

2021

Employment Equity Narrative Report

“Diversity is at the heart of our national identity and we make it a priority to reflect this in the services we provide, the people we hire, and the culture we create. We continue to make PC Financial a place that respects and embraces differences—a place where colleagues can be their authentic selves and we remain committed to breaking barriers so that everyone can succeed to their full potential. ”

- Barry Columb,
President & Chief Executive Officer, PC Financial

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Purpose of this report

This report is compiled and submitted in accordance with President's Choice Bank's ("PC Financial") commitment as a federally regulated employer under the Legislated Employment Equity Program (LEEP). LEEP ensures organizations meet and, where possible, exceed their obligations under the 1995 Employment Equity Act.

The Employment Equity Act identifies and defines these designated groups:

- Women
- Aboriginal peoples – persons who are First Nations, Inuit and Metis
- Persons with disabilities*
- Members of visible minorities**
- 2SLGBTQIA+

Employment equity encourages the establishment of working conditions that are free of barriers, corrects the conditions of disadvantage in employment, and promotes the principle that employment equity requires purposeful measures and the accommodation of differences for the four designated groups in Canada.

This document is submitted as part of PC Financials' annual requirement to provide quantitative and qualitative evidence demonstrating our commitment to employment equity and creating a workplace that is inclusive, mindful and reflects the customers and communities we serve, live, and operate in.

About PC Financial

PC Financial provides unprecedented value to customers, simplifying financial products to help Canadians Live Life Well. Through the PC Mastercard® and the PC Money™ Account, customers avoid monthly banking fees and have earned more than \$1 billion worth of PC Optimum points to redeem for beauty, groceries, gas, apparel, and other products.

PC Financial is a wholly owned indirect subsidiary of Loblaw Companies Limited ("Loblaw"). With more than 250 colleagues who serve more than 2 million customers across Canada, PC Financial is all about offering products that provide customers with unprecedented value.

We recognize Canada's diversity as a source of national pride and strength. We have a long-standing commitment to be a diverse and inclusive place to work and shop. This is an important part of our purpose to help Canadians Live Life Well and our culture, values, and passion for customers. We celebrate diversity, are committed to equity, and strive to build a culture of inclusion where differences are welcomed, valued, and supported.

* Persons with a long-term or recurring physical, mental, sensory, psychiatric or learning impairment who consider themselves to be disadvantaged in employment by reason of that impairment or who believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, as well as individuals with functional limitations due to their impairment that have been accommodated in their current job or workplace.

** Persons other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.

Diversity, Equity and Inclusion at PC Financial

Our Diversity, Equity, and Inclusion (DEI) strategy is connected to our organization's overall strategy and purpose – and we are increasingly thinking about DEI wherever we interact with people – colleagues, candidates, customers, and vendors. Our DEI strategy includes data and reporting, partnerships and community investment, education, communication, and events. As part of this strategy, we strive to create an inclusive culture where every colleague can reach their full potential, is respected for who they are, and is embraced for their differences. A diverse and inclusive workplace allows PC Financial to benefit from a variety of perspectives, which in turn improves our customer experience and strengthens our market competitiveness.

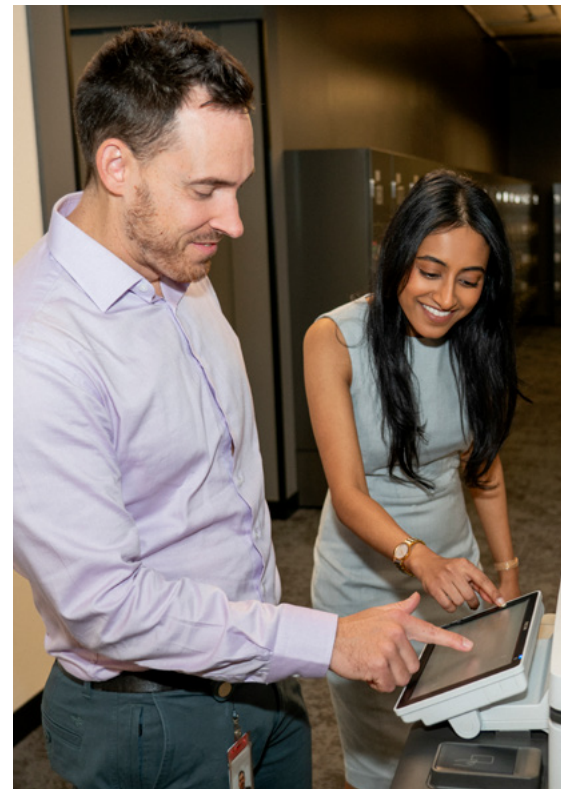
PC Financial and our colleagues are guided by our CORE values of:

