



New Flyer of America Inc.

Community Benefits Framework

March 2020



A better product.
A better workplace.
A better world.

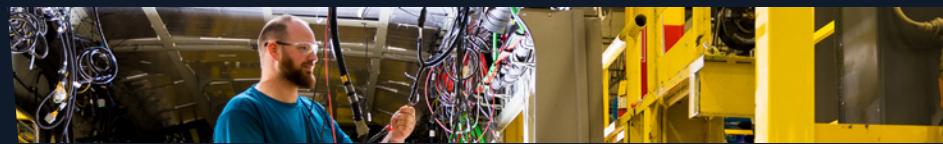




Introduction and Purpose.

New Flyer of America Inc., North America's largest transit bus manufacturer, has proudly developed a Community Benefits Framework (**CBF**) with the objective to expand upon existing approaches to support workforce development, while enhancing the hiring of diverse, underserved, and underrepresented individuals. The **CBF** serves as the guiding framework from which all formal agreements outlining our commitments will be created and implemented.

This national **CBF** will help facilitate local agreements with transit agencies and partners focused on unique community needs. The employment and community model it defines will be adopted by all New Flyer facilities.





The measures outlined in the **CBF** are intended to identify, train, and onboard new hires and support the development and deployment of pre-apprenticeship / apprenticeship programs and ongoing career development for people of all walks of life, including veterans, women, people of color, people with differing abilities, and underrepresented and underserved individuals in the field of advanced manufacturing.



New Flyer is committed to recruiting, hiring, training, and promoting into all job levels the most qualified people free of discrimination with respect to race, color, religion, gender or gender identification, sexual orientation, national origin, age, marital status, genetic information, physical or mental ability, veteran status, or disadvantaged position (defined as being homeless, a custodial single parent, receiving public assistance, lacking a GED or high school diploma, having been formerly incarcerated and/or with a criminal record, suffering from chronic unemployment, or emancipated from the foster care system).



Compliance and Accountability.

Agreements established to specifically deliver on **CBF** commitments will be managed and monitored by New Flyer's Workforce Development Manager, and reported to the Transportation Diversity Council (TDC) and New Flyer leadership on a quarterly basis.

Program targets established to monitor adherence to **CBF** objectives include (but are not limited to) the following:

- Hours of classroom training and programs attended
- Identification of pre-apprenticeship/ apprenticeship commitments
- Implementation of work plan time frames
- Achievement of wage and benefit commitments
- Achievement of established hiring goals
- Recruitment status (including hiring, onboarding, and training individuals)
- Achievement of established diversity goals
- Adherence to career development objectives
- Compliance to local, state, and federal incentive program requirements



Our Partner.

Established in 2010, the Transportation Diversity Council (TDC) is a nonprofit organization delivering world-class education and development programs that promote diversity in the transportation and construction industries. TDC maintains a wide range of successful community-based partnerships across America.

TDC has extensive experience in recruitment, training, and retention of employees in advanced manufacturing and will work alongside the New Flyer team to ensure successful direction and implementation of the **CBF**.

With a relationship first established in 2017, TDC has expanded its partnership with New Flyer to continue supporting development and preservation of meaningful relationships with community organizations, in alignment with **CBF** objectives to hire individuals from local groups and programs that focus on underrepresented and underserved populations.





Our Commitments.

Diversity and Hiring

Supporting Our Workforce and Communities

Employee Engagement Committee

Safe and Respectful Workplace

Environment, Health and Safety

DBE Commitments

Manufacturing and Smart Mobility

Industry Support and Dialogue

Diversity and Hiring

We will seek to employ new hires that are representative of the communities in which we operate to ensure that all voices and viewpoints are represented.

