

# **2018 Employment Equity Narrative Report**

# **We think differently and we're looking for people who do the same**

**"In a nation as diverse and inclusive as Canada, I am proud that our business is committed to embedding diversity and inclusion into our DNA. Diversity of thought, background, culture, ability, identity and people is an important part of our journey to become more customer-centric."**

**- Barry Columb,**

President & Chief Executive Officer, PC Financial.

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# About This Report

Employment equity encourages the establishment of barrier-free working conditions, corrects positions of disadvantage in employment, and takes special measures to address differences for four designated groups in Canada, identified through the Employment Equity Act:

- Women;
- Aboriginal peoples – people who are First Nations, Inuit or Métis;
- Person with disabilities; and
- Members of visible minorities.

This report is submitted as part of the President's Choice Bank's ("PC Financial") annual requirement to provide quantitative and qualitative evidence demonstrating our commitment to employment equity, create a workplace that is inclusive, and one that reflects the customers we serve and communities in which we live and operate.

# About PC Financial

We are an organization that is truly customer-centric, focused on making our customers' lives simpler and more rewarding. Our mission is to innovate everyday transactions and harness the power of Loblaw and our partners to provide families with great value and rewarding experiences they love.

With more than 250 colleagues who serve some 3 million customers across Canada, PC Financial is about simplifying financial products and providing unprecedented value by offering products that reward customers' everyday.

PC Financial is a wholly owned indirect subsidiary of Loblaw Companies Limited. Since 1998, we've helped more than three million customers save billions of dollars in fees with our Mastercard while earning trillions in free groceries and other rewards.

We are an inclusive mix of people, skills and abilities. Each of us brings different ideas and experiences to the table.



# Diversity & Inclusion – A Priority

PC Financial has been successful in building a workforce that reflects the customers and communities we serve. We strive to make our workplace a welcoming and inclusive place for people of different orientations, ethnicities, ages, abilities, and skills, because we believe that respecting each other is what makes PC Financial a great place to work and creates better customer experiences.

## Our CORE Values

- 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 Culture and CORE Values are defined by how we think, act and interact with each other. By considering not just “what” we do, but “how” we do it, we will be able to deliver an amazing customer experience, while achieving sustainable, breakthrough results. We will also create an environment that is inclusive and truly a great place to work.



# Leadership and Consultation Diversity & Inclusion (D&I)

## Diversity & Inclusion Council

To progress our efforts on diversity and inclusion, our Diversity & Inclusion Council is comprised of senior leaders and colleagues from across the business. The council focuses on initiatives across four key groups, Women, LGBTQ+, People with disabilities, and Multicultural and Indigenous peoples.

The PC Financial Inclusion Council is chaired by our Senior Vice-President, PC Services and includes our Vice-President, Customer Operations and Vice-President, Human Resources as Co-Chairs. In addition, four colleague committee group leads help drive the Council's ongoing activities. Our Diversity & Inclusion Council members meet regularly to develop strategies, share insights, and plan programs and events.

The Diversity & Inclusion Council works in partnership with executives, business leaders, key stakeholders, and designated colleague group members across PC Financial to further embed inclusion into our organization. The committees continually implement their respective strategies and provide feedback on employment barriers.

A new 2019-2021 Diversity & Inclusion strategy is already in place, and will ensure we remain focused on driving progress on our foundational pillars - Women, LGBTQ+, People with Disabilities, and Multicultural and Indigenous. The plans will be reassessed annually to ensure alignment between business goals and the Diversity & Inclusion program deliverables.



# Women at PC Financial

Representation	PC Bank 2018	Labour Market Availability*
Overall	45.7%	48.2%

\*Overall Labour Market Availability as per employment and social Development Canada based on Statistics Canada's 2011 National Household Survey and 2012 Canadian Survey on Disability

## Board diversity

- In 2018, women represented fifty-seven percent on our board of directors. We remain committed to ensuring diverse and inclusive perspectives are present at the most senior levels of our organization.

## Women in leadership

- PC Financial continues to focus on the inclusion of women across the organization. We are committed to building a succession pipeline with a gender-inclusiveness lens that will improve our overall representation of women in leadership roles. In 2018, we held training sessions to improve women's leadership experience at PC Financial. The sessions helped women define and implement their own leadership strategy, while encouraging them to speak up and use their voices for advancing their careers.