- **Care** – Improving the health and well-being of all Canadians.
- **Ownership** – Approaching every day with personal accountability and commitment.
- **Respect** – Acting with integrity, respect, and openness every day.
- **Excellence** – Leading together through innovation and superior performance.

Our CORE Values guide corporate decision-making, and come to life through our Blue Culture initiative, which encourages colleagues to be authentic, make connections and build trust.

Our Blue Culture considers not just “what” we do, but “how” we do it, in order to deliver an amazing customer experience while achieving sustainable results.

It's foundational to our success and forms the north and south points on our strategic compass, guiding our decision-making to help us deliver our purpose.



Self-Identification

PC Financial has a process in place to ensure all colleagues have the opportunity to voluntarily self-identify in the Count Me In survey, as a member of one of the five designated groups in LEEP.

In 2021 we conducted an annual survey to collect this data in our HR Information System (Workday) to gain real-time data and use it to monitor representation in various programs, including talent management, hiring, turnover, compensation and more. 70 per cent of our colleagues participated in the 2021 survey.

Diversity & Inclusion Council

Our DEI efforts are spearheaded by our Diversity, Equity & Inclusion Council (Council), a group of senior leaders and colleagues who have raised their hands to help advance our four inclusion pillars – Women, People with Disabilities, Multicultural and Indigenous, and 2SLGBTQIA+ groups. In addition, we have four Employee Resource Groups (ERGs) who contribute to the success of our diversity, equity and inclusion initiatives.

Council and ERG members meet regularly to develop strategies, share insights, and plan programs and events. In 2021, these groups successfully adapted and planned virtual events and programs due to the ongoing COVID-19 pandemic. Each group works in partnership with executives, business leaders, and key stakeholders to further embed inclusion within our organization. The groups continually implement their respective strategies and provide feedback on employment barriers.

Below are the four pillars along with our key accomplishments for 2021.

Proud to be Me:

Our mandate includes taking action to ensure a more 2SLGBTQIA+ inclusive and diverse workplace. Throughout 2021 we welcomed guest speakers to educate our colleagues on inclusion, allyship and teachings on inclusion. For Pride month in June, we supported many events including publishing both a Pride guide to enable colleagues to support their peers, and a story featuring a PC Financial executive sharing his personal experience as a community member. We also hosted education on the history of Pride and the importance of sharing pronouns, as well as various games, and performances.

Able:

Throughout the month of March 2021 the Able@PCFinancial pillar coordinated an event for World Down Syndrome Day, which focused on creating a voice and advocating for the rights, inclusion and wellbeing of people with Down Syndrome in our workplace, schools and communities. For World Autism Day we raised awareness by driving a campaign called “Light It Up Blue”, where colleagues wore blue and shared their stories. In May, we organized a Health and Wellness Week which included activities like virtual yoga, a step challenge, paint night, and a Senior Management Team cookoff. In the fall of 2021, PC Financial in partnership with our Loblaw Digital team hosted Shifting Left on Digital Assets and Accessible Design / PC Finance anime la séance during the annual NDEAM event. This conference focused on educating colleagues on types of disabilities people have, barriers they face and how we work towards creating more inclusive content and communication specific to our digital websites.

Go Further Women:

Our group represents our gender inclusion priority and unites the various women’s initiatives that exist across our company. In 2021 PC Financial launched a mentorship program for women to support them professionally and personally. We had a week where we hosted many events which included an interactive, virtual conference on the theme “Choose to Challenge”, with more than 10 keynote speakers, networking sessions, and activities. Shared spotlight stories on our intranet of women in our organization, sharing their stories, experiences and skills. Provided an activity guide with conversation starters/huddle tips and information. Lastly, we supported the Shoppers Drug Mart “Love You” Run for Women.

