

2019 Employment Equity Narrative Report



FINANCIAL.

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

“Diversity of thought, background, culture, ability, identity and people is an important part of PC Financial’s journey to become more customer-centric. We are committed to embedding diversity and inclusion across all areas of our business to ensure we’re always delivering on the best customer experiences and providing our team with rewarding and challenging careers. ”

- 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). The program ensures organizations meet and, where possible, exceed their obligations under the 1995 Employment Equity Act.

The Employment Equity Act identifies and defines these four designated groups as:

- Women
- Aboriginal peoples – people who are Indian, Inuit or Métis
- Persons with disabilities*
- Visible minorities**

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 special 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.

About PC Financial

We are a company who believes in the power of good. Good food. Good service. And good financial well-being. PC Financial is focused on providing everyday payment products that reward customers' every day. Our vision is to make every day simpler and more rewarding.

With more than 250 colleagues who serve some 2 million customers across Canada, PC Financial is about simplifying financial products and offering products that provide customers with unprecedented value.

PC Financial is a part of Loblaw Companies Limited ("Loblaw"). Since 1998, we've helped our customers save millions of dollars in fees while earning billions in free groceries and rewards.

We recognize Canada's diversity as a source of national pride and strength. We have made it a priority to reflect our nation's evolving diversity in the products we sell, the people we hire, and the culture we create in our organization.

* People 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.

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



Diversity, equity and inclusion at PC Financial

Diversity, equity and inclusion are essential to how we operate. We strive to make PC Financial a great place to work where diversity thrives in a culture that is inclusive, positive and performance oriented.

As part of our diversity & inclusion strategy, we strive to create an inclusive culture where every colleague can reach their full potential, are respected for who they are, and their differences and similarities are embraced. 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 its colleagues are guided by its 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 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 results. We will also create an environment that is inclusive and truly a great place to work.

Self-Identification

PC Financial has a process in place to ensure all colleagues have the opportunity, and are provided with a rationale to voluntarily self-identify as a member of one of the four designated groups in the LEEP.

Through this campaign, we identify any gaps in representation to develop the right programs and initiatives to create a diverse and inclusive workplace.

We also understand that a colleague’s personal circumstances may change, and to capture these updates we are in the process of making further updates to our self-identification reporting to make the process even more timely so that they can voluntarily self-identify and update their status throughout their career.

Diversity & Inclusion Council

Many of our diversity and inclusion efforts come from our Diversity & Inclusion Council, a group of senior leaders and colleagues who have raised their hands to help advance our four inclusion priorities – Women, People with Disabilities, Multicultural and Indigenous, and LGBTQ2S+.

The PC Financial Inclusion Council is chaired by our Chief Financial Officer and Senior Vice-President, Finance, and includes our Vice-President, Customer Support Centre of Excellence and Vice-President, Human Resources as Co-Chairs. In addition, we have four Employee Resource Groups (ERGs) who contribute to the success of our diversity and inclusion initiatives.

Our Diversity & Inclusion Council members meet regularly to develop strategies, share insights, and plan programs and events. They work in partnership with executives, business leaders, key stakeholders, and designated employee group members to further embed inclusion into our organization. The committees continually implement their respective strategies and provide feedback on employment barriers.

Our 2019-2021 Diversity & Inclusion strategy is already in place, and will ensure we remain focused on driving progress on our foundational pillars. The plans will be reassessed annually to ensure alignment between business goals and the Diversity & Inclusion program deliverables.



Women at PC Financial

Representation	PC Financial 2019 (%)	PC Financial 2018 (%)	Labour Market Availability*
Overall	45.7%	45.7%	48.2%
Senior Management	41.0%	43.5%	27.6%
Middle Management	41.7%	41.1%	39.4%
Professional	50.4%	50.8%	55.0%

* 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 slightly below the Labour market availability, but above in Senior Management and Middle Management. We 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.

Board Diversity

PC Financial remains committed to ensuring diverse and inclusive perspectives are present at the most senior levels of our organization. In 2019, the representation of women on our board of directors was 57%.

Networking

Throughout 2019, the Diversity & Inclusion Council offered colleagues many valuable programs and experiences throughout the year.

Our Success Talks series, gave colleagues a chance to hear senior executives' insights from their personal and professional lives on topics, including broadening the inclusion lens on gender and diversity, work life balance, and achieving developmental goals. For International Women's Day, a panel of leaders from across the business hosted an open forum shared their stories on how we can all contribute to #BalanceForBetter and gender equality.