- New Flyer leadership and TDC will evaluate and eliminate skill gaps to ensure staffing levels and replacements are representative of the workforce.
- New Flyer will implement action-oriented plans to employ and advance all persons, and base all employment decisions exclusively on job requirements. Our team remains steadfast in preventing any form of employment disadvantage, and will continue evolving workplace practices and environments to prevent its occurrence.
- With the support of TDC, New Flyer will develop and strengthen its human resources capacity to bolster community outreach, recruitment, and placement of groups of people not traditionally employed in the manufacturing industry, including women, African American and Latin American individuals, veterans, people of differing physical and mental abilities, formerly incarcerated individuals, and disadvantaged individuals. This will be achieved through direct work with community agencies to source and hire individuals directly from these groups, including support of their onboarding, integration, and continued career development with New Flyer.



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We are deeply committed to the prosperity and well being of our team members. New Flyer strives to provide quality, sustainable employment opportunities in every community we work within, specifically focused on promoting individual prosperity and team success.

- New Flyer is committed to providing wages that meet or exceed regional prevailing wage levels, through site-specific policy implementation and certification.
- New Flyer will create an annual bursary award in support of an eligible high school student (nominated by local and community-based groups), who is interested in pursuing post-secondary training or education in the field of advanced manufacturing.
- New Flyer will create a social service and educational support program for employees in need, which includes short-term housing assistance stipends, partnership with affordable housing programs, childcare stipends or matching financial support, and post-employment internal training and/or tuition reimbursement and local school outreach.



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Employee Engagement Committee

We are implementing an Employee Engagement Committee (EEC) to act as an advisor to New Flyer, specifically to evaluate employee engagement survey results, determine ways to boost innovation, evolve and improve local workplace cultures, and recommend changes to New Flyer policies that better support our team. Formation of the EEC will coincide with the next Employee Engagement Survey scheduled for June 2020.

- The EEC will review employee survey results to support creation of concrete deliverables, with a goal of specific recommendations for New Flyer to integrate and reflect an employee's perspective. Recommendations for improvement will be addressed in an Employee Engagement Action Plan for implementation and progress monitoring by leadership.
- The EEC is to be comprised of 20 New Flyer employees representing all areas of the organization across America. An open call for volunteers to form the EEC will be conducted April 2020. The EEC will meet on a biweekly basis, leading up to and following employee survey completion.



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Safe and Respectful Workplace

New Flyer will adhere to a zero-tolerance policy for workplace discrimination and harassment.

- We've taken all appropriate steps to ensure that the workplace is free from physical, emotional, and sexual assault, violence, threats, and harassment; and to secure a safe, inclusive, and respectful work space for all team members.
- New Flyer has robust whistleblower, incident reporting, and investigation processes that ensure safe disclosure, confidentiality, and non-retaliatory behavior.



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Environment, Health and Safety

We believe there is nothing more important than the health and safety of our team, and the communities in which we operate. We are committed to implementing and enforcing policies which are designed to provide a safe work environment for all individuals.

- New Flyer is committed to meeting our Environment, Health and Safety (EHS) responsibilities by maintaining a safe work environment for our employees and stakeholders and complying with all applicable EHS legislation and requirements.
- New Flyer ISO 14001 and 45001 Environmental and Safety Management systems are audited annually by an independent third-party registrar.

- New Flyer leadership and its board of directors are responsible for oversight of health and safety performance, regulatory compliance, corrective action, and continuous improvement initiatives.
- The safety performance of New Flyer is reported annually in the NFI Group Environmental and Social Governance (ESG) Report. We continually assess the integration of risk-based, cost-effective management practices, while remaining committed to continually improving EHS performance at all New Flyer locations.
- New Flyer acknowledges that the characteristics of each facility involves different environmental issues and concerns, and we are committed to fulfilling unique health and safety precautions as required.