Embrace Your Roots:

Our mandate is to create a workforce reflective of the communities we live and work in, at all employee levels. In 2021, we did this by doing various events at PC Financial. We celebrated Lunar New Year with spotlight sessions on how families celebrate. During Black History month we had an interactive challenge where we “guessed the flag”, hosted a Caribbean cook off as well as an anti-black racism guest speaker. We celebrated various events such as Easter, Ramadan and National Indigenous Peoples Day. At an Enterprise level we engaged in partnerships with Ascend Canada – Pan Asian Leaders, Black Business and Professional Association, Black Professionals in Tech Network, Canadian Centre for Diversity and Inclusion, Canadian Council for Aboriginal Business.

Community Engagement

PC Financial Resilience Project Accelerator

In 2021, PC Financial partnered with Enactus to develop the Resilience Project Accelerator. The Accelerator program empowers entrepreneurial post-secondary students with the resources needed to address Canadian social issues. PC Financial's objective for the program is to support students in building resilient financial education programs for underserved populations in Canada. We offer our colleagues a chance to volunteer to support the program.

As part of this partnership, we were given a unique opportunity for six colleagues to advise Enactus teams who received funding through the program. The volunteer commitment of an Enactus Team Advisor is three to four 1-hour meetings between November 2021 and March 2022. Furthermore, 10 colleagues volunteered to judge the Enactus project entries in April 2022.

Making Connections

Throughout 2021, the Diversity, Equity & Inclusion Council offered colleagues many valuable programs and experiences.

At an enterprise level we hosted "Listening Sessions" or "Sharing Circles" to create safe spaces for dialogue and collect feedback on colleague experiences, which were then used to inform longer term strategies and action plans for PC Financial.



PC Children's Charity

Nationwide, wherever kids are learning, the President's Choice Children's Charity provides two key building blocks for a child's future: good food and good food education. With the support of Loblaws stores, colleagues, vendors and millions of customers, our national signature program, Power Full Kids, reaches children and youth in approximately 1,100 communities everyday – during school and all summer. In 2021, PC Financial colleagues raised funds and donated to support the charity's effort to address childhood hunger and nutrition skills.

Within PC Financial 20.56 per cent of colleagues contributed to President's Choice Children's Charity, with total contributions of \$16,370.14.

Women at PC Financial

Representation	PC Financial 2019 (%)	PC Financial 2020 (%)	PC Financial 2021 (%)	Labour Market Availability*
Overall	45%	46%	50%	48%
Senior Management	41%	37%	55%	27%
Middle Management	41%	43%	40%	39%
Professional	50%	51%	62%	55%

* Overall Labour Market Availability as per Employment and Social Development Canada based on Statistics Canada's 2016 National Household Survey and 2017 Canadian Survey on Disability

Overall, the representation of women in our workforce continues to be in line with the labour market availability. We have continued to trend upward in our representation of women at PC Financial. Specifically, 50 per cent of our Senior Management team is comprised of women, 55 per cent of our Senior Directors/Director levels are women and 40 per cent of our Middle Management levels are women. We continue to see year over year improvements with our representation of women at PC Financial. We are also proud to showcase that 62 per cent of our professional level colleagues are women, and remain committed to building a succession pipeline with a gender-inclusive lens that will help improve our overall representation of women at senior levels in the organization.

Partnerships

We are proud to partner with the following groups supporting women in the workplace:

- **Catalyst** A leading non-profit organization expanding opportunities for women and business.
- **The Women's Executive Network (WXN)** Canada's leading organization dedicated to the advancement and recognition of women in management, executive, professional and board roles.
- At an Enterprise level we were a key sponsor and participant in the **Canadian Council for Aboriginal Business's Indigenous Women in Leadership Awards**.

Board Diversity

PC Financial remains committed to ensuring diverse and inclusive perspectives are present at the most senior levels of our organization. In 2021, the representation of women on our board of directors was 43 per cent. 57 per cent of the board are considered independent from the bank.

