

**To:** Board of Directors, Heartline Inc.

**From:** Shovan Shakya, Manager at Hearline, Inc

**Date:** September 28, 2022

**Subject:** Investigation of potential discrimination in hiring practices

We have received complaints from Xaviere Roberts representing an NGO called Diversity Hiring Help regarding the possibility of discrimination in our recent hiring, practices, and methods. I have acted to immediately investigate this incident since diversity is one of our core values.

I would like to discuss further actions to be taken with the board and therefore propose setting up a meeting as soon as possible.

**To:** Cynthia Bell-Phlegar, Head of HR at Heartline Inc.

**From:** Shovan Shakya, Manager at Hearline, Inc

**Date:** September 28, 2022

**Subject:** Investigation of potential discrimination in hiring practices

We have received complaints from Xaviere Roberts representing an NGO called Diversity Hiring Help regarding the possibility of discrimination in our recent hiring, practices, and methods. Diversity is one of Heartline's core values and it is our responsibility to investigate this incident and uphold our values.

I would like to set up a call or a meeting as soon as possible to collaborate on this issue.

234 Chernobyl Drive  
New York City, NY 34069

September 8, 2022

Ms. Xaviare Roberts  
Diversity Hiring Help HQ  
Charlamanber Road  
New York City, NY 33453

Greetings Xaviare Roberts:

I am writing this email to address your letter regarding possible discriminatory behavior in the hiring process. Thank you for writing to us regarding this important issue.

Currently, I am working with head of the HR department to review our hiring process and how the recent hiring choices were made. This investigation has also been informed to the Board of Directors who will also assist us in the process.

Diversity is one of our core values. It deeply saddens me that this possible discrimination could occur. I assure you that we are working with haste and will update you with further information.

Sincerely,

A handwritten signature in black ink, appearing to read 'Shovan', with a long, sweeping horizontal stroke extending to the right.

Shovan Shakya  
Manager, Graphics Department Heartline, Inc.