## #GoSponsorHer

- PC Financial is committed to doing our part to find, support and celebrate the deep bench of female talent we already have within our organization. In 2018, we launched the #GoSponsorHer challenge, a movement to help women in our organization "Go Further" and achieve their career goals. This forum allows a senior leader to actively support a woman's career and commits to her growth and success. Sponsors and sponsee are encouraged to build strong professional relationships. Together, they share their success with other potential sponsors to support the growth of the female colleague.

## Go Further Women at Loblaw

- In 2018, the Diversity & Inclusion Council Women's pillar offered colleagues many valuable programs and experiences throughout the year. One example, our Success Talks series, gave colleagues a chance to hear senior executives' insights from their personal and professional lives on topics, including the advancement of women into leadership positions; feminism, overcoming barriers and supporting gender diversity in the workplace; and breaking down barriers to increase diverse representation in top positions.

## Partnerships

- As part of Loblaw Companies Limited, PC Financial has access to several partnerships that are focused on professional development and leadership. These partnerships include:
  - 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.
  - Initiative for Women in Business (University of Toronto Rotman School of Business): together with award-winning faculty and corporate partners, they support the career development, decision-making and leadership skills of female professionals.

# Members of Visible Minorities at PC Financial

Representation	PC Bank 2018	Labour Market Availability*
Overall	54.3%	17.8%

*\*Overall Labour Market Availability as per employment and social Development Canada based on Statistics Canada's 2011 National Household Survey and 2012 Canadian Survey on Disability*

## Recruitment and colleague base

- PC Financial is committed to building and sustaining a colleague population that reflects the customers and communities we serve and to build upon the diverse cultural perspectives that allow us to enhance our product offerings and service efficiencies.
- Our overall visible minorities population continues to be well represented, well above the relevant labour pool. We continue to monitor the inclusion of visible minorities as we build our workforce.

## Partnerships

- As a subsidiary of Loblaw Companies Limited, 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.
  - ACCESS Employment: a recruitment agency that partners to rapidly integrate skilled immigrants into the workplace.

## Colleague engagement and grassroots approach

- At PC Financial we encourage our colleagues to be themselves. One of the ways we support this is through cultural observances from a wide range of backgrounds. In 2018, we asked colleagues, which observances that they would like to learn about and celebrate. Each of the chosen observances were paired with a PC Financial executive and a volunteer working committee to obtain input on how to best celebrate and educate our colleagues on the occasion. PC Financials' Accommodation policy includes accommodation for religious observances and important cultural and religious dates are taken into consideration when planning meetings and workplace events.



# Aboriginal / Indigenous Peoples at PC Financial

Representation	PC Bank 2018	Labour Market Availability*
Overall	1.0%	3.5%

*\*Overall Labour Market Availability as per employment and social Development Canada based on Statistics Canada's 2011 National Household Survey and 2012 Canadian Survey on Disability*

## Recruitment and retention

- At PC Financial we are focused on increasing our recruitment and retention of Aboriginal and Indigenous Peoples. To promote employment at PC Financial, we have developed partnerships with external organizations and are working on a targeted recruitment strategy in First Nations communities and beyond.

## A grassroots focus

- PC Financial recognizes the importance of celebrating National Indigenous People's Day in June. We believe we have an opportunity to help our colleagues become better acquainted with the history, people, culture and concerns of First Nations, Inuit, and Métis peoples.

# Persons with Disabilities at PC Financial

Representation	PC Bank 2018	Labour Market Availability*
Overall	1.9%	4.9%

*\*Overall Labour Market Availability as per employment and social Development Canada based on Statistics Canada's 2011 National Household Survey and 2012 Canadian Survey on Disability*

## Committed to accessibility

- Having adopted the AODA standards across our organization, PC Financial affirms its commitment to colleagues and customers with disabilities. We remain committed to identifying, hiring, advancing and retaining people from the disabled community.

## Workplace Accommodation

- PC Financial's accommodation policy provides colleagues with the necessary workplace supports including but not limited to, physical modifications to workstations, providing adaptive technology, flexible working arrangements to meet work, family or life needs.
- As a subsidiary of Loblaw Companies Limited, PC Financial has access to a medical services team that consists of seven nurses across Canada. Yet the medical services team provides information and resources relating to non-occupational injuries and illnesses, mental health awareness, and the Colleague and Family Assistance Program (EFAP). Their focus is to promote a culture of well-being, where colleague health and wellness is a priority and to support an environment where everyone feels valued and respected.
- An ongoing priority of our Diversity & Inclusion Council People with Disabilities pillar is to ensure we focus efforts on education and reducing the stigma associated with having a disability, organizing various events and communication initiatives.