Education and Awareness

We hosted several Success Talks with various female leaders within our business where they shared their experiences and challenges as leaders. This series gave colleagues a chance to hear insights from senior executives about their personal and professional lives on topics including broadening the inclusion lens on gender and diversity, work life balance, and achieving developmental goals. Making connections is one of our key culture principles as it allows us to build relationships, inspire and support an inclusive environment.

Members of Visible Minorities at PC Financial

Representation	PC Financial 2019 (%)	PC Financial 2020 (%)	PC Financial 2021 (%)	Labour Force Availability*
Overall	60%	64%	46%	21%
Senior Management	48%	48%	12%	11%
Middle Management	52%	63%	36%	17%
Professional	70%	72%	51%	23%

Overall Labour Market Availability as per Employment and Social Development Canada based on Statistics Canada's 2016 National Household Survey and 2017 Canadian Survey on Disability

PC Financial is committed to creating a work force reflective of the communities we live and work in, at all colleague levels. We continue to monitor the inclusion of visible minorities in our workforce to build upon the diverse cultural perspectives that allow us to enhance our product offerings and service efficiencies. Our overall visible minorities continue to be well represented, well above the relevant labour market availability year over year.

In the last two years, we've shared the growing concern around systemic anti-black racism and Asian communities as they experience hate and violence which was felt across the world. We used our platforms to raise awareness and show our support as we made efforts to be part of the solution. We reviewed our anti-racism strategy and brought forward five key commitments which include: training, recruitment & partnerships, awareness and education, diversity targets, and inclusion practices.

Training

As part of our strategic plan we conducted multiple mandatory curriculums focused on racial profiling and understanding bias. These trainings consisted of Indigenous inclusion training and cultural awareness training. We also had various vendors and workshops take place virtually throughout the year.

As part of our Environmental Social Governance initiatives, the enterprise is rolling out the largest inclusion training program in Canadian history, where all 200,000 people in our Loblaw workforce (including colleagues from the bank) will receive two inclusion training courses. Being an Ally has a segment specifically dedicated to Indigenous Inclusion that all PC Financial colleagues completed in 2021.



Recruitment and Partnerships

We are dedicated to building and sustaining a colleague population that reflects the customers and communities we serve. By building workforce diversity through recruitment, we can further build on our understanding of key factors to retain, develop, and leverage diverse talents across the organization. In 2021, roles were promoted on diverse job boards, where we began implementing inclusive job descriptions and incorporating more inclusive interviewing techniques.

As a wholly owned subsidiary of Loblaw, PC Financial has access to several partnerships to increase our representation of visible minorities and promote job opportunities through various community agencies, targeting newcomers. These partnerships include:

- **Ascend Canada** a non-profit organization focused on enhancing the presence, visibility, and influence of current and future Pan-Asian business leaders in corporate Canada. Our partnership with Ascend allows us to leverage their best practices and networks to help us achieve our business, talent, and diversity goals.
- **Black Business & Professional Association (BBPA)** a non-profit, charitable organization that addresses equity and opportunity for the Black community in business, employment, education, and economic development. Our partnership with the BBPA includes a mentorship program, advocacy and access to information and resources.
- **Canadian Centre for Diversity & Inclusion (CCDI)** focuses on providing organizations with innovative and strategic support in the areas of diversity, inclusion, human rights, and equity. Our partnership with CCDI enables us to leverage their tools, knowledge, education, and consultative services to create a more inclusive workplace.
- **Toronto Region Immigrant Employment Council (TRIEC)** their mission is to create and champion solutions to better integrate skilled immigrants in the Greater Toronto Region labour market.

Awareness and Education

PC Financial encourages colleagues to be authentic. Inclusion of visible minorities improves cultural literacy skills across our organization, fosters appreciation and respect for cultural differences amongst colleagues and customers, and allows us to celebrate cultural events and holidays that are important to our colleagues and customers.

In 2021, our Diversity, Equity & Inclusion Council spearheaded various cultural observances through education and celebration to enhance inclusion at PC Financial. Throughout the year our events included the celebration of Chinese New Year and Black History Month. From there, we quickly shifted and celebrated many virtual events including Diwali, Eid and Passover, just to name a few.

We hosted virtual fireside chats with our former President, and President of the Black Business and Professional Association, Nadine Spencer. We also shared spotlight stories on our intranet of Black colleagues sharing their stories, experiences and skills, and we provided a package with conversation starters, huddle tips and information related to Black History Month for leaders and teams.