Making connections is one of our key culture principles as it allows us to build relationships, inspire and support in developing an inclusive environment. In 2019, two networking events were held with senior leaders and over one hundred attendees to discuss topics that empower women to further develop and enable them to expand their network by fostering relationships across the organization.

Sponsorships

Sponsorship programs play an important role in building a strong bench of extraordinary leaders, drive a performance based culture and create greater cross-functional relationships. #GoSponsorHer is 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 sponsored are encouraged to build strong professional relationships. Together, they share their success with other potential sponsors to support the growth of the female colleague. 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 2019, a new voluntary program called We Care, You Care was launched which supports parents going on parental leave. It covers all parents, whether they or their partner are giving birth, have adopted a child or are going on surrogacy leave. The goal is to offer as much support as possible in their role, while keeping parents as connected as they want to be during their leave.

Partnerships

As part of Loblaw, 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.
- **Women Get on Board:** a leading member-based company that connects, promotes and empowers women to corporate boards.



Members of Visible Minorities at PC Financial

Representation	PC Financial 2019 (%)	PC Financial 2018 (%)	Labour Force Availability*
Overall	60.2%	54.3%	21.3%
Senior Management	48.7%	39.1%	11.5%
Middle Management	52.1%	45.3%	17.6%
Professional	70.6%	61.4%	23.2%

* 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 population 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 population continues to be well represented, well above the relevant labour pool.

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, it will allow us to understand key enablers to retain and develop diverse talent, and ensure diverse talent across our organization is leveraged for unique perspectives.

As a division 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.
- **ACCESS Employment:** a recruitment agency that partners to rapidly integrate skilled immigrants into the 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.

Cultural Awareness and Education

At PC Financial, we encourage colleagues to be authentic and themselves. To do this, our focus is to promote cultural awareness, education and respect. Inclusion of visible minorities improves our cultural literacy skills across our organization, fosters appreciation and respect for cultural differences amongst colleagues and customers, and it allows us to celebrate cultural events and holidays that are important to our colleagues and customers.

In 2019, our Diversity & Inclusion Council spearheaded various cultural observances through education and celebration to enhance inclusion at PC Financial, including Diwali, Black History Month, Chinese New Year and Eid, just to name a few.

In addition, 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 Financial 2019 (%)	PC Financial 2018 (%)	Labour Force Availability*
Overall	1.0%	1.0%	4.0%

* 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 the total number of Aboriginal / Indigenous peoples at PC Financial is small in comparison to the labour market availability in Canada. While most of our colleagues are employed in the GTA which has a lower percentage of labour force availability (0.9%), we remain focused on promoting opportunities at the organization to add Aboriginal / Indigenous candidates to our pipeline of talent and build cultural understanding regarding the Indigenous community.

Recruitment and Partnerships

In 2019, PC Financial researched several Aboriginal / Indigenous inclusion experts to provide more balanced feedback on the types of challenges that Aboriginal / Indigenous people face obtaining employment opportunities and advancing in organizations.

To promote employment at PC Financial, we are looking to develop partnerships with external organizations and are working on a targeted recruitment strategy in First Nations communities.

Cultural Awareness and Education

In 2019, our Diversity & Inclusion Council spearheaded several activities to enhance inclusion at the organization. In June, to celebrate National Indigenous People's Day, we invited acclaimed speaker Bob Joseph, founder and President of Indigenous Corporate Training Inc., to lead a discussion with our colleagues on Indigenous awareness and working effectively with Indigenous peoples.

Traditional Aboriginal Practices

As per the Canada Labour Code adjustments in 2019, PC Financial now 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 2018 (%)	Labour Force Availability*
Overall	2.0%	1.9%	9.1%

* 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 Financials' 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. Our policies reflect the commitment to supporting colleagues who have disabilities by putting an accommodation plan in place.

PC Financials' 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 division of Loblaw, PC Financial has access to a medical services team that consists of seven nurses across Canada. The medical services team provides information and resources relating to non-occupational injuries and illnesses, mental health awareness, and the Employee and Family Assistance Program (EFAP). Their focus is to promote a culture of well-being, where colleague health and wellness is a priority and support an environment where everyone feels valued and respected.

In addition, alongside Loblaw, PC Financial continues to look at our 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. In 2019, our Diversity & Inclusion Council hosted a 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 help add candidates to our pipeline of talent. In 2019, PC Financial participated in several disability-focused career events including Spectrum Works, a job fair for people with autism.