## Mental health stigma, awareness and support

- Colleague's mental wellness is an important issue. In 2018 PC Financial devoted a week towards Mental Health Awareness to provide education sessions about Mental Health and the resources available to our colleagues to improve mental health and resilience.



# Pride at PC Financial

- PC Financial is committed to fostering an inclusive environment for colleagues and customers who are members of the LGBTQ+ communities. LGBTQ+ is the acronym that represents people who identify as lesbian, gay, bisexual, transgender, allies, and other people marginalized on the grounds of sexual orientation, gender identity, and gender expression.

## **Diversity & Inclusion Council – LGBTQ+ Pillar**

- Our Diversity & Inclusion Council LGBTQ+ pillar focuses on educating and building awareness of the LGBTQ+ community while maintaining a safe and inclusive environment where all colleagues can be themselves at work and in the communities in which they live.

## **Increasing awareness through communications**

- In 2018, to celebrate Pride we created an inspirational awareness video that featured LGBTQ+ colleagues discussing their journey. The video was featured on our intranet and social media channels. We also visually demonstrated our support for the LGBTQ+ community by decorating our office in representative colours.

## **Partnership with Pride at Work**

- As part of Loblaw Companies Limited, PC Financial has fostered partnerships that allow us to better promote a positive environment for colleagues who identify with the LGBTQ+ community. One example is our relationship with Pride at Work Canada, a non-profit organization dedicated to improving the climate of inclusiveness for lesbian, gay, bisexual and trans-identified (LGBTQ) colleagues in the workplace. Through the partnership, we provide our colleagues with access to seminars and networking events.

# Learning & Development

At PC Financial, we believe that learning begins with each colleague. 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 internal learning system 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 diversity and inclusion. Through our learning management system, colleagues can register to attend classroom workshops or complete online learning modules.

In 2018 we also created a talent and development plan for the organization and offered a wide range of in-class sessions to all full-time colleagues around communication, coaching, leadership and more.

To support senior leaders, we partner with Loblaw Companies Limited to conduct 360 feedback sessions and executive leadership preparedness assessments to support all colleagues and help them get to the next level.

We continuously review our HR processes and provide training and education to ensure that they are inclusive and equitable. This includes hiring, promotions and succession planning.

We also partner with the University of Toronto Rotman School of Business and Women's Executive Network (WXN) through their management programs to support the advancement of women in the workplace and give them opportunities for mentorship, development of strategic capabilities and leadership development.

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, they have access to monthly Webinars, Community Practice events, Conferences and a Knowledge Repository.





# Inclusive Policies and Practices

Diversity and inclusion are embedded in our culture at PC Financial and reflected in our vision and values as we call on all colleagues to "Be their Authentic Selves thereby 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 positive policies and practices to support this inclusive culture, including:

- **Workplace Harassment and Discrimination policy** provides for anonymous reporting of harassment or discrimination violations
- **Flexible working arrangements** to address and accommodate work, family or life needs
- **Leave of absence programs** to support colleagues that may require time off for personal, exceptional or unusual circumstances. These leaves may be paid, partially paid or unpaid:
  - **Bereavement** upon death of a family member
  - **Jury Duty** to fulfil our civic duty
  - **Emergency** for personal or family emergencies
  - **Compassionate Care** to care of a seriously ill family member
  - **Maternity / Parental Leave** to provide maternity and parental support
  - **Personal** for personal reasons
  - **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
- **Wellness programs and services** to support colleague's health and wellbeing:
  - **Colleague 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
  - **Prayer and Quiet Room** offers colleagues a quiet place for personal wellness needs – mental, physical or spiritual

## Future of Inclusion at PC Financial

PC Financial is committed to inclusion through our people and practices. We believe an inclusive culture is a strong culture. Colleague experience focuses on the interactions between colleagues and their managers, co-workers, and customers, and their work environment.

We recognize that there are always opportunities to do better. Although we have made significant 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 on the strong foundation we have in place. By cultivating an inclusive environment for our colleagues, we give them the tools they need to create an inclusive environment for our customers, who are at the heart of everything we do.