Our Enterprise developed a Diversity, Equity and Inclusion calendar with themes for each month for example, Alzheimer’s Awareness Month in January, Black History month in February, etc. During each month we highlighted different holidays through awareness memos for colleagues.

PC Financial observed the National Day for Truth and Reconciliation, colloquially known as Orange Shirt Day, as a Canadian statutory holiday to recognize the legacy of the Canadian Indian residential school system.

In addition, PC Financial’s Accommodation Policy includes accommodation for religious observances and important cultural and religious dates are taken into consideration when planning meetings and workplace events.



Diversity Targets

Our self-identification campaign also provides a better understanding of our current representation and allows us to review gaps within our workforce. In addition, through our yearly engagement survey, we collect demographic data to provide insights on our workforce in relation to the Canadian population. This information is key to helping celebrate our differences and strengths.

Inclusion Practices

Through our inclusion practices, we have promoted job postings on diverse job boards while also piloting inclusive job descriptions through a partnership with Equitek. Equitek provides solutions to ensure our job opportunities are available to qualified job seekers from under-represented demographics across Canada.

Aboriginal Peoples at PC Financial

Representation	PC Financial 2019 (%)	PC Financial 2020 (%)	PC Financial 2021 (%)	Labour Force Availability*
Overall	0.4%	0.4%	0.4%	4%

* Overall Labour Market Availability as per Employment and Social Development Canada based on Statistics Canada's 2016 National Household Survey and 2017 Canadian Survey on Disability

We recognize that better representation from Aboriginal peoples at PC Financial is a priority for Canadians. We remain focused on promoting opportunities at the organization to add Aboriginal candidates to our pipeline of talent and build cultural understanding regarding the Aboriginal community.

Cultural Awareness and Education

In 2021, our Diversity, Equity & Inclusion Council shared an event from the enterprise on Learning to Unlearn: Sharing Indigenous Stories and Becoming Allies.

We also included Land Acknowledgements at our enterprise townhalls and events throughout the year.

Traditional Aboriginal Practices

In keeping with the Canada Labour Code adjustments in 2021, PC Financial provides up to five days each calendar year for a colleague who is an Aboriginal person to engage in traditional Aboriginal practices including hunting, fishing, harvesting and any practice prescribed by regulation.

Persons with Disabilities at PC Financial

Representation	PC Financial 2019 (%)	PC Financial 2020 (%)	PC Financial 2021 (%)	Labour Force Availability*
Overall	2%	0.8%	0.8%	9%

* Overall Labour Market Availability as per Employment and Social Development Canada based on Statistics Canada's 2016 National Household Survey and 2017 Canadian Survey on Disability

PC Financial's workforce representation of persons with disabilities is low in comparison to the labour market availability. However, we remain committed to identifying, hiring, advancing, and retaining people from the disabled community and creating an environment where colleagues are comfortable self-identifying.

Committed to Accessibility and Accommodation

Having adopted the Accessibility for Ontarians with Disability Act (AODA) standards across our organization, PC Financial affirms its commitment to colleagues and customers with disabilities.

PC Financial's accommodation policy provides colleagues with the necessary workplace support, including but not limited to, physical modifications to workstations, adaptive technology, and flexible working arrangements to meet work, family, or life needs. We provide access to a medical services team that consists of seven nurses across Canada. The medical services team provides information and resources related to non-occupational injuries and illnesses, mental health awareness, and the Employee and Family Assistance Program (EFAP).

Colleagues have access to Silvercloud, a digital mental health platform that uses proven tools and techniques to help you think and feel better. It has a variety of support programs, including programs for stress, resilience, and sleep & insomnia.

Colleagues also have access to an online meditation platform, free of cost through the mental health hub on shoppersdrugmart.ca. Topics range from breathing techniques and self-care, to relaxation and sleep, to coping with stress and anxiety.

The Bank is working with eSSENTIAL Accessibility to make an assistive technology application available to customers who require assistance with typing, gesturing, moving a mouse, or reading. The application can be downloaded free of cost and incorporates tools such as mouse and keyboard replacements, voice recognition, speech enablement, hands-free/touch-free navigation, and more.