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- To foster fair competition and support U.S. Department of Transportation goals to increase participation of minority and women-owned businesses in state and local transportation projects funded by the Federal Transit Administration (FTA), we proudly support Disadvantaged Business Enterprises (DBEs), including Minority and Women-Owned Business Enterprises (MWBES).
- Each year New Flyer sets annual DBE targets, which are approved by and reported to the FTA. In 2019, we set the second-highest DBE target in the industry, and ended the year well over our goal. New Flyer is committed to taking every action possible to identify potential qualified DBEs, including but not limited to support and guidance on obtaining DBE certification, training support for DBEs, presenting our DBE program at industry events, reviewing state DBE registries, attending pre-bid meetings, and publishing our DBE goals. We also regularly consult with National Minority and Small Business Advocacy organizations when sourcing new suppliers.
- New Flyer has several avenues to involve DBEs in bid processes, depending on bid specifications and a team tasked with ensuring DBE involvement.
- To remain accountable and on pace with our goal, we keep careful documentation of DBE participation in our Bid Process. New Flyer will continue to work with our major suppliers to improve the process and create additional tracking mechanisms to support the guidelines and principles as set out by FTA DBE Program Regulation (49 CFR Part 26).



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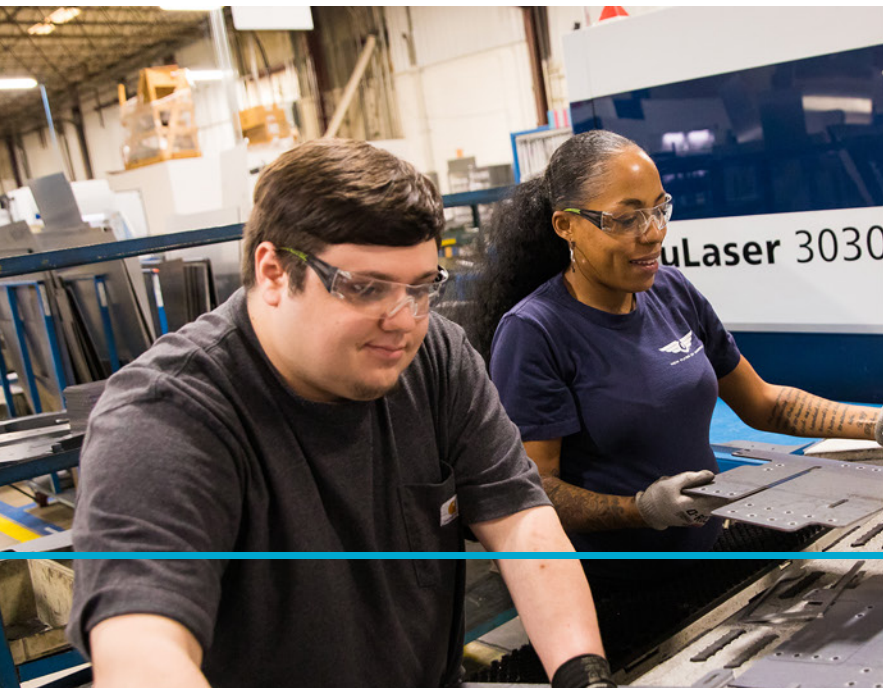
Industry Support and Dialogue

Manufacturing and Smart Mobility

Communities across America are seeking connected, efficient, and sustainable multi-modal mobility (or "smart mobility") as traffic congestion and air quality concerns continue to challenge our growing cities. This Community Benefits Framework supports the manufacturing of zero-emission buses, technology, and infrastructure mobility solutions that serve and connect our communities with reduced emissions and better protected natural resources.

To advance this **CBF**, New Flyer is continuing to implement solutions that meet environmental and social needs of our communities.

- New Flyer is developing and will ultimately establish a standardized apprenticeship program; ultimately aimed at generating new talent and supporting advanced manufacturing skills training.
- New Flyer and TDC have undertaken outreach to community groups, to determine where Electrical Technician apprenticeships may be viable and to validate training requirements.
- The Electrical Technician Program integrates electric bus commissioning and battery build process, which has the capacity to meet and exceed current state apprenticeship requirements.



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In addition to its critical partnership with TDC, New Flyer actively participates in and advocates for workforce development and diversity initiatives in the transit industry, with representation in the following groups:

- The Transit Working Group for the U.S. Department of Labor Powered by Industry (API) Initiative
- The American Public Transportation Association (APTA) Diversity and Inclusion Council
- The APTA Workforce Development Committee
- The APTA Business Member Board of Governors (BMBG) Workforce Development Committee
- The APTA Workforce Advisory Group for eLearning
- The APTA Workforce Readiness Task Force

In addition to regular contribution within critical industry workforce development dialogue, New Flyer proudly maintains membership and engagement with industry-leading organizations that lead, create, and support workforce development, diversity, and inclusion initiatives. This includes APTA, the Conference of Minority Transportation Officials (COMTO), and Women in Transportation (WTS).

