 North Third Street, Suite 250 San Jose, CA 95112 (800) 669-4000

California Department of Fair Employment and Housing

Bakersfield Office:	4800 Stockdale Highway, Suite 215 Bakersfield, CA 93309 (661) 395-2729 (800)884-1684
Fresno Office:	1320 East Shaw Avenue, Suite 150 Fresno, CA 93710 (559) 244-4760 (800) 884-1684
Los Angeles Office:	1055 West Seven Street, Suite 1400 Los Angeles, CA 90017 (213) 439-6799 (800) 884-1684
Oakland Office:	1515 Clay Street, Suite 701 Oakland, CA 94612 (510) 622-2941 (800) 884-1684
Sacramento Office:	2218 Kausen Drive, Suite 100 Elk Grove, CA 95758 (916) 478-7230 (800) 884-1684
San Diego Office:	1350 Front Street, Suite 1063 San Diego, CA 92101 (619) 645-2681 (800) 884-1684
San Francisco Office:	1515 Clay Street, Suite 701 Oakland, CA 94612 (510) 622-2973 (800) 884-1684
San Jose Office:	2570 North First Street, Suite 480 San Jose, CA 95131 (408) 325-0344 (800) 884-1684
Santa Ana Office:	2101 East 4 <sup>th</sup> Street, Suite 255-B Santa Ana, CA 92705 (714) 558-4266 (800) 884-1684



**PURPOSE:**

To establish the formal policy statement of RoadOne to ensure that all businesses that want to do business with RoadOne shall have the maximum opportunity to participate in the performance of contracting and leasing opportunities, and to insure that, workers on public works projects of one thousand dollars (\$1,000) or more, are paid the general prevailing rate of per diem wages for regular, holiday, and overtime work as provided by California Labor Code Section 1771.

**POLICY STATEMENT:**

It is the policy of RoadOne that all businesses be provided equal opportunity to participate in the performance of RoadOne contracting and leasing opportunities, and to insure that, workers on public works projects of one thousand dollars (\$1,000) or more are paid the general prevailing rate of per diem wages for regular, holiday, and overtime work as provided by California Labor Code Section 1771. RoadOne is committed to taking all necessary and reasonable steps to increase its utilization of small businesses for a positive economic impact to the region. RoadOne policy prohibits discrimination against any person because of age (over 40), ancestry, color, disability (mental or physical), gender (including identity, appearance, or behavior, whether or not that identity, appearance, or behavior is different from that traditionally associated with the person's sex at birth), marital status, medical condition, national origin, pregnancy, race, religion, sexual orientation, genetic information, or veteran status, in the award or performance of RoadOne contracts or leases.

The Human Resource Manager shall be responsible for managing RoadOne's Equal Opportunity Contracting Program and ensuring that RoadOne employees, agents, lessees, and contractors adhere to the provisions of the Equal Opportunity Contracting Program. Implementation of the Equal Opportunity Contracting Program is accorded the same priority as compliance with all other legal obligations incurred by RoadOne.

This policy shall be reviewed and updated annually or when required by law.