In addition, alongside Loblaw, PC Financial continues to review various tools and technology platforms to ensure we can support our colleagues who use assistive technology.

Recruitment and Partnerships

We know that workplace diversity matters. Hiring a diverse workforce includes recruiting talent among people of all abilities. Our DEI Council hosted Success Talks that focused on our strategies and resources that will help us attract and retain people with disabilities and enable them to reach their full potential.

Developing relationships with diversity partners and communities allows us to promote opportunities at the organization and add candidates to our pipeline of talent. We partnered with the Canada Hearing Services to conduct sign language workshops for our colleagues.

- **Canadian Hearing Services (CHS):** offers a wide range of information, support, and services to help remove communication barriers for people of all ages, who are deaf and hard of hearing. Our relationship with CHS gives us access to educational resources and a series of accessibility services, especially for events or initiatives that might require an interpreter using sign language.
- **Giant Steps:** a school dedicated to the education and inclusion of autistic students.



Cultural Awareness and Education

Alongside Loblaw, an ongoing priority of PC Financial is to eliminate barriers for people with disabilities and create a more inclusive workplace that is reflective of the communities we serve. To do this, several activities were held in 2021 to enhance inclusion at the organization, including:

- **Inclusive Technology:** Promoted current tools on laptops and increased awareness on visible and non-visible disabilities (dyslexia, colour blindness). Closed Captioning was added to MS Teams as well.
- **World Down Syndrome Day:** Together we advocate for the rights, inclusion, and well-being of people with Down syndrome in our workplace, and we celebrated by wearing bright, coloured and patterned socks to signify the uniqueness of the triplication (trisomy) of chromosome 21 which leads to Down syndrome.
- **International Week of the Deaf:** To improve our communication skills when speaking with colleagues and customers who are deaf or have hearing loss, we invited Briconnect to introduce our colleagues to sign language.
- **National Disability Employment Awareness Month:** Contest held on improving the work environment for colleagues and customers.
- **Mental Health Awareness Week:** The mental wellness of all our colleagues is a prominent focus. We conducted our first ever Virtual Health & Wellness week where we provided educational sessions and activities about mental health and the resources available to our colleagues to improve mental health and resilience.
- **Automated Teller Machines (ATMs):** Updated with Text to Speech capability.
- Changes to our **PC Financial website** to align with accessibility regulations.
- Our commitment to the Accommodation (non-medical) Project has created a process for logging and tracking requests.



Pride at PC Financial

PC Financial is committed to fostering an inclusive environment for colleagues and customers who are members of the 2SLGBTQIA+ communities, and we encourage everyone to be their authentic selves.

Partnerships

As part of Loblaw, PC Financial has fostered partnerships with many organizations across Toronto. Through these partnerships, we plan to continue to provide colleagues with access to webinars and events to learn more about the 2SLGBTQIA+ community. PC Financial provided comprehensive Pride guides for colleagues which included educational information, posters, conversation starters, ideas for stores to get involved, and leadership messages related to Pride. We hosted a virtual education session with the 519 on 2SLGBTQIA+ 101 – a city organization dedicated to advocacy for the inclusion of LGBTQ communities. Other partnerships included:

- **Pride at Work** a non-profit organization dedicated to improving the climate of inclusiveness for lesbian, gay, bisexual, and trans-identified colleagues in the workplace. Our involvement with Pride at Work Canada allows us to better promote a positive environment for colleagues who identify with the LGBT community and brings access to seminars and networking events.
- **Egale** is a Canadian organization for 2SLGBTQIA+ people, focusing on research, education, awareness and by advocating for human rights and equality in Canada and beyond. Our relationship provides us with valuable insights, advice, and access to learning and development opportunities.
- **The 519** is committed to the health, happiness, and full participation of the 2SLGBTQIA+ communities. Our partnership includes advocacy and support, and access to information and resources.
- **Pflag Canada** is a national charitable organization founded by parents who wished to help themselves and their family members understand and accept their 2SLGBTQIA+ children. Our relationship provides consultation, support services and access to resources.

“It is important for us to advance inclusion of sexual orientation, gender identity and gender expression.”