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 2019 to enhance inclusion at the organization, including:

- White Cane Week - To ensure our colleagues understood the challenges of being blind or low-vision, we invited Louise Gillis, President of Canadian Council of the Blind, to share her journey and provide awareness on how they adapt to their surroundings and how they aspire to do great things.
- 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 Bricconnect to introduce our colleagues to sign language.
- National Disability Employment Awareness Month – We invited Rich Donovan, CEO of The Return on Disability Group, and a globally recognized subject matter expert on the convergence of disability and corporate profitability to speak to our colleagues about his journey and the accessibility efforts he has collaborated with Loblaw on.
- Mental Health Awareness Week - Colleague's mental wellness is an important issue. We devoted a week towards Mental Health Awareness to provide educational 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 LGBTQ2S+ communities, and we encourage everyone to be their authentic selves.

Cultural Awareness and Education

Our Diversity & Inclusion Council works to ensure the inclusion and acceptance of all individuals in our business, regardless of sexual or gender expression and identity. They are focused on driving visibility and inclusion for LGBTQ2S+ colleagues through events, programming, education and the development of resources.

In 2019, various webinars were hosted by our Diversity & Inclusion Council to advance LGBTQ2S+, including Transitions in the Workplace, Coming Out in the Workplace, and Transgender Inclusion. In addition, to foster and build awareness around the LGBTQ2S+ community, we partnered 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 2019, our Diversity & Inclusion Council spearheaded several activities to enhance inclusion at the organization, including Transgender Awareness Day, and Pronoun Survey & Email Implementation. We were also involved in communication outreach including the Support our Youth Bowlathon towards the health and well-being of LGBTQ2S+ youth.

June marks the beginning of Pride celebrations to support the LGBTQ2S+ communities. At PC Financial, celebrations took place throughout the month, including Proud to Be Me flag signing, drag performances, resource day, rainbow cupcakes, Show Your Pride day and the sharing of colleagues' coming out stories on our intranet.

Partnerships

As part of Loblaw, PC Financial has fostered partnerships with many organizations across Toronto, such as Pride at Work Canada and The 519. Through these partnerships, we plan to provide colleagues with access to webinars and events to learn more about the LGBTQ2S+ community.

Learning & Development

At PC Financial, we believe that ongoing learning allows us to create, support and reinforce an inclusive culture. We continuously review our HR processes and provide training and education to ensure that they are inclusive and equitable.

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.

Courses are offered in-class or virtually (instructor led) to all full-time colleagues and on-line via our internal learning management system (LMS). Our internal LMS 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.

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

We also partner with Rotman and Women's Executive Network (WXN) through their management programs to support the advancement of women in the workplace and offer 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, Catalyst, and other corporate wide partnerships colleagues have access to such as monthly Webinars, Community Practice events, Conferences and a Knowledge Repository.



Inclusive Policies and Practices

Diversity 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, 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 policies and practices to support this inclusive culture.

Equal Pay

As part of our commitment to diversity and inclusion and discrimination-free decision making, PC Financial conducts a regular review and analyzes information relating to gender and remuneration. A thorough review was conducted in 2019.

To ensure a like-for-like comparison, we reviewed total median remuneration by gender for roles at the same level within PC Financial. Analysis found less than 5% pay inequities because of demographic and role differences. The required pay adjustments were completed in 2019 to address these pay inequities.

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

Wellbeing, Absences and Voluntary Leaves

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

- **Employee 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
- **Prayer and Quiet Room** offers colleagues a quiet place for personal wellness needs – mental, physical or spiritual
- **WorkPerks** a discount ticket program that provides colleagues with a growing list of discounts and savings opportunities

PC Financial recognizes that colleague may require time off for personal, exceptional or unusual circumstances. They may choose from a number of absences provisions and leaves, both paid and unpaid, to accommodate their need for time away from work. PC Financials' 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 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 Code of Conduct on an annual basis.

As part of providing colleagues with a positive work environment, 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 on-line, by telephone or in-person
- Seek support from the Staff Ombudsman Office, which provides anonymous assistance with work-related issues when colleagues are unsure about using formal channels, need an impartial perspective to work out a plan, or need a neutral third party to facilitate difficult conversations.

Workshift

PC Financial is committed to fostering an inclusive working environment that empowers all colleagues to perform at their best. In 2019, PC Financial began the journey of Workshift by introducing new, flexible working environments that effectively accommodate the needs and desires of our diverse workforce.

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.

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.

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 survey with shorter pulse(s) 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 inclusion 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 five 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 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.

Using the available resources of our parent company Loblaw to perform the large-scale policy review (with input from diverse groups represented by the Inclusion Council) will help ensure that new and revised employment systems do not inadvertently introduce potential barriers to designated groups.

As we consider the future, we are excited by what lies ahead. Through ongoing communication with and learning opportunities for colleagues about 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 an inclusive environment for our customers, who are at the heart of everything we do.

