

Our principles of independence *(continued)*

- **HR Horizons does not make any recommendation in favour of a single supplier.** No commercial agreement is entered into between HR Horizons and the editors, nor any commission awarded following the signing of a contract between the client and the editor.
- **The solutions that are presented to the client are listed among the most frequently used on the Quebec and Canadian markets,** as observed by our experts. This list isn't exhaustive and is provided for reference, considering the business needs expressed by the client. A particular module of an HRIS, an emerging supplier or editor trying to enter the market might not be included in the list.
- **HR Horizons' multi-criteria approach** clearly indicates that the choice of a technology is based as much on the functionalities of the solution as on its architecture, the publisher's business strategy, its financing or on the professional implementation services and customer support.
- **The selection of a supplier should be based on detailed demonstrations.** HR Horizons always encourages scripted demonstrations, based on specific scenarios, that meet the client's business needs.
- **Under no circumstances may the analysis conducted by HR Horizons for its client be disclosed to suppliers in order to initiate a commercial negotiation.**