Cultural Awareness and Education

Our Diversity, Equity & Inclusion Council works to ensure the inclusion and acceptance of all individuals in our business, regardless of sexual or gender expression and identity. The council is focused on driving visibility and inclusion for 2SLGBTQIA+ colleagues through events, programming, education, and developing resources.

In 2021, we shifted our approach by hosting virtual webinars with our DEI Council to advance 2SLGBTQIA+, including Transitions in the Workplace, Coming Out in the Workplace, and Transgender Inclusion. In addition, to foster and build awareness around the 2SLGBTQIA+ community, we continued our partnership with The 519 to educate colleagues on fostering inclusivity in the workplace.

It is important for us to advance inclusion of sexual orientation, gender identity and gender expression. In 2021, we continued our commitment to celebrating our differences with the implementation of pronouns in email.

Every year, June marks the beginning of Pride celebrations to support the 2SLGBTQIA+ communities. At PC Financial, celebrations took place throughout the month, including virtual events including showing our pride through flag colouring activities, a virtual learning workshop and a first ever virtual drag performance. In addition, to align with our virtual environment, the first ever 2SLGBTQIA+ Podcast broadcasted many more podcast episodes which covered topics such as: the History of Queer Terminology, Queer Canadian History, Intersex Awareness, National Coming Out Day and more to continue to bring education and awareness to our colleagues.

Learning & Development

At PC Financial, we believe that ongoing learning allows us to create, support and reinforce an inclusive culture. Colleagues at all levels of the organization are encouraged to take control of their own development and expand upon their skills, knowledge, and capabilities to become more proficient in their current job or learn new skills for a future role.

Our virtual learning platform – Academy, provides a one-stop shop for colleague education with access to a wide range of learning opportunities including a broad course catalogue, dozens of resources, and a wealth of training sessions and activities including learning offerings on leadership, communication, customer service, business and technical skills, regulatory, compliance, and diversity and inclusion.

Colleagues are encouraged to build their awareness and knowledge in areas related to diversity and inclusion. As members of the Canadian Centre for Diversity and Inclusion, Catalyst, and other corporate-wide partnerships colleagues have access to monthly Webinars, Community Practice events, Conferences, and a Knowledge Repository.



Inclusive Policies and Practices

Diversity, Equity, and Inclusion are embedded into our culture at PC Financial and reflected in our vision and values. We invite all colleagues to be their authentic selves, enabling them to contribute fully; build trust by welcoming and embracing different ideas and perspectives and being accountable for our actions; and make connections by respectfully interacting with diverse individuals in the communities we serve and among the colleagues we work with.

We are constantly striving to create a workplace where every colleague feels included and has access to the resources needed to reach their full potential. We have many policies and practices to support this inclusive culture.

Equal Pay

As part of our commitment to Diversity, Equity & Inclusion, PC Financial conducts a regular review and analyzes information relating to gender and remuneration.

To ensure a like-for-like comparison, we continue to review a total median remuneration by gender for roles at the same level within PC Financial.

PC Financial remains committed to ensuring our remuneration design and decision making is fair, transparent, and based on performance in the role.

Well-being, Absences and Voluntary Leaves

The physical, financial, social, mental, and emotional well-being of our colleagues is crucial to PC Financial's success. Wellness programs and services available to support colleagues and their family's health and well-being include:

- **Employee and Family Assistance Program** offers a range of professional counselling and support services to colleagues and their families.
- **Paramedical Services** provides a coverage of practitioners of the colleague's choosing, for themselves and their eligible dependents.
- **Dietitian Services** provides help in setting and reaching personal health goals to colleagues and their families.
- **Gym** offers a range of exercise equipment for colleagues to utilize at our facilities.
- **Prayer and Quiet Room** offers colleagues a quiet place for personal wellness needs – mental, physical, or spiritual.
- **Silvercloud** a digital mental health platform that uses proven tools and techniques to help with programs including stress, resilience, and sleep and insomnia.
- **COVID-19 Relief Plan** which provides support and resources to colleagues affected by the global pandemic including Pay Protection Programs, sanitization practices, health and safety.
- **WorkPerks** a discount ticket program that provides colleagues with a growing list of discounts and savings opportunities.

