

9.3 Compensation (Pay) Scale Equity

TLC is committed to a compensation (pay) scale equity program across all job classifications and pay-scale gradients for all employees. Compensation (pay) scale equity addresses salary, wage, and benefits inequities within the organization. The goal of TLC's compensation equity program is to reduce the discrepancies in employee compensation that relate to the traditional over-valuation of work performed by senior executives and the under-valuation of work performed by the lowest job classifications.

TLC recognizes that there are real and merited differences in employee compensation scales within the organization's equity compensation program but puts a realistic and equitable maximum limit on the differences in this compensation at 1:15. In this ratio, 1 represents the compensation of the lowest compensated, full-time employee; and 15 represents the compensation of the highest compensated employee/senior executive.

9.4 Employee/Union Friendly

TLC employees have the right to self-organize, and to form or join a union of their own choosing to represent them in collective bargaining. TLC employees have the right to engage in other concerted activities for the purpose of collective bargaining or other mutual aid or protection; and they also have the right to refrain from any or all such activities, except to the extent that such right may be affected by an agreement requiring membership in a labor organization as a condition of employment.

9.5 Gender Diversity

TLC values gender diversity and inclusiveness in our workforce. We ensure that all individuals, regardless of gender, are treated on the same basis in terms of recruitment, hiring, training, promotion, and leadership positions. Our goal is to provide a workplace where performance, experience, and accomplishments are of the highest value. We foster an environment where women, as well as men, are empowered to reach their full potential in senior leadership, executive, and board positions.

TLC will conduct an annual review of its workforce gender diversity in each job classification and level. On an annual basis, the Company will review current business practices and endeavor to introduce new programs and initiatives that could augment and improve existing efforts to advance gender workforce diversity across all levels of the organization.

9.6 Gender Pay Equity

TLC strives for gender pay scale equity, and our goal is to eliminate systemic bias and discrimination that relates to the under-valuation of work traditionally performed by women and to ensure that women are treated on the same basis with men in terms of compensation for the work they perform. All employees performing the same or similar work or work of equal value will be compensated on the same pay scale.

TLC will conduct an annual review of the pay scale of all employees by class to ensure there is no gender based bias.

9.7 Living Wage

TLC is committed to providing a minimum of a Living Wage for all employees. A Living Wage is defined as financial compensation that reflects what individuals need to support themselves and their families above the poverty line, based on the actual costs of living in a specific community. A Living Wage helps with the basic and essential costs of living and helps to provide an adequate standard of living.

TLC uses the *Poverty in America: Living Wage Calculator* as the basic tool for determining the minimum Living Wage it needs to pay our employees.

TLC advocates the benefits and payment of a Living Wage to other organizations