Questions?

Contact our Workforce Development team at Workforce.Development@newflyer.com

For more, visit www.newflyer.com/CBF.



Appendix

- ⑥ The CBF map illustrates New Flyer's current workplace development, employment, diversity, and inclusion initiatives, as well as local partnerships and commitments (as at March 2020).

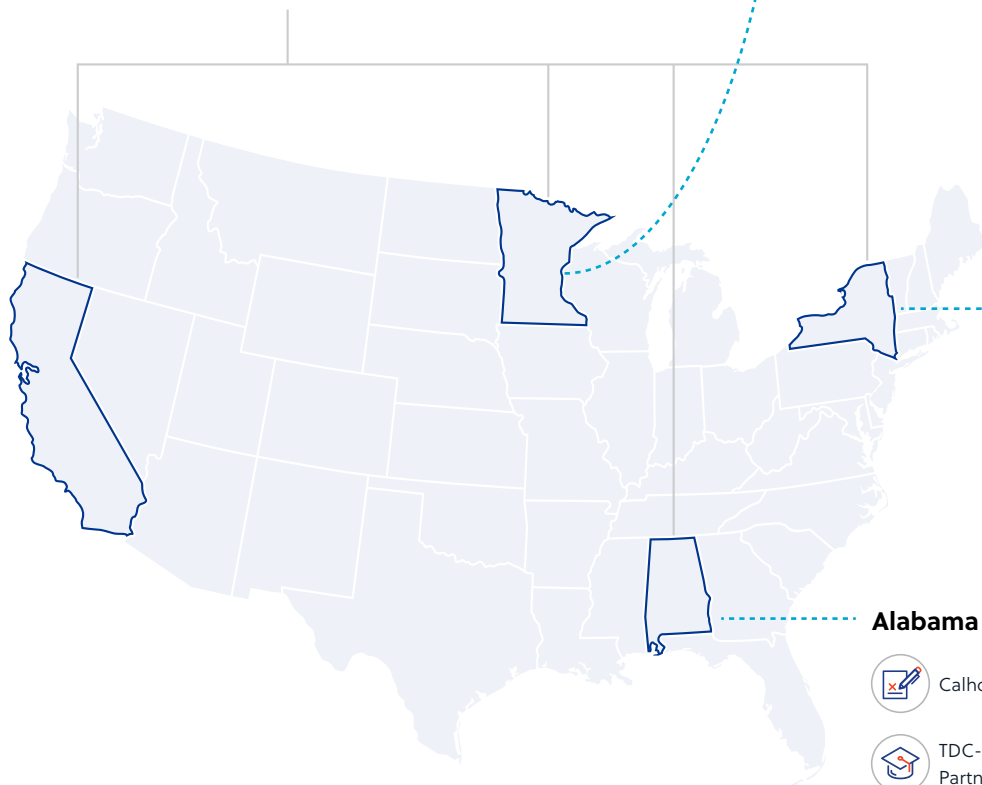
National

- TDC-New Flyer Partnership
- FTA Disadvantaged Business Program Commitments

California

- LA Metro Employment Plan #1
- LA Metro Employment Plan #2
- San Bernardino County Workforce Development Board Partnership
- Riverside Workforce Development Center Partnership
- LA County Partnerships

Community Benefits Framework



Minnesota

- Minnesota Job Skills Partnership
- St. Cloud Technical College Partnership
- St. Cloud State University Partnership
- Northland College Partnership
- Minnesota State University Partnership

New York

- New York State Content

Alabama

- Calhoun County Commitments
- TDC-Anniston Community Partnership Plan
- Alabama Training Network Partnership
- Anniston Workforce Development Program (AWDP)

For More Information.

Visit www.newflyer.com/CBF