PC Financial recognizes that colleagues may require time off for personal, exceptional, or unusual circumstances. They can access several absences provisions and leaves, both paid and unpaid, to accommodate their need for time away from work. PC Financial's leave of absence programs include:

- **Bereavement** upon death of a family member
- **Court / Jury Duty** to fulfil civic duty
- **Emergency** for personal or family emergency
- **Compassionate Care** to care for a seriously ill family member
- **Maternity / Parental Leave** to provide maternity and parental support
- **Traditional Aboriginal Practices** that include hunting, fishing, harvesting and any practice prescribed by regulation
- **Personal Leave** for personal reasons
- **Leave for Victims of Family Violence**
- **Medical Leave** for personal illness or injury, organ or tissue donation or medical appointments
- **Sabbatical** for personal reasons
- **Short-Term Disability** to support during an illness
- **Long-Term Disability** to support during an illness that extends beyond short-term disability

Whistleblowing

PC Financial understands the importance of fostering a workplace culture that embraces and promotes diversity, equity and inclusion and is free from any form of discrimination or harassment.

Our Code of Conduct provides colleagues with conduct expectations in accordance with the values, ethics, standard and principles of our organization. All colleagues must attest their understanding and compliance with the Loblaw Code of Conduct on an annual basis. PC Financial provides several options to address concerns for discussion and resolution, including:

- Raise concerns directly with a manager and/or senior management or anonymously through the Integrity Action Line
- Contact Human Resources online, by telephone or in-person



Hybrid Working

PC Financial is committed to fostering an inclusive working environment that empowers all colleagues to perform at their best. In 2021, PC Financial accelerated its journey of Workshift through the pandemic and began to develop our hybrid working model. Colleagues are equipped with the tools and technology that provide a high degree of mobility and connectivity, enabling them to remain effective even while working remotely. Workshift empowers colleagues to better manage their work, family, and other lifestyle commitments, allowing them to perform at their best both personally and professionally.



In fall 2021, we introduced a hybrid working model which allowed colleagues to have flexibility between working at the office and remotely. It was important to us to develop best practices and different technologies to help colleagues remain flexible to connect, collaborate and feel a sense of belonging both inside and outside the office.

Our Lakeshore and Bathurst office allows colleagues several accessibility and inclusive measures such as gender-neutral bathrooms, sit stand desks, wellness rooms, accessible kitchens, prayer rooms etc. The design also allows for various workspaces where colleagues can choose to work based on their activity for the hour or day. Quiet rooms and the library also provide great spaces for colleagues to work with reduced distractions.

Engagement

As we strive for equality, our colleagues must understand and believe in the value of inclusion. To this end, our ongoing engagement program demonstrates the depth of our commitment to inclusion and its importance to the organization. The annual survey includes diversity demographic questions to allow us to understand how diverse colleagues feel and measure our inclusion. We are proud of our engagement score at PC Financial, which was 81 per cent with 84 per cent participation in 2021.

Our culture and CORE values are about giving regular feedback and showing each other care and respect by making connections and building trust. Our Tell It As It Is colleague engagement survey is an important part of this. Annually, we launch our Tell It As It Is survey with all full-time colleagues. Leaders develop action plans from their survey results to strengthen their team's engagement and culture. In addition to the annual comprehensive Tell It As It Is, we surveyed with a shorter pulse so leaders can check-in on how their action plans are going and make adjustments where necessary at other points in the year.

Future of Inclusion at PC Financial

PC Financial is committed to DEI through our people and practices and will continue to pursue innovative ways to onboard diverse candidates, with a focus on attracting job seekers from the four designated groups, in their efforts to accurately reflect the diversity of the communities they serve.

We recognize that there are always opportunities to do better. Although we have made considerable progress on our diversity and inclusion commitments, we are committed to building representation amongst our designated groups across all levels of the organization and will continue building upon the solid foundation we have in place.

As we look to the future, we are excited about what lies ahead. With ongoing communication and learning opportunities on equity, diversity and inclusion, PC Financial hopes to create a safe place for all colleagues to bring their whole selves to work and feel confident when self-identifying. By cultivating an inclusive environment for our colleagues, we give them the tools they need to create a welcoming and safe environment for our customers, who are at the heart of everything we do.

